



April 13, 2022 Ad Hoc Strategic Planning Committee

Board of Trustees

Charge On Chamber - UCF Student Union

Apr 13, 2022 10:00 AM - 11:30 AM EDT

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Board of Trustees

Meeting Agenda

Board of Trustees Meeting
Ad Hoc Strategic Planning Committee
April 13, 2022 | 10:00 a.m. – 11:30 a.m.
Charge On Chamber, Student Union

Livestream: <https://ucf.zoom.us/j/96600132706?pwd=eVZiVFhxR3dOQ2lvek5yekNoOXROUT09>

Webinar ID: 966 0013 2706

Conference call number: 1-929-205-6099; Meeting ID: 966 0013 2706

AGENDA

- | | |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Call to Order and Welcome | Harold Mills, <i>Chair, Ad Hoc Strategic Planning Committee</i> |
| 2. Roll Call | Karen Monteleone, <i>Assistant Vice President Board Relations</i> |
| 3. Minutes of the November 15, 2021 meeting | Chair Mills |
| 4. Remarks | Chair Mills |
| 5. Discussion | Chair Mills |
| DISC – 1 | Unleashing Potential: Becoming the University for the Future (Draft Strategic Plan)
Alexander N. Cartwright, <i>President</i>
Michael D. Johnson, <i>Provost and Executive Vice President for Academic Affairs</i>
Ron Piccolo, <i>Special Assistant to the President for Strategic Planning and Galloway Professor of Management</i>
M. Paige Borden, <i>Chief Analytics Officer</i> |
| 6. New Business | Chair Mills |
| 7. Adjournment | Chair Mills |

**Minutes
Board of Trustees
Ad Hoc Strategic Planning Committee
University of Central Florida
November 15, 2021**

CALL TO ORDER

Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 9:30 a.m. Board Chair Alex Martins (*ex officio*) and Committee members Meg Hall and Joseph Harrington were present. Vice Chair Beverly Seay and Committee members Bill Christy, Joseph Conte, and Caryl McAlpin attended virtually.

Other Trustees present included Tiffany Altizer, who 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.

MINUTES

Mills called for approval of the meeting minutes from the September 23, 2021 meeting. Harrington moved to approve the minutes with McAlpin providing the second. The motion passed.

REMARKS

Mills reminded the committee that the intent for the Committee's work is to result in a plan that is data-driven, measurable and guides the path of UCF's trajectory to becoming a Top 50 public metropolitan research institution.

Following the committee's initial meeting, Mills stated that he shared with Ron Piccolo, special assistant to the president for strategic planning and Galloway Professor of Management, a battery of metrics to measure each department against, along with comparing UCF against other institutions in the State University System and other world class programs.

Mills stated that he asked Piccolo to meet individually with each member of the Committee and ask for feedback or additional metrics for consideration.

Mills stated the three objectives for the meeting were to:

- Have a consensus on the battery of metrics that will be used to measure progress.
- Have a full understanding of the University's current status relative to those metrics.
- Develop an outline of strategic pillars for further discussion.

Mills recognized Piccolo to provide his presentation.

DISCUSSION

DISC -1 Becoming a University for the Future

Piccolo presented a high-level summary of the feedback he received from the listening sessions with key stakeholder groups held to-date.

His presentation highlighted:

- Planning Process Update
- Emerging Themes
- Situational Analysis

Piccolo concluded by presenting proposed strategic pillars for the Committee to consider as the beginning of a strategic framework in developing UCF's next strategic plan.

The trustees had the following comments:

- Harrington asked about the white paper process; Piccolo elaborated on the details of this process.
- Harrington commented on the low attendance at the faculty forums. There was further discussion regarding faculty engagement. Trustees made recommendations to Harrington about ways he can assist with identifying faculty to attend the forums and create more awareness of the opportunities to provide input. Cartwright also noted that there have been opportunities for feedback from faculty in addition to the forums. He cited Ron's attendance at Faculty Senate, meetings with college deans, department chairs, and other faculty leadership.
- McAlpin asked if Piccolo had reached out to community business and government leaders. Piccolo indicated he had, and those sessions were categorized under industry leaders.
- Seay suggested engaging faculty member Dr. Timothy Kotnour to assist with the identification and outreach to industry partners.
- Mills asked for clarification around the criteria for being metropolitan. Following Piccolo's explanation, Cartwright stated this is an opportunity for the committee to further define criteria for being metropolitan. He said the metrics need to include integration with industry partners and the community. He also indicated there are metrics missing from the list, but the committee's goal will be to define them for UCF.
- Mills asked if there were additional comments regarding the proposed metrics and criteria for being considered metropolitan. Martins reiterated industry alignment and preparing for work force needs specific to the local economy and industry. Seay indicated that the venture community should be considered, including adding metrics addressing IP challenges. Conte stated the strategic plan needs to align

with state and local economic development plans.

- There was discussion regarding fundraising by unit. Mills and Martins requested a more detailed fundraising report that provides a breakdown of the funds that are currently categorized under *Division of Development and Alumni Relations*.
- During Piccolo's presentation of the potential strategic pillars, Harrington stated that one of UCF's greatest strengths is digital learning. He further elaborated on the elements of digital innovation and stressed the importance of focusing on defining the university of the future.
- Mills asked if other trustees had comments to close the meeting. Altizer stated that she agrees with Harrington's comments regarding digital learning and innovation. Hall thanked Piccolo and Mills for the level of student input throughout the process. Christy said to think about bricks and mortar versus other education alternatives. Seay recommended being more strategic and intentional regarding innovation, including the possibility of creating an Innovation Committee.
- Cartwright recommended creating core values of what UCF is trying to accomplish as an institution. He underscored that we want people to try new ways of doing things with an understanding that we will have a tolerance for failure, because not everything will work.
- Cartwright and Mills asked the Committee to think about innovation as a separate pillar.

Piccolo closed his presentation by providing an outline of what could be discussed at the Board's December 2nd retreat.

Mills charged the Committee with giving the metrics another look to affirm how the team will focus its research and inform work stream activities.

Martins stated that he felt the Committee is on the right track and applauded Mills for ensuring that the process is data-driven, transparent, and inclusive.

NEW BUSINESS

There was no new business to come before the Committee.

ADJOURNMENT

Mills adjourned the committee meeting at 11:34 a.m.

Reviewed by: _____ Date: _____

Harold Mills, Chair, Ad Hoc Strategic Planning Committee

Respectfully submitted: _____ Date: _____

Mike Kilbride, Associate Corporate Secretary



Board of Trustees
Ad Hoc Strategic Planning Committee | April 13, 2022

DISC-1: Unleashing Potential: Becoming the University *for* the Future (Draft Strategic Plan)

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Committee will consider and discuss the draft strategic plan and provide further input in advance of the final plan presentation to the Board at the May 26, 2022, meeting. The draft plan was developed following the trustees' direction at the Board's December retreat and multiple rounds of stakeholder feedback and input. The draft plan describes a bold ten-year vision and how UCF will take intentional steps and make strategic investments to become the University *for* the Future.

