

Ad Hoc Strategic Planning Committee Board of Trustees Provost's Conference Room - Millican Hall, Third Floor, 395E Nov 15, 2021 9:30 AM - 11:30 AM EST

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**Meeting Agenda** 

#### Board of Trustees Meeting Ad Hoc Strategic Planning Committee November 15, 2021 | 9:30 a.m. – 11:30 a.m. Provost's Conference Room, Millican Hall, third floor

Livestream: https://ucf.zoom.us/j/96479921735?pwd=OFdSV2J0aExtWTZXdFp3dnZnTlpDUT09 Webinar ID: 964 7992 1735

Conference call number: 1-929-205-6099; Meeting ID: 964 7992 1735

#### AGENDA

1.	Call to Order and Welcome	Harold Mills, <i>Chair, Ad Hoc Strategic Planning</i> <i>Committee</i>
2.	Roll Call	Karen Monteleone, <i>Assistant Vice President</i> <i>Board Relations</i>
3.	Minutes of the September 23, 2021 meeting	Chair Mills
4.	Remarks	Chair Mills
5.	Discussion	Chair Mills
	DISC – 1	Becoming a University for the Future Ron Piccolo, <i>Special Assistant to the President</i> and Galloway Professor of Management
6.	New Business	Chair Mills
7.	Adjournment	Chair Mills



### Minutes Board of Trustees Ad Hoc Strategic Planning Committee University of Central Florida September 23, 2021

### CALL TO ORDER

Board Vice Chair Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 8:32 a.m. Board Chair Alex Martins *(ex officio)*, Vice Chair Beverly Seay and Committee members Bill Christy, Joseph Conte, Meg Hall, Joseph Harrington, and Caryl McAlpin were present. Other Trustees present included Tiffany Altizer, John Miklos and Michael Okaty. Trustees Jeff Condello and Danny Gaekwad attended the meeting virtually.

Mills reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

### ROLL CALL

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

### **REMARKS**

Mills said the Committee's goal is to guide the strategic planning process, advise the Board and support the development of the agenda for the Board of Trustees Retreat on December 2, 2021, which will be focused on strategic planning. He said at the end of the process, the result is a plan that is data-driven, measurable, and guides the path of the university's trajectory to becoming a Top 50 public metropolitan research university. He outlined seven points to the Committee:

- Strategic Plan is a living document that will include initiatives, metrics and dashboards
- Leveraging the expertise of the team (university constituents) who contribute to the success of the university
- Benchmarking and objective measurements matter, whether they are from higher education institutions or industry
- Strategy work requires hard decisions
- Awareness of limited resources
- Encouraged the committee to bring their unique experience to the process, but the committee is not to do the work of Dr. Ron Piccolo or the workgroups
- Be aspirational

Mills asked the committee members to share their top three outcomes of what they hope this process yields for the university:

• A plan that brings unification and acts as a guide for decision making; is realistic and transparent (understand the university's resources as of today and be realistic about what the university can accomplish); and that the plan positions the



university to be opportunistic and ahead of the curve (Seay)

- System-wide cultural shift that supports the administration and staff to take on the view of 'how can we accomplish' rather than 'why we can't'; how to stop viewing the university as a commuter school and consider allocation of time, the most precious resource, to support the staff to achieve goals; and academic metrics optimize funding (*Christy*)
- A successful strategic plan requires an academic profile that identifies specialties; has key areas of focus for the university and provides adequate funding; and establishes no more than five key goals, with accompanying supporting goals *(Conte)*
- Expand on the ability to be a holistic university by creating new opportunities and pathways with a balanced focus on STEM as well as arts programs; renewed focus on career readiness and internship opportunities that will increase employment rates post-graduation; and increase communication and collaboration with other State University System (SUS) universities and with universities in the Big 12 conference (*Hall*)
- Guiding values whether that is to be an elite R1 university, a focus on classes and degree production or the university's economic role; direction what are strengths, opportunities and topical themes that can be leveraged across the university that boost success and impact without demoralizing those that are not in the focus themes, but are still critical to student success; and specifics about the shape, size, composition and budget of the university, with a realistic path to a specific profile of the university (*Harrington*)
- Manageable number of items should be considered when developing the university's mission statement, strategy, goals and objectives; steps should be clearly written, succinct and achievable; and timelines should have short- and long-term parameters, focus on the buy-in factor of our shareholders and incorporate processes that mitigate risk (*McAlpin*)

He recognized Ron Piccolo, special assistant to the president for strategic planning and Galloway Professor of Management, to address the Committee.

### **DISCUSSION**

### DISC -1 Planning Process Overview and Timeline

Piccolo provided an update on the strategic planning process, what it means to be a metropolitan research university and provided data summarizing the university's current position compared to its aspirations.

His presentation highlighted:

- Supportive Work Groups
- Fall 2021 Planning Timeline
- Spring 2022 Goals
- Existing Resources
- Leadership Structure



- Progress to Date
- Sources of input
- Overview of Leading Metropolitan University
- Overview of Top Research Universities
- UCF College Comparison

The trustees had the following comments:

- Seay asked if Piccolo had reviewed the different focus groups engaged in the last strategic planning process, how they fit into the plan, and which ones were effective. Piccolo shared that he did review who was included, but it is difficult to determine the utility of their contributions. He said in this planning process, he will focus the discussions on the president's organizational framework and where the respective stakeholder groups can provide the most value and input.
- McAlpin asked if staff groups are included in the input process. Piccolo clarified that staff are included on the working group that represents all areas of the university. Mills followed up to comment that Ron will be reaching out into the community as well.
- Martins stated that he would like to make sure that each of the trustees who are not on the committee can provide input prior to the December 2 Board retreat. Additionally, he would like to ensure students have significant input into the strategic plan.
- Seay asked to include the Research Foundation Board as part of the volunteer board stakeholder sessions.
- Mills asked what comprises the Faculty Resources Rank: Piccolo clarified that it includes a class size index (an assessment of the student's ability to engage with their instructor). Mills underscored that the university must promote itself and collaborate with others, particularly in the area of research. Piccolo went on to clarify that the Faculty Resources Rank also includes faculty compensation, percentage of faculty who have a terminal degree, and the percentage of full-time faculty.
- Seay asked to see a chart of underrepresented students by college.
- Mills noted that benchmarking comparisons must be expanded outside of the State University System (SUS) to help the university determine where it is world class (or not).
- Harrington commented that as this process moves forward, each of the colleges will need to do their own assessment to determine if their student-faculty mix aligns with the strategic plan.
- President Cartwright asked Ron to ensure the metrics that are shown for each college includes the overall weighting for the university.
- Seay requested data related to alumni who stay in the region after graduation.

### NEW BUSINESS

There was no new business to come before the Committee.



### **ADJOURNMENT**

Mills adjourned the committee meeting at 9:31 a.m.

Reviewed by:		Date:	
	Harold Mills, Chair, Ad Hoc Strategic Planning Comr	nittee	

Respectfully submitted:

\_\_\_\_\_Date:\_\_\_\_ Mike Kilbride, Associate Corporate Secretary



#### Board of Trustees Ad Hoc Strategic Planning Committee | November 15, 2021

DISC-1: Becoming a	University for the Future	e
Information	Discussion	Action
Meeting Da	te for Upcoming Action:	

#### Purpose and Issues to be Considered:

The meeting will engage the committee in dialogue around creating the path to achieve the president's strategic vision of becoming a leading public metropolitan research university and a university for the future. Ron Piccolo, special assistant to the president for strategic planning and Galloway Professor of Management, will lead the presentation highlighting and summarizing key components of this vision.

#### Strategic Planning Process Update

The strategic planning process update will include a review of the planning timeline and associated milestones, stakeholder meetings completed to date, the key components of being a leading public metropolitan research university, and summary input obtained from the eight faculty forums.

#### **Emerging Themes**

This segment of the discussion will provide a summary of the research conducted by the Strategic Planning Work Group and feedback received from internal and external stakeholder groups. The emerging themes will inform the development of strategic pillars and an overarching strategic framework for the University.

The final segment will provide data regarding national trends in higher education, enrollment projections, student success metrics and benchmarks, and an overview of UCF's existing and potential areas of distinctiveness.

The Committee will be asked to engage in discussion on preliminary priorities, initiatives, pillars, and goals of the strategic plan. This discussion will inform the planning and preparation of materials for the Board's Strategic Planning Retreat on December 2<sup>nd</sup>.

#### **Background Information:**

The Board is responsible for adopting a strategic plan in alignment with the University's mission, and the Board of Governors' systemwide strategic plan and regulations.

At the kick-off meeting on September 23, 2021, the Ad Hoc Strategic Planning Committee received an update on the strategic planning process, what it means to be a metropolitan research university and provided data summarizing the university's current position compared to its aspirations.

#### **Recommended Action:**

No action is being requested at this time.

#### Alternatives to Decision:

N/A UNIVERSITY OF CENTRAL FLORIDA



Fiscal Impact and Source of Funding: N/A

Authority for Board of Trustees Action: N/A

Contract Reviewed/Approved by General Counsel 🔲 N/A 🖂

#### Committee Chair or Chair of the Board has approved adding this item to the agenda $\,igsquare$

#### Submitted by:

Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management

**Supporting Documentation:** Attachment A: Becoming a University of the Future

Facilitators/Presenters: Ron Piccolo Attachment A

# Ad Hoc Strategic Planning Committee Meeting

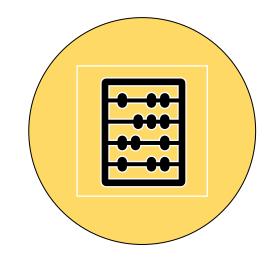
UCF

November 15, 2021









PLANNING PROCESS UPDATE

### **EMERGING THEMES**

SITUATIONAL ANALYSIS



# fall 2021 PLANNING TIMELINE



### **Meetings Conducted**

### **Meetings Planned**

Board of Trustees Alumni Board UCF Foundation Board Research Foundation Board Student Government (2) Faculty Forums (8) Staff

University Leadership

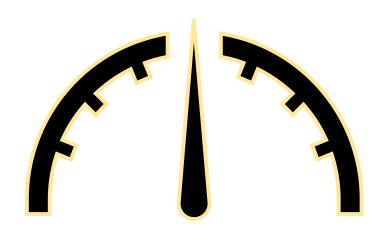
Staff Advisory Council Board of Governors Industry Partners State Colleges Faculty Staff Students

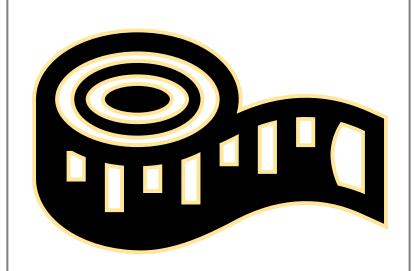


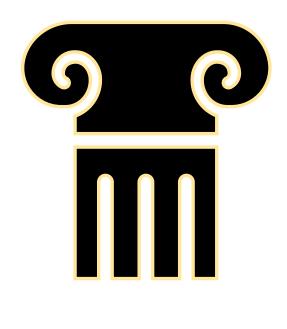
Date	<b>Topics for Discussion</b>	
10/12 (Tu)	A University For the Future	Attendees: 19
10/13 (W)	A University For the Future	Attendees: 12
10/19 (Tu)	Student Enrollment at UCF	Attendees: 4
10/20 (W)	Student Enrollment at UCF	Attendees: 10
10/26 (Tu)	Scholarly Direction and Research Trends	Attendees: 11
10/27 (W)	Scholarly Direction and Research Trends	Attendees: 0
11/9 (Tu)	Trends in Higher Education	Attendees: 9
11/10 (W)	Trends in Higher Education	Attendees: 0



# A University of central florida



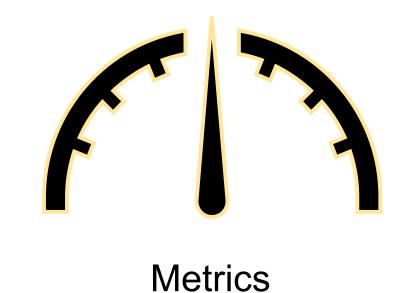




**Metrics** 



Pillars



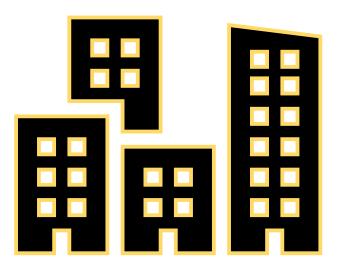
- Enrollment trends
- Cost to educate
- SAT/ACT scores
- Alumni participation rate
- 4-yr graduation rates
- College-level financial performance
- Student: Faculty ratio
- Research/grant revenue
- Students of color success rates
- Outcome rankings

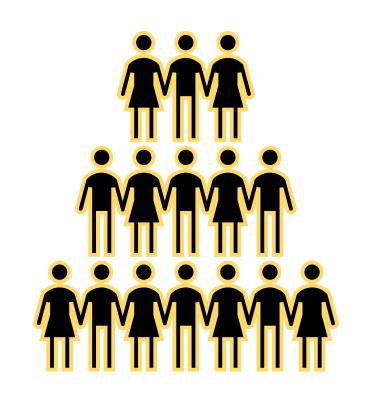
### UCF will become the

### WORLD'S LEADING PUBLIC METROPOLITAN UNIVERSITY,

### A TOP 50 PUBLIC RESEARCH UNIVERSITY,

determined to foster success for students of all backgrounds and to produce research and creative works that positively impact lives across our community and across the world.