The draft plan includes a proposed, revised University mission statement reflective of UCF's purpose and character as an institution. Additionally, the plan illustrates areas of focus that align with strategic priorities and associated goals and metrics for the five-year time period of 2022-2027. The draft plan outlines the University's planned actions and investments over the next 5 years to support the vision of becoming the University *for* the Future, and a Top 25 public research university by 2033.

Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, will facilitate discussion on the draft plan.

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 August 19, 2021, meeting, Chair Martins announced the appointment of an Ad Hoc Strategic Planning Committee that would be responsible for guiding the strategic planning process. Since that time, the Ad Hoc Strategic Planning Committee has met twice, on September 23, 2021, and on November 15, 2021, to receive updates on the strategic planning process and provide input on the development of the proposed strategic framework. Additionally, the full Board held a retreat on December 2, 2021, to discuss a set of emerging themes, metrics, and necessary resources for consideration into the plan's development and next steps.

Recommended Action:

No action is being requested at this time.

Alternatives to Decision:

N/A

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 ☒

Submitted by:

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

Supporting Documentation:

Attachment A: Unleashing Potential: Becoming the University *for* the Future (Draft Strategic Plan)

Attachment B: Presentation: Unleashing Potential: Becoming the University *for* the Future

Facilitators/Presenters:

Ron Piccolo

Alexander N. Cartwright, President

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

M. Paige Borden, Chief Analytics Officer

Attachment A



UNLEASHING POTENTIAL

Becoming the **University** *for* the Future

[WORKING DRAFT]

2022 - 2027 Strategic Plan
University of Central Florida

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Potential Unleashed

[Letter from Leadership]

Unleashing Potential

A History of Impact | Who We Are

The University of Central Florida (UCF) was founded in 1963 for the purpose of providing talent, research expertise, and advanced degrees for the emerging space industry, which had the exciting and challenging goal of, “*landing a man on the moon and returning him safely to Earth.*” Before that time, such an achievement was but a fantasy reserved for science fiction. A visionary group of Central Floridians advocated for UCF’s establishment, expecting that it could become a comprehensive research university committed to delivering high-quality education and industry-leading research, while fueling population growth and economic prosperity for the region and the State of Florida.

In a relatively short time, Orlando’s hometown university emerged as a major metropolitan research university with internationally recognized academic programs in engineering, science, healthcare, hospitality, and the arts. UCF has expanded access and learning pathways, grown our student population, and extended our physical and digital footprints in support of business migration and population growth in Florida. We developed and fostered innovative academic and research programs, fueled by talented, creative, and entrepreneurial faculty and staff.

UCF currently serves over 70,000 students seeking undergraduate, master’s, specialist, doctoral, and professional degrees in 13 colleges, four purpose-built campuses, 11 satellite locations, and accessible digital learning technologies that reach students around the world. Our student body reflects the future of Florida and America, composed of diverse, entrepreneurial, creative, and community-minded innovators.

Excellence AND Access

Over the last two decades, our institution has strived to increase access, quality, and inclusion by removing barriers to postsecondary education. Our commitment to accessible learning pathways has allowed us to reduce achievement gaps among students from all walks of life, revealing the power of education to unlock the potential we know to exist in each person. Today, UCF graduates the third-highest number of students of color in the nation, and enrolls nearly 22,000 Pell Grant eligible students each year, 69% of whom complete a post-secondary degree - well above the national average. We have contributed significantly to Central Florida’s growth by building productive community and industry partnerships, supporting the talent pipeline, and conferring more than 382,000 degrees - most within the last two decades.

While fervently committed to student success and access to opportunity, we have sought to be excellent in our approach to education and have attracted some of the most innovative and productive scholars in the world.

These accomplishments have bolstered UCF’s reputation as one of the most innovative universities in the country. With student success and social mobility outcomes comparable

to the world's top institutions, and several world class research and academic programs, UCF amplifies the uniqueness, quality of life, and economic vitality of Central Florida.

The Partnership University that fuels the Talent Pipeline

UCF is located in the 22nd largest and third fastest-growing metropolitan region in the United States. Being the only research university in a major economic center is a great responsibility as well as a position of great strength for UCF. Central Florida is best known for tourism. But the region is a leader in aerospace, defense, and related industries: in proximity to the Kennedy Space Center, and home to several Fortune 500 companies, dynamic, high-tech industry clusters, and a vibrant entrepreneurial ecosystem fueled by startup ventures, public-private partnerships, and enabling technologies that make Orlando a great city to live, work, and play. UCF is deeply embedded in the fabric of our community and has embraced the region's youthful and welcoming spirit as Orlando's cultural and economic maturity parallels our own. The university's four purpose-built campuses serve as anchors for innovation and industry partnership.

Our Greatest Asset

The University of Central Florida's most valuable asset is our people. UCF has never been restrained by our past because our faculty, staff, students, alumni and friends have always been focused on the future. Every member of our community has been inspired by what could be and dedicated to making the impossible, inevitable. UCF's rapid achievements are the result of the efforts of our people and they will be our greatest asset as we focus on excellence.

Looking To the Future | Considerations

Despite the University's success, we find ourselves at an inflection point. With disruption expected across higher education challenging the financial sustainability of both public and private institutions, increased scrutiny on the value of a college degree, and formidable social, cultural, and economic challenges that demand engagement of the brightest minds, the essential context in which UCF operates is changing.

The COVID-19 pandemic disrupted traditional norms in higher education, fostering new expectations for how people learn and work, and altering the discovery and dissemination of knowledge. This will influence how we recruit, retain, and develop faculty, students, and staff, how knowledge is developed, and how students, alumni, and partners engage with the university. The pandemic accelerated trends towards flexible learning options, and revealed the need for universities to confront the financial realities of their business models and the viability of their more traditional systems.

For the last 25 years, UCF's progression was fueled largely by steady, continual, uninterrupted enrollment growth. The university harnessed this growth to expand our mission and improve our quality. But while an accelerated growth in our student population was strategic, intentional, and foundational in the university's stature, our systems, infrastructure, resources, and operating processes have not kept pace at a level necessary to allow for a continued focus towards greater excellence. While UCF provides an outstanding return-on-investment in terms of student outcomes, to continue our ascent among national research universities we will need additional faculty and staff, corresponding enhancements to our facilities and physical plant, and upgrades to our IT infrastructure to meet the evolving demands of our students and investors.

Meanwhile, there are extraordinary opportunities for social, cultural, and economic development in Florida. In the last decade, Florida became the 3rd most populous state in the U.S., now exceeding New York, and is projected to be the world's 10th largest economy by 2030. As the State's population has grown, there are prevailing, unfilled workforce needs in Orlando and throughout the State, particularly in healthcare, technology, and professional services. More significantly, sectors such as aerospace, aviation, finance, healthcare, life sciences, logistics, transportation, renewable energy, and advanced manufacturing will fuel wage growth and sustained economic development. These are areas where UCF has experience, expertise, capacity, and demonstrated capability.