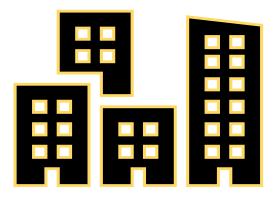
Metropolitan

Public





Access Social Mobility Pell-eligible graduation rate % Students of Color



### Affordability

Overall Cost % of Federal Loans Indebtedness

Metropolitan

### Quality

Graduation Rate Retention Rate Student-to-Faculty Ratio F/T Faculty Ratio

\$	1



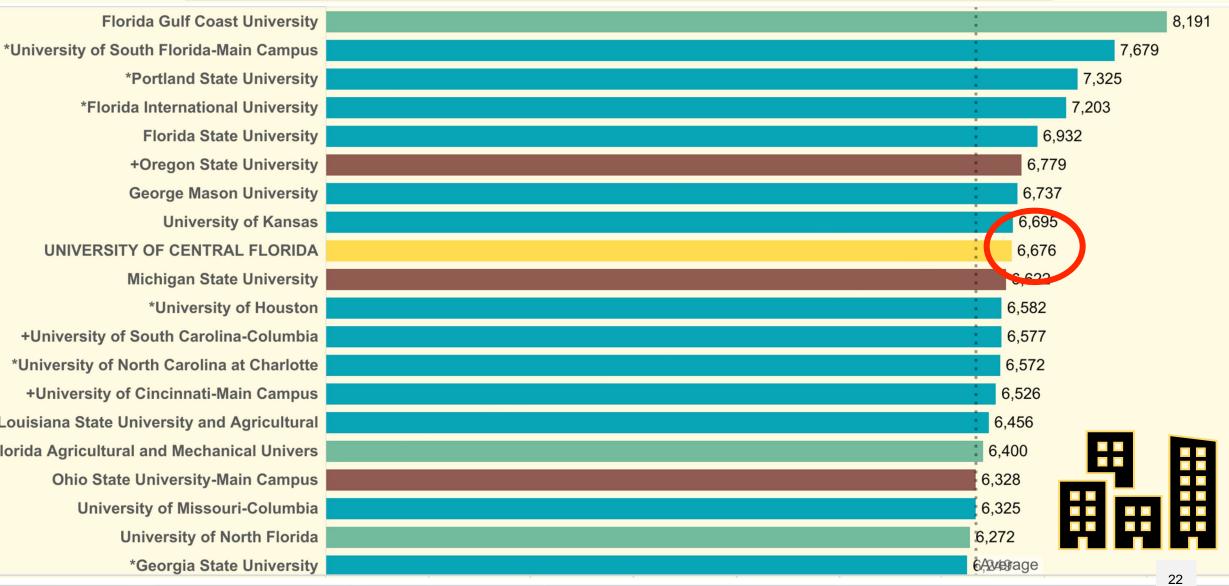


	National Average	UCF
Average Tuition and Fees	<b>\$10,338</b> (public, in-state)	<b>\$6,379</b> (in-state)
% Graduates Who Took Federal Loans	55%	46%
Average Federal Indebtedness of Grad Class	\$21,986	\$19,781
Pell-eligible 6-year Graduation Rate	60%	67%
6-year Grad Rate Gap: Pell and Non-Pell	-10.5 points	-4.3 points
% Students of Color Enrollment	37%	49%
Freshman Retention Rate	85%	92%
4-Year Graduation Rate	43%	46%
Student-to-Faculty Ratio	17.6	31

# UNIVERSITY INNOVATION ALLIANCE

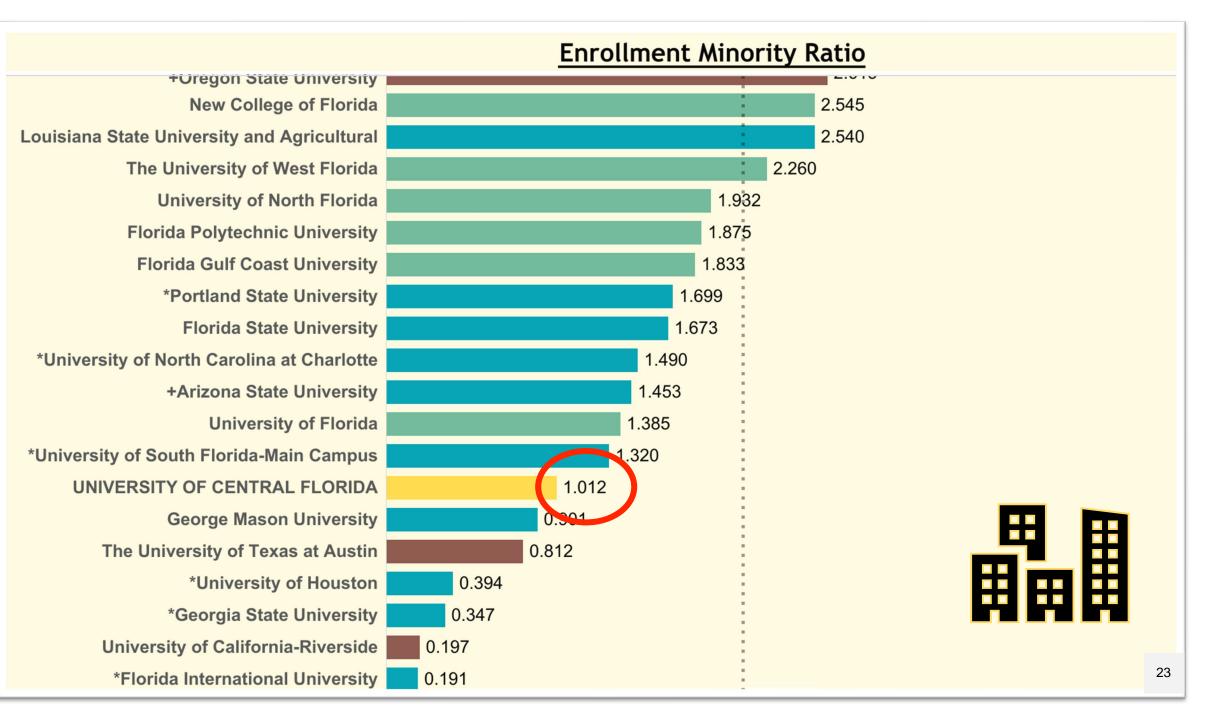






### Average amount of Federal student loan aid received by undergraduate students

\*Portland State University \*Florida International University Florida State University +Oregon State University **George Mason University University of Kansas UNIVERSITY OF CENTRAL FLORIDA Michigan State University** \*University of Houston +University of South Carolina-Columbia \*University of North Carolina at Charlotte +University of Cincinnati-Main Campus Louisiana State University and Agricultural **Florida Agricultural and Mechanical Univers Ohio State University-Main Campus University of Missouri-Columbia University of North Florida** \*Georgia State University

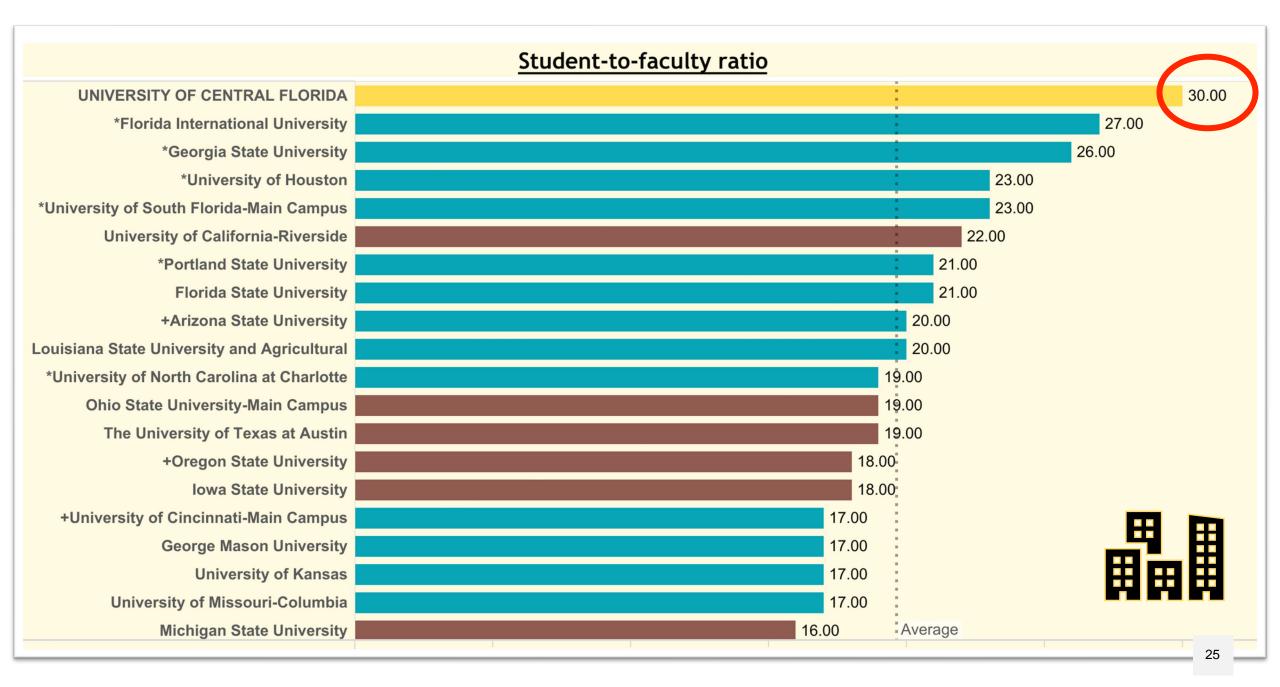




### **University of Florida** The University of Texas at Austin +North Carolina State University at Raleigh **Ohio State University-Main Campus** Florida State University UNIVERSITY OF CENTRAL FLORIDA \*University of South Florida-Main Campus Michigan State University **Purdue University-Main Campus** University of California-Riverside \*Florida International University +University of South Carolina-Columbia +Arizona State University +University of Cincinnati-Main Campus **University of Missouri-Columbia Iowa State University** George Mason University New College of Florida **University of Kansas** \*University of Houston

### Full-time retention rate







Public

	Weight
Graduation and Retention Rank	22%*
Expert Opinion and Rank	20%
Faculty Resources Rank	20%
Financial Resources Rank	10%
Graduation Rate Performance Rank	8%*
Student Excellence Rank	7%
Graduate Indebtedness Rank	5%*
Social Mobility Rank	5%*
Alumni Giving Rank	3%



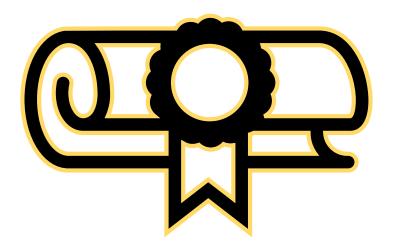
ranking among public universities in U.S. News & World Report

### **U.S. News & World Report**

	2022 Edition	2021 Edition
Overall National Rank	148	160
Public Rank	67	77
Graduation and Retention Rank (22%)	117	120
Faculty Resources Rank (20%)	364	365
Expert Opinion Rank (20%)	142	141
Financial Resources Rank (10%)	342	345
Graduation Rate Performance Rank (8%)	31	32
Student Excellence Rank (7%)	107	110
Social Mobility Rank (5%)	51	62
Graduate Indebtedness Rank (5%)	89	87
Alumni Giving Rank (3%)	215	271