It is hard to overstate the significance of being the only major research university in the nation's 22nd largest metropolitan area – and this also points to an unmet statewide need and opportunity. The state's rapid expansion and path towards a higher-technology future economy puts new demands on its universities, and the need for innovation and excellence. The Association of American Universities (AAU) are on the leading edge of innovation, scholarship, and solution that contribute to scientific progress, economic development, security, and well-being across the country. California and New York have ten and five AAU institutions, respectively, whereas Florida, because of its relative youth, has only one. UCF and several of our sister institutions across the state are poised to serve the state and our regions in this way.

To seize this moment of opportunity and in anticipation of continual changes in higher education, we will invest in our strengths, focus on research excellence in areas of opportunity, increase and diversify our revenue and resource base, institutionalize resilience and sustainability, and innovate the delivery of higher education to enrich the student experience. At this seminal moment in the university's history, our focus remains clear: contribute to the development of an educated citizenry, unlocking the potential of our students, alumni, faculty, and staff.

The University for the Future | Who We Aspire to Be

With a focus on actions and outcomes that drive student success, research, innovation, and excellence, we aspire to be **among the Top 25 public research universities in the country, and eligible for membership in the [Association of American Universities](#) (AAU) by 2033.**

As the University *for* the Future, we aspire to be:

- **The leading enterprise for innovative research and creative works**, a destination for ambitious thinkers, doers, creators, innovators, healers, and leaders who collaboratively discover and explore ideas that accelerate the development and application of emerging technologies, enable groundbreaking research, and produce inspiring works of art.
- **The best place to learn and work**, a culture of compassion, inclusion, respect, and free expression, in a supportive community that unleashes the potential of our students, alumni, faculty, staff, and regional partners.
- **The #1 provider of diverse talent and the preferred partner of choice**, with a focus on student achievement and well-being, commitment to the development of an educated citizenry, attention to the essential talent needs in our region and state, and integration of high impact learning practices that prepare students with the knowledge, skills, and competencies for the workforce of the future.
- **The campus without borders**, with programs, facilities, and partnerships that are imbedded in our community and accelerate the economic development of our region and state, provide opportunities for collaborative research and creative works, and integrate community, industry, and academia in creative and beneficial ways.
- **The university with the highest return-on-investment in higher education**, realized through prudent stewardship of invested dollars, acceleration of student progression to degree completion, and resilient and sustainable operations.

Unleashing Potential | Our Mission

The University of Central Florida is a public metropolitan research university that amplifies the power of knowledge and discovery to unleash the potential of people and ideas. We are an inclusive community of thinkers, doers, creators, innovators, healers, and leaders striving to shape the future and solve the world's most challenging problems.

UCF's Strategic Plan, ***Unleashing Potential***, will guide our actions and investments **over the next 5 years** in support of our vision to become the University *for* the Future, and a Top 25 public research university by 2033. Our priorities in the current strategic plan are:

- | | |
|---------------------------------------|------------------------------|
| 1. Student Achievement and Well-Being | 2. Discovery and Exploration |
| 3. Innovation and Sustainability | 4. Community and Culture |

Investing in Excellence | Resource Needs

UCF has already proven that it has the capacity to realize a strong return on investment, delivering “Top 50” overall student outcomes with faculty and financial resources that rank below 350 nationally. While the university remains committed to delivering efficient results, and improving our outcomes with our existing resources, both new recurring and non-recurring resources will help fuel UCF’s focus on driving further excellence. Because a vision without resources is hallucination, the university will focus on optimizing our existing operations while also generating new resources to support the priorities set forth in this plan.

Optimizing Existing Resources

The university is currently in the process of implementing a new cloud-based ERP system, a service center for finance and human resources operations, and a responsibility center management budget model in the 2022-23 fiscal year. These initiatives will allow the university to become even more efficient in our administrative functions as we affirm our commitment to being a prudent steward of tuition, donor, and taxpayer dollars. These initiatives will also provide university leadership with the tools needed to align and deploy resources more strategically.

Investing **\$150 Million** Recurring Dollars by 2027

As UCF begins to unleash our potential towards becoming the University *for the Future*, we will need to identify new sources of revenue while also redirecting existing resources towards our people, infrastructure, and facilities. This funding plan includes:

\$50 Million from **existing recurring funds** will be redirected to strategic priorities by 2027. The university has already identified \$23 million in recurring funds through the creation of a Strategic Investment fund and will continue to focus on redistributing existing funds to strategic priorities that support the academic mission of the university. Implementation of strategic sourcing procurement practices, as well as centralization of operating functions, to reduce or eliminate duplicate costs, enable economies of scale, and allow for utilization of unused purchasing discounts.

\$100 Million of **new recurring funding** from diverse sources that will be directed towards strategic priorities by 2027.

\$50 Million from State Allocations

\$50 Million from Revenue Diversification and Growth, including:

- **Strategic enrollment planning** to realize net incremental tuition revenue by modifying the university’s mix of undergraduate, graduate, professional, out-of-state, and international students.
- An increase in the **university’s endowment and current-use philanthropy** for strategic initiatives and budget relief.
- Additional revenue from funded **research, contracts, grants, and auxiliary units**.
- Revenue generated from **partnerships of purpose**.

Securing **\$500 Million** in Non-Recurring Dollars and Strategic Partnerships by 2027

Areas of Strategic Focus | An Interdisciplinary Approach

Innovation is core to UCF's identity, as are discoveries that change the world. Consistent with UCF's entrepreneurial culture and desire to unleash the potential of people and ideas, we seek to invest in our existing strengths, which are fueled by our region's unique and distinctive assets, to distinguish UCF and Central Florida.

Over the next five years, the University will focus new investments across interdisciplinary areas that align with our strengths. These areas of research, teaching, and industry partnership represent opportunities for technology, community, and economic development, require collaboration across multiple areas of scholarship, foster integration between academia and industry, and leverage existing programs, assets, and strengths of UCF and our region.

As an innovative, metropolitan, future-focused research university, we plan to invest in teaching and research resources that contribute to the development of an educated citizenry, address prevailing workforce needs in the region, accelerate the development of industry clusters, attract new companies and high wage jobs to Florida, support the formation of entrepreneurial ventures, advance the State's objective to be the 10th largest economy in the world, and contribute to the overall quality of life and economic vitality of Florida and the world.