28

Source: US News 2022 - Academic Insights





### Graduation Rate Performance, **31**

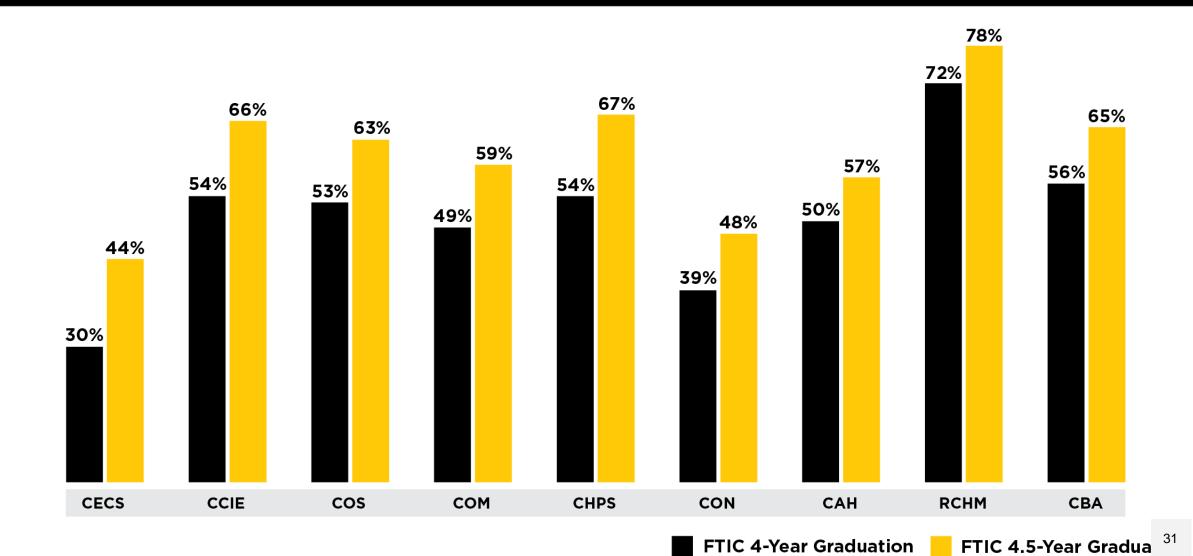
### Social Mobility, **51**



# 6-year graduation rate



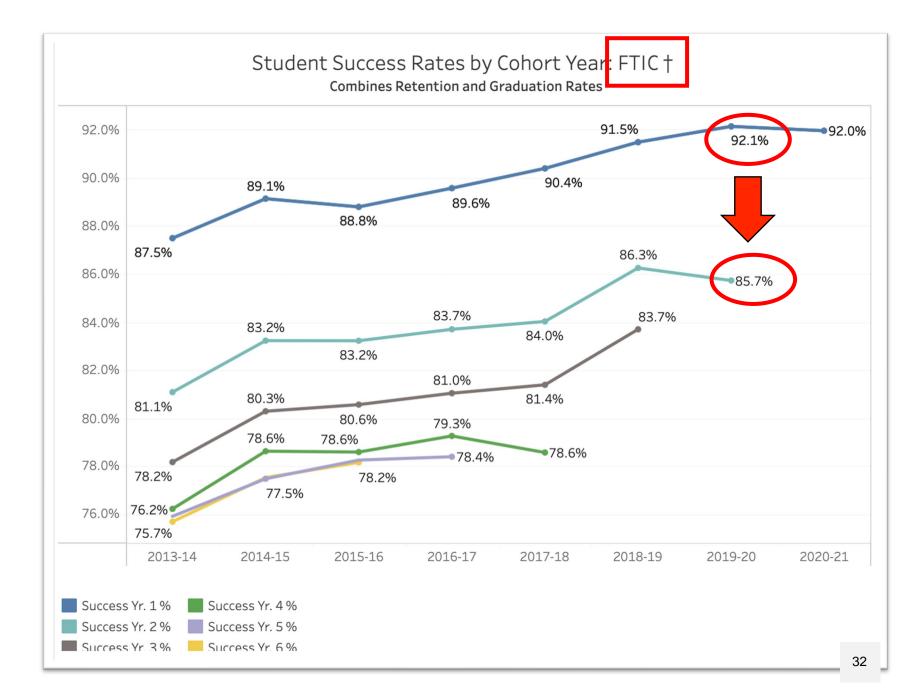
# **COLLEGE** comparison



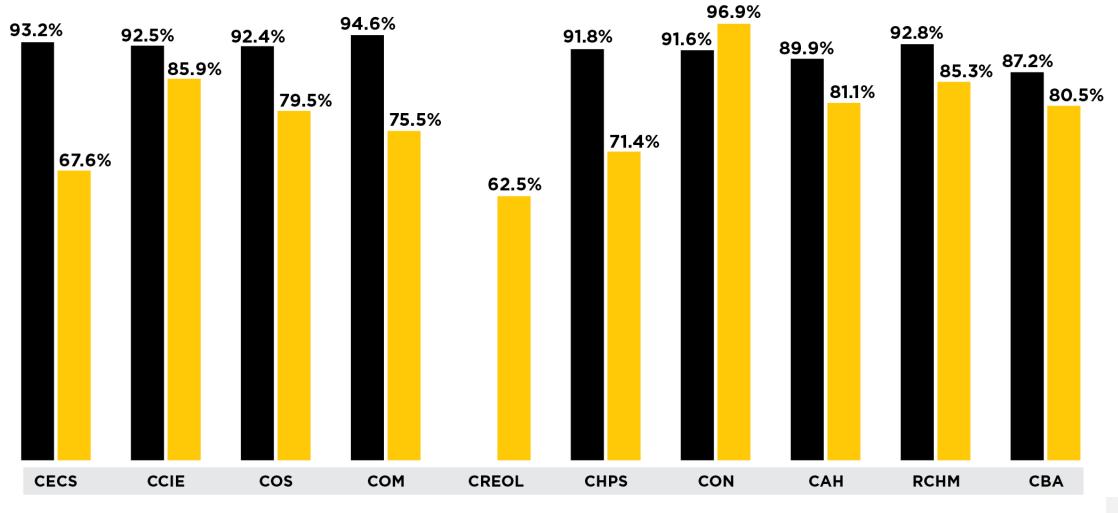


**92.1%** 1<sup>st</sup> year retention rate of FTIC students

**85.7%** 2<sup>nd</sup> year success rate of FTIC students



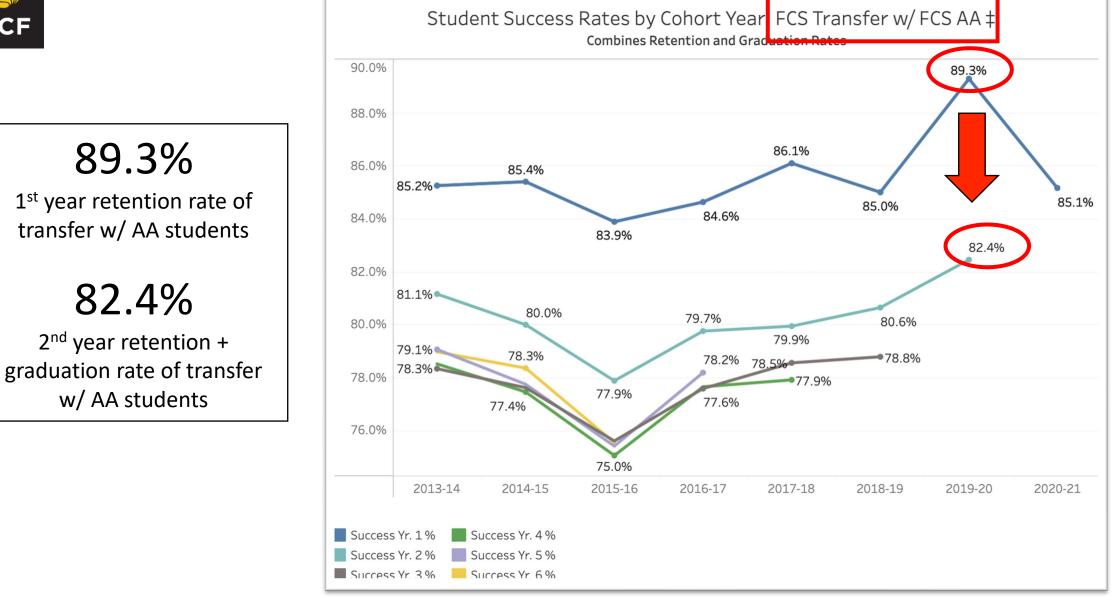
# **COLLEGE** comparison



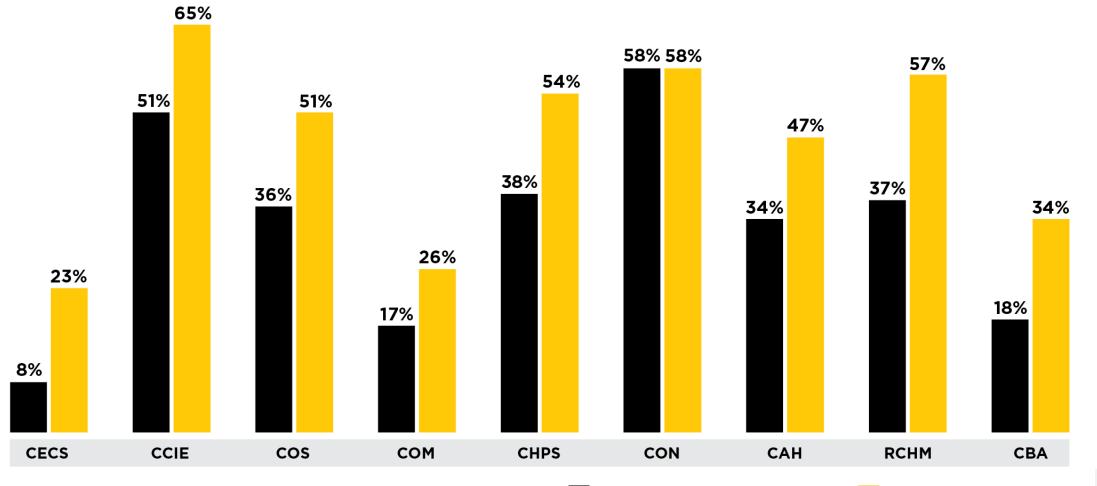
First Year Retention

Degrees w/o Excess I <sup>33</sup> s



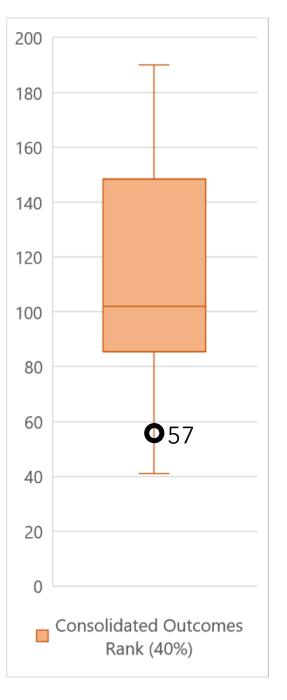


# **COLLEGE** comparison



Transfer 2-Year Graduation

Transfer 2.5-Year Gradu<sup>35</sup> n



### consolidated Student Outcomes Rank

# UCF ranked 25<sup>th</sup> among public universities in <u>student outcomes</u>

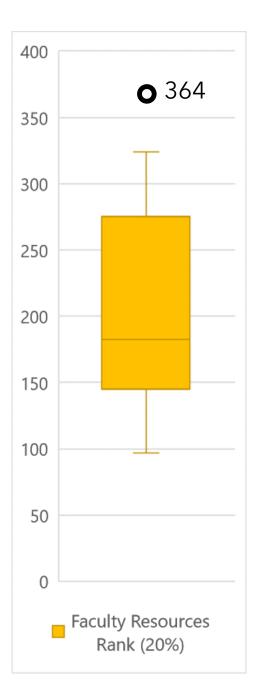
Ranked **57<sup>th</sup>** among public + private