Space

There is a renewed investment in space exploration fueled by visions for the commercialization of space and the development of a vibrant low-Earth orbit economy that builds on the work done to date by the International Space Station. [NASA engineers](#), for example, are advancing new technologies to improve air transport and meet the challenges of advanced space exploration, and building a community of industrial, international, and academic partnerships to play an increasing role in the space industry: launching rockets and satellites, transporting cargo and crew, building infrastructure in low-Earth orbit, and fostering opportunities to turn new knowledge into things that improve life here on Earth. Given our proximity to and [engagement](#) with the Kennedy Space Center, as well as our investments in [space-related research](#), we are well positioned to accelerate our collective understanding of space by integrating contributions from disciplines as diverse as geology, philosophy, ethics, biology, health, medicine, psychology, hospitality, and business.

Immersive Experiences

Immersive and [themed experiences](#) pull participants into another real or imagined world enabling them to manipulate and interact with their environment in a variety of dynamic ways. [Themed experiences](#) utilize the design of environments to tell stories in places such as theme parks, zoos, aquariums, themed retail, restaurants and museums. Immersive experiences, such as the metaverse, rely on [digital twin](#), [virtual and augmented reality](#), and a blend of [visual, audio, dynamic interfacing technologies](#), and other interactive tools to create spaces for rich user interaction mimicking the real world.

Human Performance

The study of [human performance](#) is holistic and multifaceted to include physical, psychological, emotional, and spiritual dimensions. Enhanced human performance draws on a broad-range of topics such as [stamina and energy capacity](#), [stamina and recovery](#), nutrition, mental health, interpersonal relationships, personal identity, individual values, purpose, and decision-making.

Energy & Climate

Energy is the pulse of our day-to-day life and we are on the cusp of a new energy future. Energy sourcing and use is an essential concern for the resilience and sustainability of life as we know it, and requires the integration of economic, social, and environmental interests that address the needs of current and future generations. The earth's climate crisis, for example, has recently gotten the attention of the [Department of Defense](#). Understanding and addressing the future of energy will draw now only on the development of [resilient, intelligent, and sustainable energy systems](#), attention to Florida's [water and coastal systems](#), and [efficient and sustainable campus operations](#), but also the integration of digital solutions, data analytics, and business intelligence to enrich human life, maintain our fragile environmental ecosystem, while minimizing risks and vulnerabilities of our social and economic infrastructures.

Defense Science & Technology

In an announcement of its [Technology Vision for an Era of Competition](#), the U.S. Department of Defense (DoD) highlighted demands for new operational concepts, increasingly joint operations, and emerging science and technology opportunities. In particular, the DoD identified areas of critical focus in the years ahead, many of which align with UCF's existing strengths, including microelectronics, [lasers and photonics](#), [machine learning and artificial intelligence](#), [predictive data analytics](#), hypersonic flight, microwave and laser-directed energy, robotics, and autonomous systems, [biomedical science](#), food and water security, [cybersecurity, privacy, and trust](#), [digital and mixed reality](#), [space technology](#), and [renewable and sustainable energy](#).

Goal, Metrics, and Priorities | Our 5 Year Plan

In this section, we introduce goals, metrics, and the highest priority initiatives that we will focus on achieving by 2027. These goals are the most important next steps we will need to take as we work towards our long-term vision is to be a Top 25 public university and eligible for membership in the AAU by 2033. The goals listed here are consistent with Florida's Preeminence Program, which is designed to elevate the academic and research excellence of the State's highest-performing state research universities and provide a pathway to AAU membership.

Student Achievement and Well-Being

At UCF, we believe that our mission and fundamental purpose is to identify and unleash an individual's potential by making high-quality, post-secondary education affordable and accessible. Our efforts to accelerate student success and enhance well-being will contribute to an educated citizenry by developing highly skilled graduates who are culturally competent and sustainability-minded critical thinkers, prepared to lead enriched and fulfilling lives.

GOALS and METRICS	PRIORITY INITIATIVES
<p>Accelerate undergraduate progression and graduation and reduce interferences that cause hardship or delay.</p> <ul style="list-style-type: none"> - FTIC Freshman Retention Rate: 93% - FTIC 4-year Graduation Rate: 65% - FTIC 6-year Graduation Rate: 76% - FTIC Pell Recipient 6-year Graduation Rate: 76% - AA FCS 2-year Graduation Rate: 50% 	<p>Optimize the use of predictive analytics to identify students needing support, guide individual interventions by student advisors, highlight financial aid decisions, guide policy adjustments, and mitigate barriers to progression and graduation.</p> <p>Evaluate the structure of DirectConnect to UCF to emphasize major readiness and student success.</p>
<p>Enrich the student learning experience, development of soft-skills, and career readiness.</p> <ul style="list-style-type: none"> - Percentage of undergraduate students with at least one High Impact Practice (HIP) by graduation: 90% - Percentage of students involved in academic support (SARC): 25% - Undergraduate Class Size Index Rank: 275. - Percent of graduates enrolled or employed: 70% 	<p>Expand access to high impact learning practices such as study abroad, peer mentoring, and undergraduate research.</p> <p>Invest in instructional resources to reduce undergraduate class sizes.</p> <p>Connect students to Career Services earlier in their progression, expand the use of skills badging, and enhance career integrated curriculum.</p>
<p>Provide financially accessible educational experiences.</p> <ul style="list-style-type: none"> - Percentage of students who graduate without debt: 60% 	<p>Optimize student assistance by investing in software to enhance the development and delivery of financial aid.</p> <p>Focus financial aid assistance to support student progression, and graduation, including transfer enrolled part-time.</p> <p>Increase graduate student stipends and professional degree scholarships.</p>

Community and Culture

We know that achieving excellence in education, research, and community engagement is determined primarily by the passion and commitment of our people. UCF aspires to be a destination of choice for the most talented people, and a best place to learn and work and a partner of choice within our community. We aim to develop a culture of innovation, inclusion, and collaboration, with a clear expectation for open-minded and tolerant civil discourse throughout our campus community, consistent with the Florida Board of Governors' State University System of Florida *Statement of Free Expression*.

GOALS and METRICS	PRIORITY INITIATIVES
Become an employer of choice by recruiting, retaining, and developing the best talent. <ul style="list-style-type: none"> National Academy members: 12 	<p>Identify pathways for professional development and career advancement for all staff, strengthening job-fit and the collective capabilities of staff.</p> <p>Streamline recruitment and hiring procedures to accelerate staff development.</p> <p>Develop, recognize, and celebrate faculty achievements.</p>
Strengthen our culture of inclusion, collaboration, and engagement. <ul style="list-style-type: none"> Faculty, Staff, and Student satisfaction Carnegie Classification for Community Engagement 	<p>Establish Center for Inclusion and Community Engagement that includes civil discourse and engagement programming.</p> <p>Regularly conduct a university-wide campus climate and free expression survey.</p>
Establish life-long connections with our community through robust athletic and alumni engagement activities. <ul style="list-style-type: none"> Alumni participation rate Alumni giving rate: 8% 	<p>Successfully transition UCF Athletics to the Big 12 Conference.</p> <p>Increase programs and services offered to UCF Alumni to provide more opportunities for engagement</p>
Establish comprehensive partnerships with industry that align workforce development, research, and philanthropic engagement. <ul style="list-style-type: none"> Pegasus Partnerships: 5 	<p>Create an office of corporate partnership relations to streamline connections between the university and industry partners.</p>

Discovery and Exploration

UCF's knowledge enterprise is an essential driver of the region's economic vitality. We plan to invest in our research infrastructure in ways that address prevailing workforce needs in the region, accelerate the development of industry clusters, attract new companies and high wage jobs to Florida, support the formation of entrepreneurial ventures, and advance the State's objective to be the 10th largest economy in the world.