- Represents 40% of US News rankings by combining:
  - Graduation and retention (22%)
  - Graduation rate performance (8%)
  - Social mobility (5%)

O UCF

• Graduate indebtedness (5%)

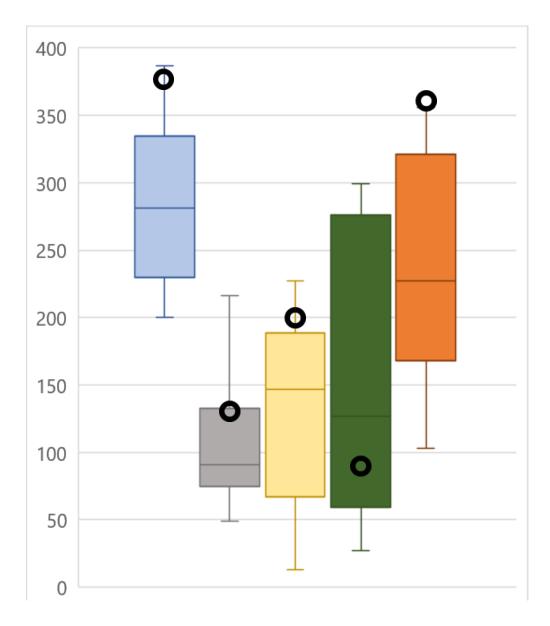




#### Faculty Resources

- Faculty resources rank includes five factors from 2020-21 to assess a school's commitment to instruction:
  - Class size (8%)
  - Faculty salary (7%)
  - Percent of faculty with a terminal degree (3%)
  - Percent of faculty who are full-time (1%)
  - Student-to-faculty ratio (1%)

Source: US News 2022 - Academic Insights



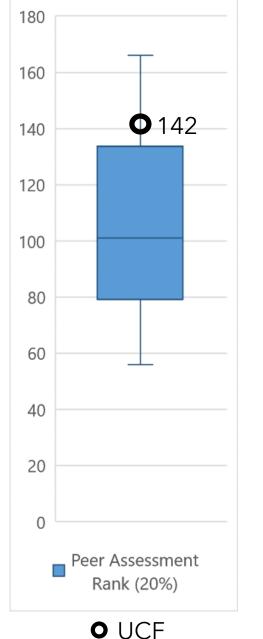
#### Faculty Resource Elements

- Class Size Index rank (8%)
- Faculty Compensation rank (7%)
- % faculty Terminal Degree rank (3%)
- % Faculty Full Time rank (1%)
- Student/Teacher Ratio rank (1%)

O UCF



## Expert Opinion Rank



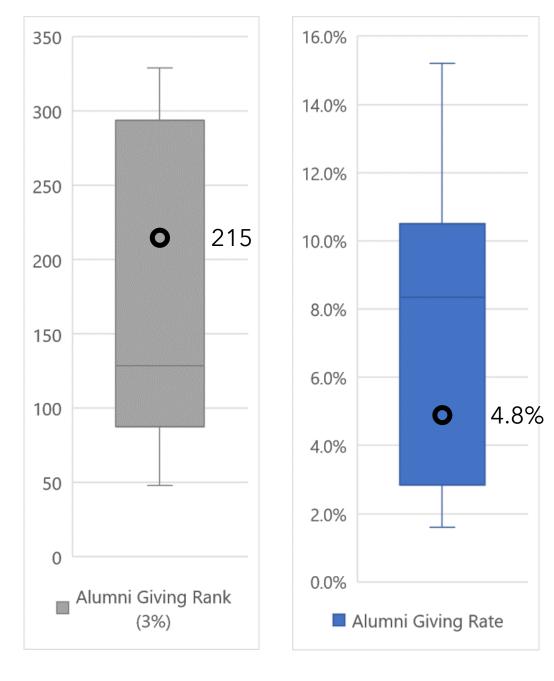
# • UCF: 2.9 out of 5.0 (5.0 is the best)

- Presidents 2.8 (142)
- Provosts 3.0 (125)
- Deans of Admission 3.0 (135)

## Results by Region

- West 3.1 (109)
- South 3.1 (122)
- Midwest 3.0 (136)
- North 2.6 (153)





#### Alumni Giving Rank and Rate

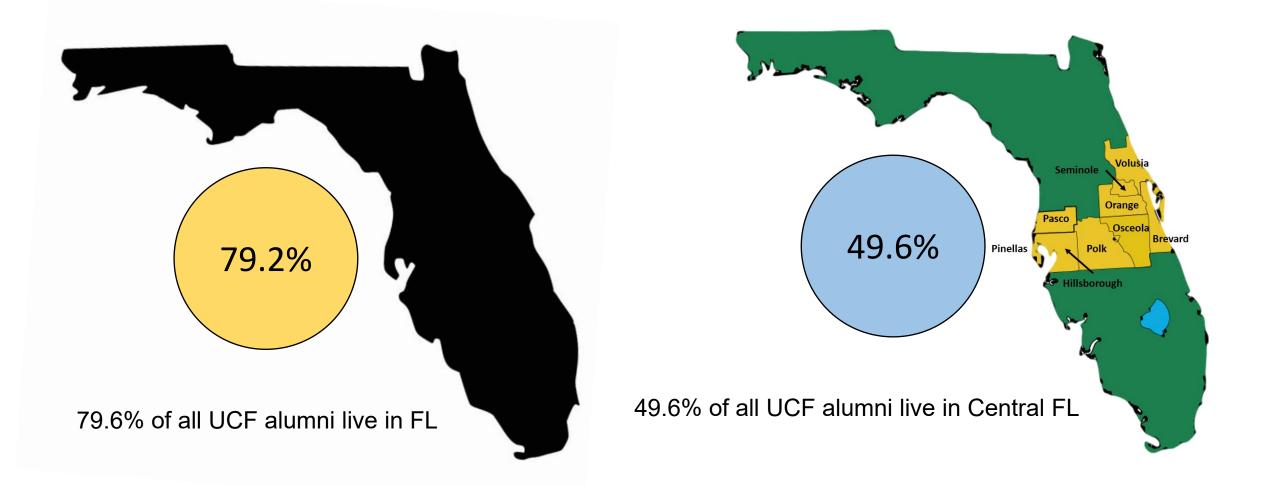
- Average percentage of living alumni with bachelor's degrees who gave to UCF
- Average of 2019 and 2020 rates