GOALS and METRICS	PRIORITY INITIATIVES
<p>Increase UCF's focus on research by supporting basic, applied, pragmatic, clinical and translational research activities.</p> <ul style="list-style-type: none"> – Research & Development Expenditures: \$350M/year – Science & Engineering Research Expenditures: \$265M – Medical Research Expenditures: \$40M – Non-Medical Expenditures: \$182M – Financial support for doctoral students from external grants, 50% 	<p>Invest to build infrastructure and personnel in areas of strategic focus.</p> <p>Extend <i>existing</i> and develop <i>new</i> cluster initiatives around emerging research opportunities.</p> <p>Optimize utilization of research facilities and infrastructure.</p>
<p>Extend the impact, application, and commercialization of knowledge.</p> <ul style="list-style-type: none"> – Number of patents awarded annually: 55 – Number of start-up companies created annually: 10 	<p>Develop an independent, applied, user-inspired research unit.</p> <p>Encourage organic integration of research knowledge in instruction to encourage research as pedagogy.</p> <p>Recognize and incent research translation through targeted funding, promotion, tenure, and awards.</p>
<p>Increase the number of graduate students and post-doctoral appointees.</p> <ul style="list-style-type: none"> – Post-doctoral Appointees: 225 – Percentage of degrees in PSE: 60% 	

Note. PSE = Programs of Strategic Emphasis

Innovation and Sustainability

UCF is one of the nation's most innovative universities. We seek to institutionalize resiliency and maintain financial and operational sustainability by diversifying our resource base and continually practice visionary and pragmatic stewardship of our assets and obligations.

GOALS and METRICS	PRIORITY INITIATIVES
<p>Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment.</p> <ul style="list-style-type: none"> – Percent of university revenue derived from non-tuition/state allocations: xx% – Annual fundraising: \$100M – Endowment value: \$350M 	<p>Invest in infrastructure and personnel to bolster UCF's strategic partnerships and the advancement and philanthropy function.</p> <p>Evaluate options to grow UCFOnline into an independent auxiliary unit to generate revenue, extend access to UCF, broaden exposure, and experiment with programs and learning modalities.</p>
<p>Institutionalize campus sustainability with a focus on service excellence.</p> <ul style="list-style-type: none"> – STARS Rating: Platinum 	<p>Provide dedicated funding and integrate STARS sustainability performance criteria into academics, operations, administration, planning, and leadership.</p> <p>Upgrade IT infrastructure to enhance service excellence, minimize impact of network outages, and reduce threat of cyber attacks.</p> <p>Evaluate options to monetize and leverage the current real estate holdings.</p> <p>Conduct a comprehensive activity-based accounting of campus services and operations to determine how much it costs to educate a Knight.</p>
<p>Enhance UCF's brand and national reputation</p> <ul style="list-style-type: none"> – U.S. News & World Report peer evaluation rating, 3.3 	<p>Launch targeted marketing initiatives that focus on UCF's academic excellence and achievements with societal impact.</p> <p>Leverage UCF's transition to the Big 12 Athletic conference to raise the institutions national profile.</p>

Summary of Strategic Metrics

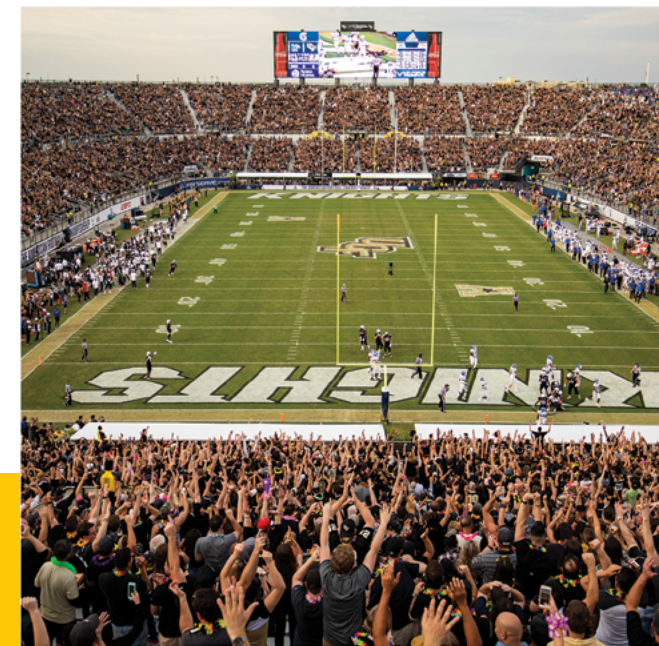
Student Achievement and Well-Being	2022	2027 Goal
FTIC Freshman Retention Rate ^{1,2}	92%	93%
FTIC 4-year Graduation Rate ^{1,2}	50%	65%
FTIC 6-year Graduation Rate ¹	74%	76%
FTIC Pell Recipient 6-year Graduation Rate	71%	76%
FCS AA 2-year Graduation Rate ¹	32%	50%
Percent of graduating students with HIP experience	80%	90%
Percent of graduates enrolled or employed (\$30,000)	63%	70%
Community and Culture	2022	2027 Goal
National Academy memberships ²	8	12
Pegasus Partnerships	–	5
Discovery and Exploration	2022	2027 Goal
R&D Expenditures (\$M) ^{1,2}	\$239	\$350
Science & Engineering Research Expenditures (\$M) ²	\$182	\$265
Medical Research Expenditures (\$M)	\$15	\$40
Non-Medical Science & Engineering Expenditures (\$M) ²	\$167	\$182
Patents Awarded Annually ¹	52	55
Licenses and Options Executed Annually ¹	28	
Number of Start-Up Companies Created ¹	2	10
Post-Doctoral Appointees	142	225
Innovation and Sustainability	2022	2027 Goal
Percent of University Revenue derived from non-tuition/state allocations	xx%	xx%
Endowment Value (\$MM) ¹	\$201	\$350
Annual Fundraising (\$MM)	\$70	\$100
STARS rating	Silver	Platinum
Peer evaluation rank	2.9	3.3

Notes. ¹ 2022 Accountability Plan. ² Preeminent University Metric. Gallup-Purdue Index. ³ 2019-20. ⁴ Undergraduate research, learning communities, global learning (i.e., study abroad), designated courses. ⁵ IPEDS ⁶ U.S. News & World Report. ⁷ Board of Governors ⁸ 2020 Ed Reform Now, [Social Mobility Elevators](#).

Appendix

Crosswalk to Board of Governors' Strategies

State University System Goals	Excellence	Productivity	Strategic Priorities
Teaching & Learning	1. Strengthen Quality & Reputation of Academic Programs and Universities	4. Increase Degree Productivity and Program Efficiency	7. Increase the Number of Degrees Awarded within Programs of Strategic Emphasis
Scholarship, Research & Innovation	2. Strengthen Quality and Reputation of Scholarship, Research, and Innovation	5. Increase Research Activity and Attract More External Funding	8. Increase Commercialization Activity
Community & Business Engagement	3. Strengthen Quality & Recognition of Commitment to Community and Business Engagement	6. Increase Community and Business Engagement	9. Increase Community and Business Workforce



Unleashing Potential

Becoming the University *for the Future*



Agenda

Planning Process Update

Background and Context

Aspirations and Vision

Resource Needs

Priorities and Initiatives

Goals and Metrics

Planning Process Update



Background and Context

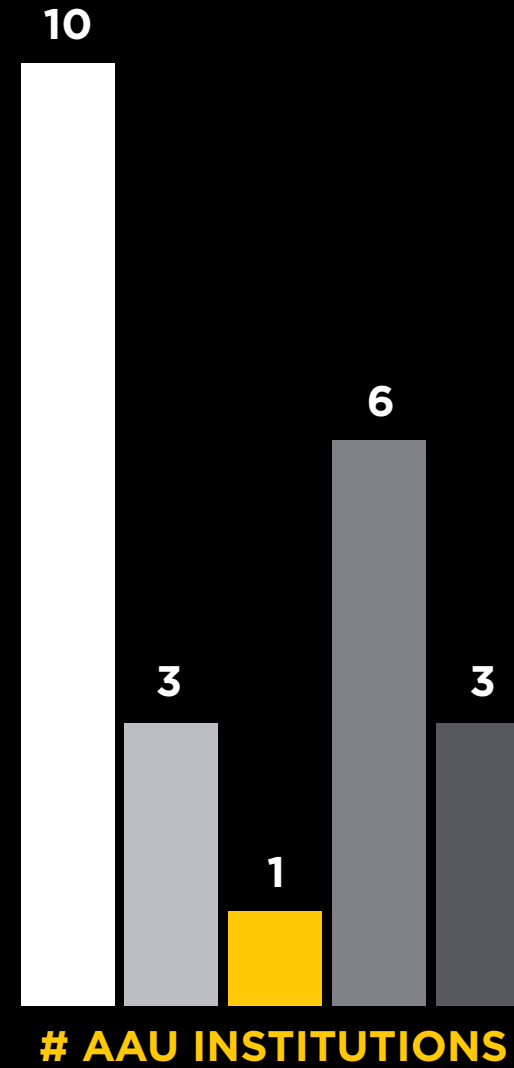
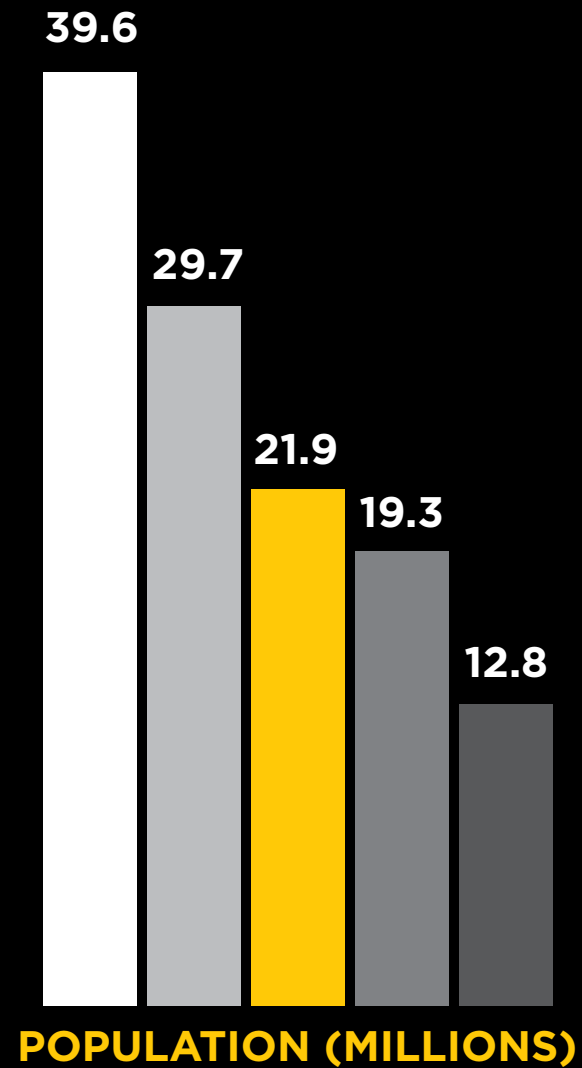