#### • TO MOVE THE NEEDLE:

• To Median Rate: Need to increase annual donors from an average of 13,460 to 23,420

O UCF





# alumni by State

Florida	268,768
Georgia	7,620
California	5,927
North Carolina	5,880
Texas	5,820
Virginia	4,081
New York	3,752

# Alumni Participation by College

College	Participation %	
College of Business Administration	3%	
College of Engineering & Comp Sciences	3%	
College of Community Innovation & Education	2%	
College of Nursing	2%	
College of Undergraduate Studies	2%	
College of Sciences	2%	
College of Arts & Humanities	2%	
College of Medicine	2%	
Rosen College Hospitality Management	2%	
College of Health Professions & Sciences	2%	
College of Optics & Photonics	1%	



#### fundraising by **Unit**

Green highlights = Top 5 ranking	3-YEAR TOTALS FY2019-FY2021			
Divisions, Colleges & Units	Total Attainment	Avg. Gift	# Principal Gifts*	# Major Gifts*
ATHLETICS	\$69,506,807	\$962.17	9	135
DIVISION OF DEVELOPMENT AND ALUMNI RELATIONS	\$43,519,216	\$3,601.39	2	18
COLLEGE OF MEDICINE	\$18,397,691	\$12,397.37	6	37
COLLEGE OF BUSINESS ADMINISTRATION	\$9,468,001	\$3,002.85	1	55
ACADEMIC AFFAIRS	\$6,888,876	\$17,308.73	4	19
STUDENT DEVELOPMENT AND ENROLLMENT SERVICES	\$6,541,686	\$540.19	2	51
THE ROSEN COLLEGE OF HOSPITALITY MANAGEMENT	\$3,247,480	\$2 <i>,</i> 780.38	2	18
COLLEGE OF ENGINEERING & COMPUTER SCIENCE	\$8,492,809	\$3 <i>,</i> 948.31	4	50
WUCF	\$10,254,819	\$36.02	1	9
COLLEGE OF SCIENCES	\$5,892,611	\$1,748.03	2	48
COLLEGE OF ARTS & HUMANITIES	\$9,590,980	\$2,471.27	2	15
COLLEGE OF NURSING	\$2,783,532	\$1,015.52		31
COLLEGE OF COMMUNITY INNOVATION AND EDUCATION	\$3,842,724	\$2,062.65	2	20
COLLEGE OF OPTICS AND PHOTONICS & CREOL	\$4,633,052	\$18,833.54	2	9
BURNETT HONORS COLLEGE	\$3,793,648	\$6,986.46	1	8
COLLEGE OF HEALTH PROFESSIONS AND SCIENCES	\$1,247,785	\$962.80		12
UNDERGRADUATE STUDIES	\$356,878	\$705.29		5
GRADUATE STUDIES	\$183,993	\$1,088.71		1
ACADEMIC HEALTH SCIENCES CENTER	\$300,000	\$300,000.00		1

Institution	Endowment (\$M)
The Ohio State University	6,800
University of California-Los Angeles	5,540
University of Pittsburgh-Pittsburgh Campus	4,170
University of Minnesota-Twin Cities	3,870
University of Washington-Seattle Campus	3,460
University of Illinois at Chicago	2,400
University of California-San Diego	2,300
Georgia Institute of Technology	2,170
Virginia Commonwealth University	1,990
University of Cincinnati-Main Campus	1,600
University of Delaware	1,450
University of Nebraska-Lincoln	1,435
North Carolina State University at Raleigh	1,420
University of Kentucky	1,400
University of Arizona	1,200
University of California-Irvine	1,030
University of Houston	1,000
UCF	190
George Mason	154
NJIT	136

45 **UCF** 

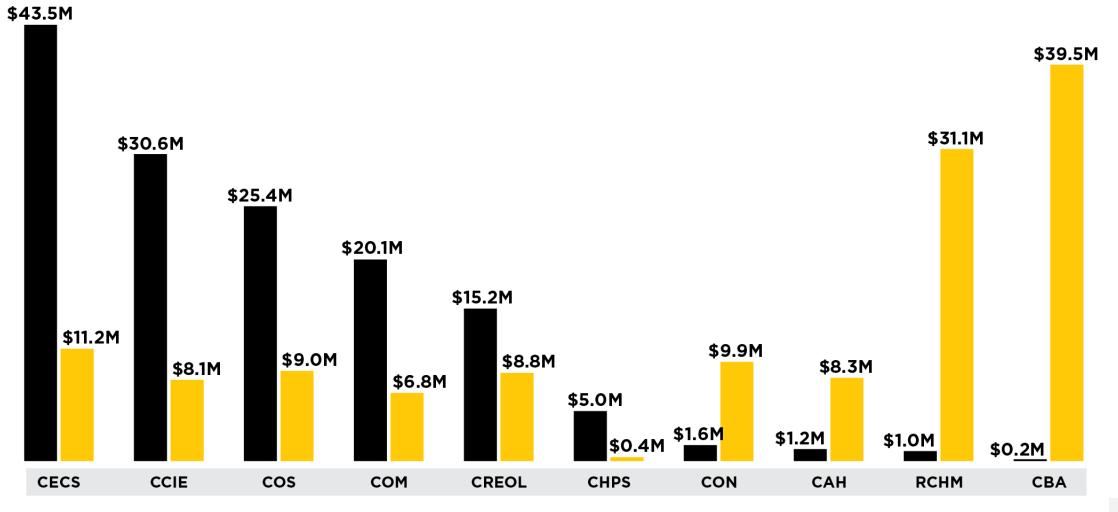


Research



Institution	Graduate Students	Graduate Students as % of Total	R&D \$\$ (millions)
University of Washington	16,530	35%	1,426
University of California-San Diego	9,532	22%	1,354
University of California-Los Angeles	12,828	28%	1,306
University of Maryland-College Park	10,438	25%	1,100
University of Pittsburgh	9,191	32%	1,081
University of Minnesota	11,553	24%	1,009
The Ohio State University	14,400	21%	968
Georgia Institute of Technology	20,330	56%	960
University of Arizona	10,117	22%	734
The University of Texas at Austin	11,645	23%	696
University of Colorado Denver	2,652	20%	543
University of California-Irvine	5,849	17%	449
University of Illinois at Chicago	11,920	35%	446
University at Buffalo	10,041	31%	414
University of Kentucky	7,166	23%	411
University of South Florida	11,425	22%	404
UCF	10,450	15%	\$225

# **COLLEGE** comparison



Research Funding

Academic Unit	2021
Florida Space Institute	\$36,241,210
Optics and Photonics	\$21,218,853
Physics	\$16,486,810
School of Teacher Education	\$12,634,393
Computer Science	\$12,611,046
Biomedical Sciences	\$10,747,088
Mechanical & Aerospace Engineering	\$9,866,596
Institute for Simulation & Training	\$7,787,524
Civil, Environ, & Construction Engineering	\$6,227,361
Electrical & Computer Engineering	\$6,230,032
Industrial Engr & Mgmt Sys	\$4,453,908
Psychology	\$3,822,672
Counselor Education & School Psychology	\$3,038,564
Chemistry	\$3,427,227
Biology	\$2,828,62 <sup>2</sup>
Florida Solar Energy Center	\$2,452,599
School of Public Administration	\$1,452,948
Materials Sci & Engineering	\$1,417,537