Aspirations and Vision

Top 25 Public Research University

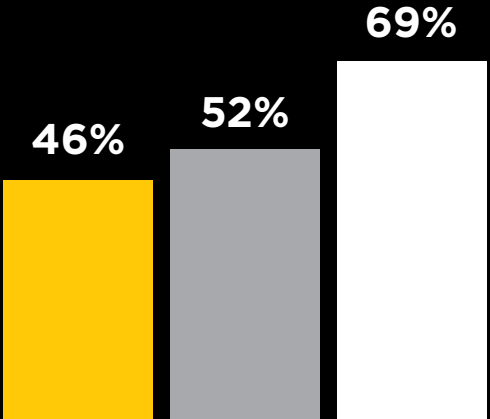
AAU Eligibility by 2033

AAU State Comparison

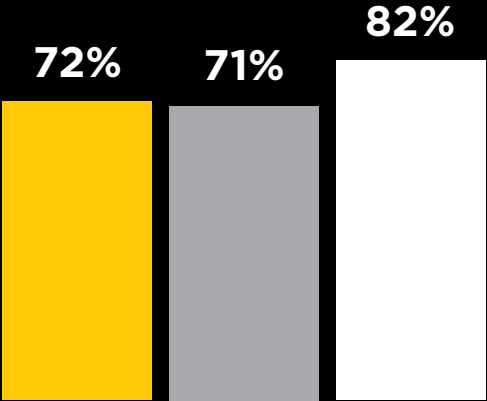


California Texas Florida New York Pennsylvania

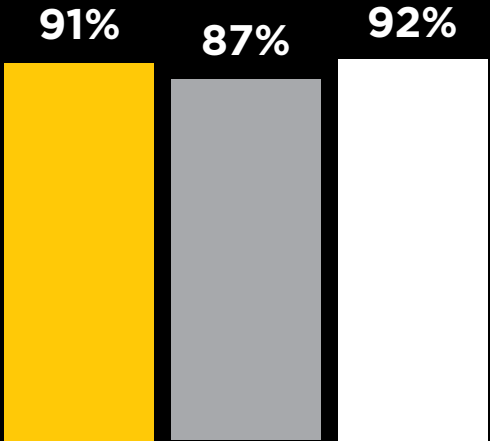
Outcomes and Resources



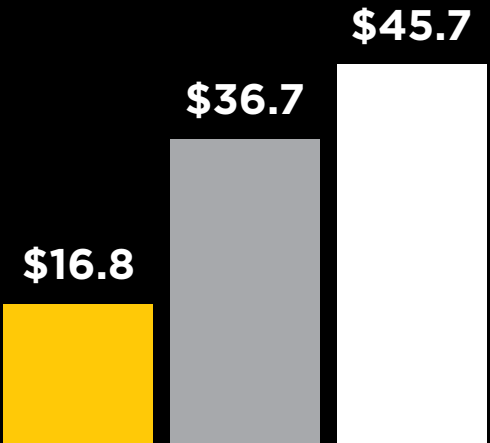
4-YEAR GRAD RATE



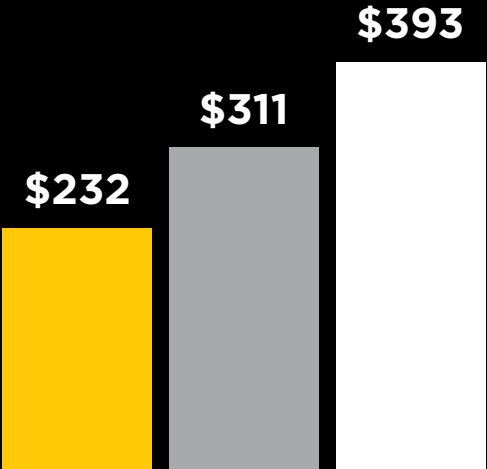
6-YEAR GRAD RATE



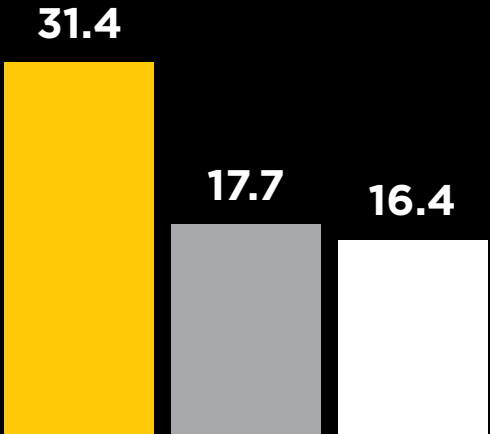
1-YEAR RETENTION



EXPENDITURES/FTE (THOUSANDS)