Research Awards by Unit

## Scholarly Research Index percentile rank

Department	College	SRI
Hospitality Services	HSPMG	96%
Learning Sci & Educ Research	CCIE	95%
Accounting	CBA	94%
Management	CBA	90%
Public Administration	CCIE	86%
Computer Science	ENGR	82%
Tourism, Events and Attraction	HSPMG	81%
Civil, Environ, & Constr Engr	ENGR	79%
Food Svcs & Lodging Management	HSPMG	77%
Kinesiology&Phys Thpy, Schl of	CHPS	75%
Sociology	COS	72%
Optics and Photonics	OPTIC	71%
Criminal Justice	CCIE	70%

### U.S. News: Best National Universities 2022



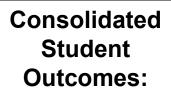
Public ranking improvement for 5<sup>th</sup> year in a row (one of only 3 institutions in the nation)

#### **Most Innovative Schools**

- 1<sup>st</sup> in Florida
- 8<sup>th</sup> public
- 15<sup>th</sup> overall

#### **Top 50 Public Rankings**

- #19 in Graduation Rate Performance
- #36 in Social Mobility
- #43 in Student Excellence
- #46 in Graduate Indebtedness
- #49 in Graduation and Retention



US.News

RANKING





**Metrics** 



Pillars

### the UNIVERSITY OF THE FUTURE must be committed to:

Integration within its community and beyond

Excellence and access

Faculty who are exceptional in research, creative works and teaching

Industry and academia working side by side to solve society's grand challenges

Operational excellence and financial transparency to drive return on investment of every dollar

### the UNIVERSITY OF THE FUTURE in a metropolitan location must:

Leverage location to help solve a myriad of societal problems with impact locally and globally

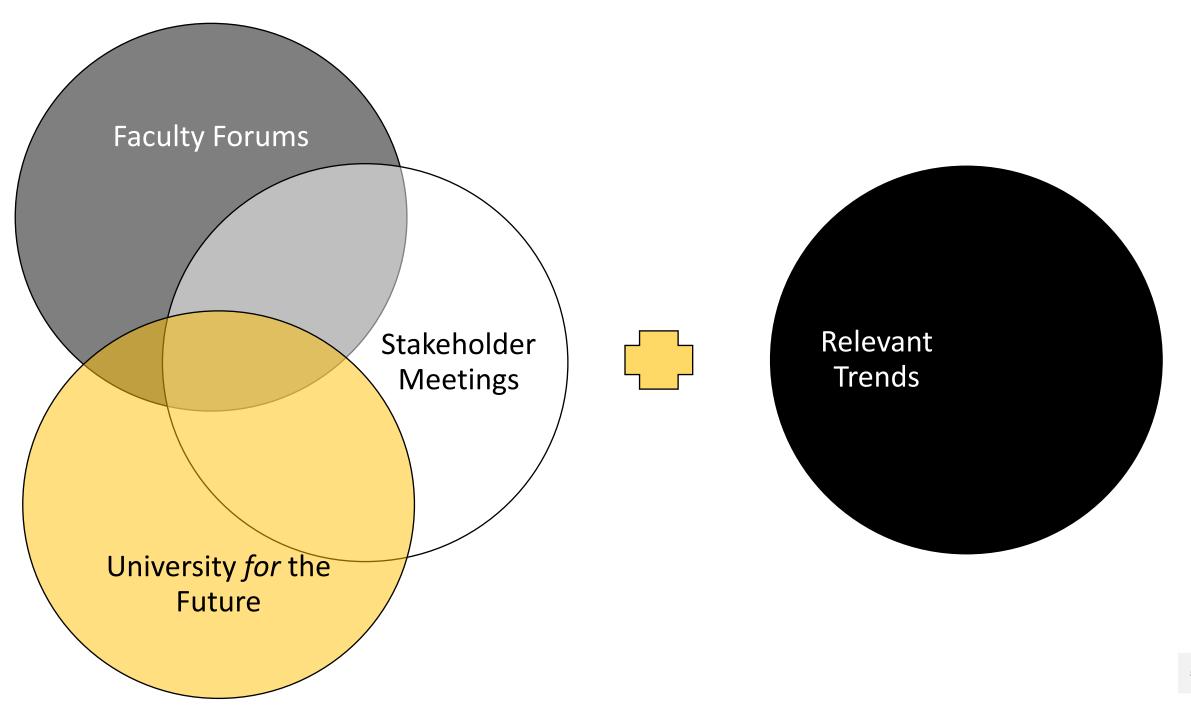
Provide high-impact experiences that enhance practical learning

Provide access to excellence resulting in earned success

Provide a culturally competent and skilled workforce pipeline to fuel sustained economic prosperity

Strategically partner with regional organizations to amplify societal impact

Be a part of the community through sports, arts and more





- Integration with community and the region: industry partnerships
- Student access and success
- Excellence in research and teaching
- Affordability, operational excellence
- Applied, interdisciplinary research



#### Faculty Forums

#### UCF Competitive Advantages

- Location, State and regional population growth, Economic potential of the region
- Space, simulation/modeling, tourism, gaming, and other key industries
- Diversity in student population
- Experience in interdisciplinary clusters
- Infrastructure & Systems
- Student Enrollment
- Work Environment





- Focus on strengths & key regional sectors
- Identify growth sectors and workforce needs
- Enhance approach to industry partnerships, community integration
- Develop alternative revenue sources, strengthen the advancement function
- Supercharge UCF brand



# Relevant Trends

- Enrollment changes in the years ahead
- Orlando's key growth sectors
- DOD's science & technology initiatives
- Changes in higher education
- Florida Chamber's Blueprint 2030
- Population growth and workforce needs

## common themes

- Student Access, Persistence, and Success
- Scholarly Excellence, Collaborative Research, Innovation
- High Impact Teaching Practices
- Community Engagement, Strategic Partnerships, Regional Integration
- Operational Excellence, World-Class Facilities, Transparency
- Culture of Innovation and Entrepreneurship
- Inclusion, Sustainability, Energy Efficiency



- Flat (or declining) State Funding is likely
- Changing demographics in higher education
- Differential Economics: FTIC vs. AA Transfer
- Opportunity for collaborative, applied research inside and outside UCF
- Alternative Revenue/Strategic Partnerships
- Reputation Enhancement & Branding
- The "New University": boundary breaking innovation in community and industry integration, interdisciplinary research, operational excellence, financial transparency

# a University for the Future. Strategic Pillars?



**Student Success** 

- Persistence
- Graduation
- Social Mobility
- Well-Being
- Job Placement
- Teaching Excellence R



High-Impact Research

- Key regional sectors
- Grand challenges
- Interdisciplinary collaboration
- llence R&D Expenditures



Community Integration

- Strategic partnerships
- Industry collaboration



Operational Excellence

- World Class Facilities
- Sustainability
- Energy Efficiency
- Transparency
- Financial Management
- ROI





December 2<sup>nd</sup> BOT Strategic Planning Retreat

Planning Process Update Stakeholder Input Faculty, Staff & Students Industry Panels Strategic Framework Mission Review Scenario Analysis

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