R&D EXPENDITURES/TTE (THOUSANDS)*

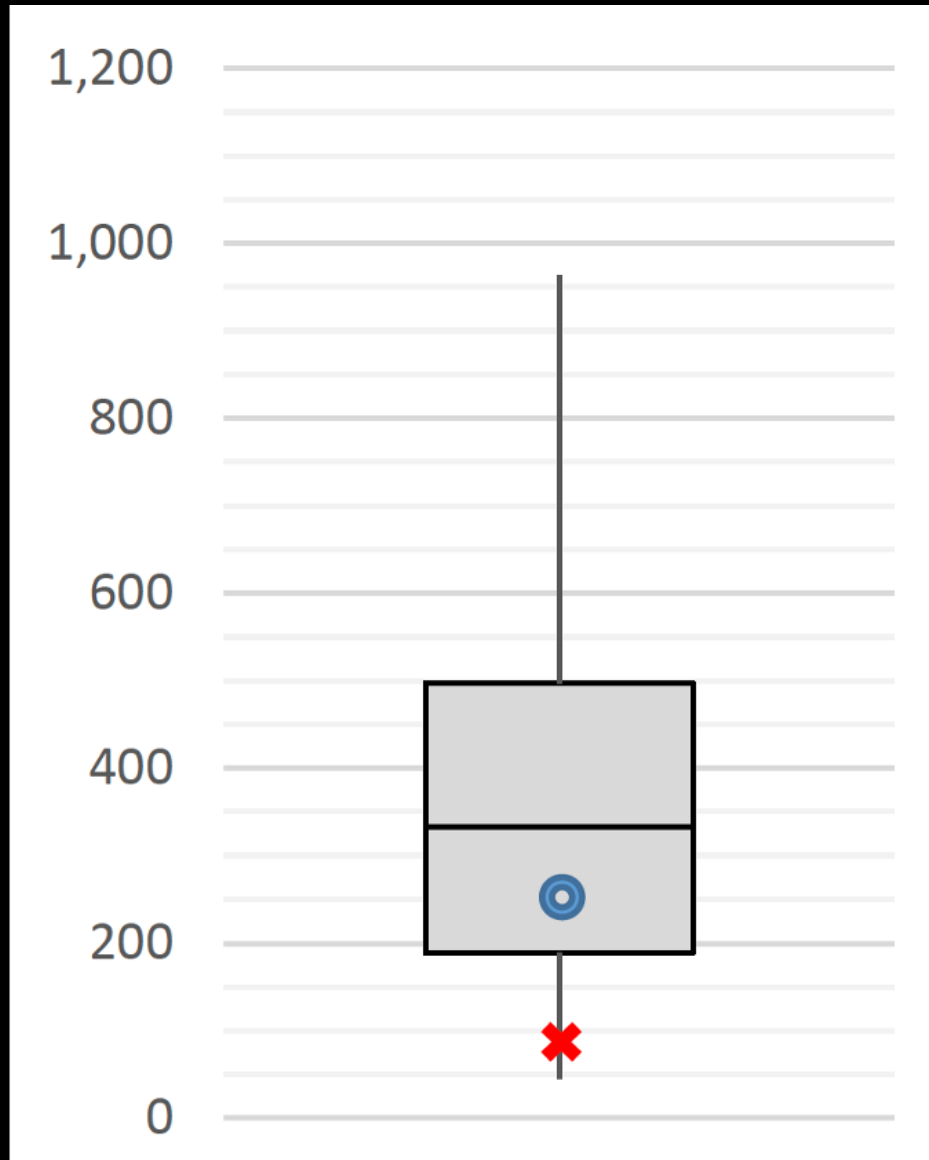


STUDENT-FACULTY RATIO

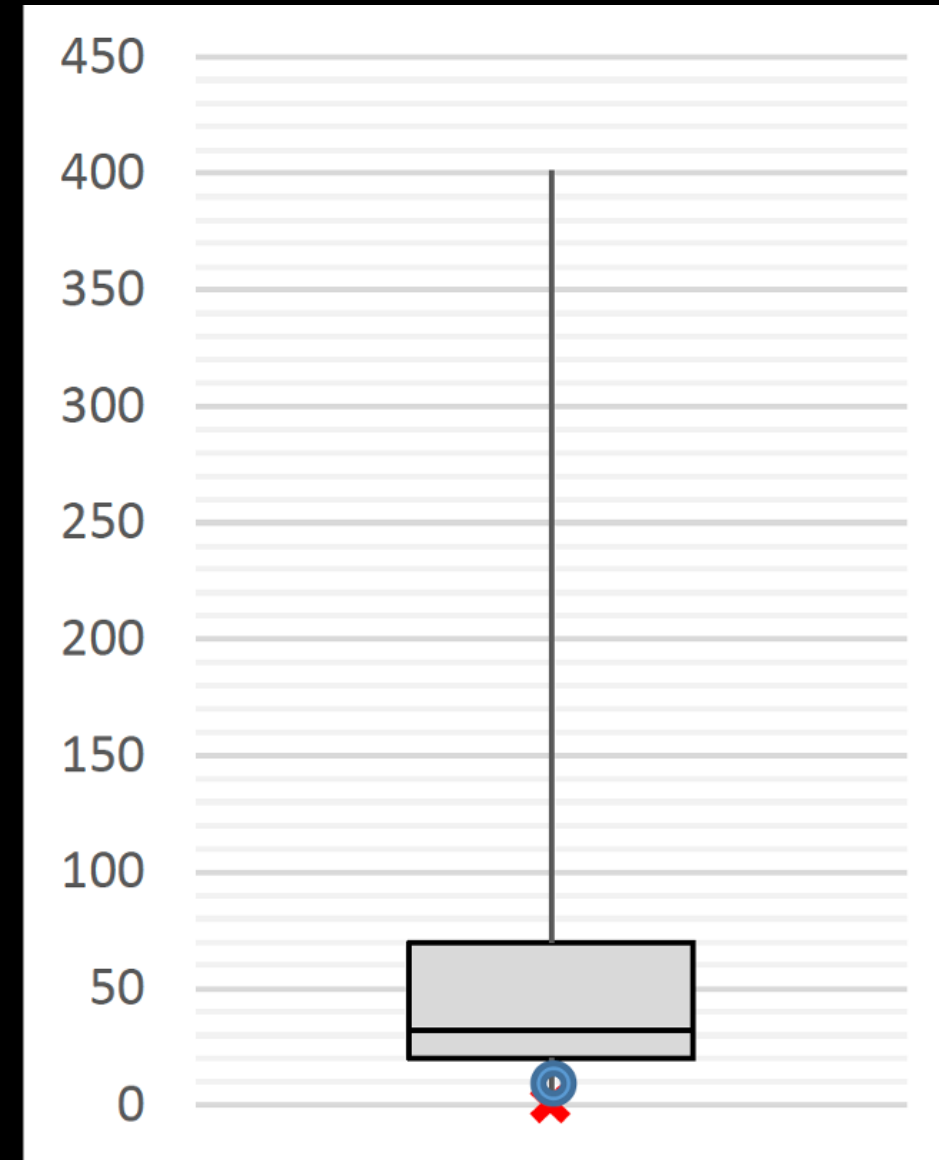
■ UCF ■ Top 50 ■ Top 25

AAU School Comparison

NSF Research Expenditures Data;
Top American Research Universities (TARU) 2018 Annual Report



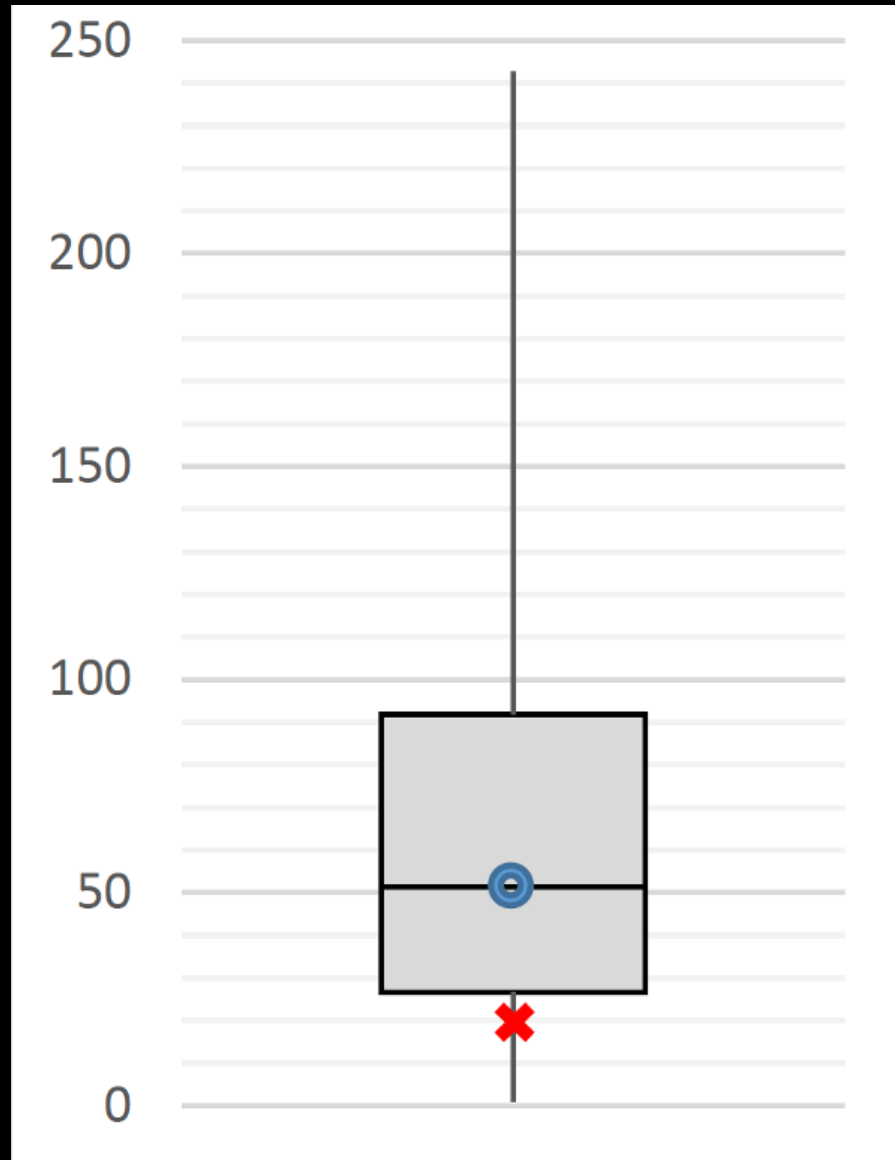
**FEDERAL RESEARCH FUNDING
(MILLIONS)**



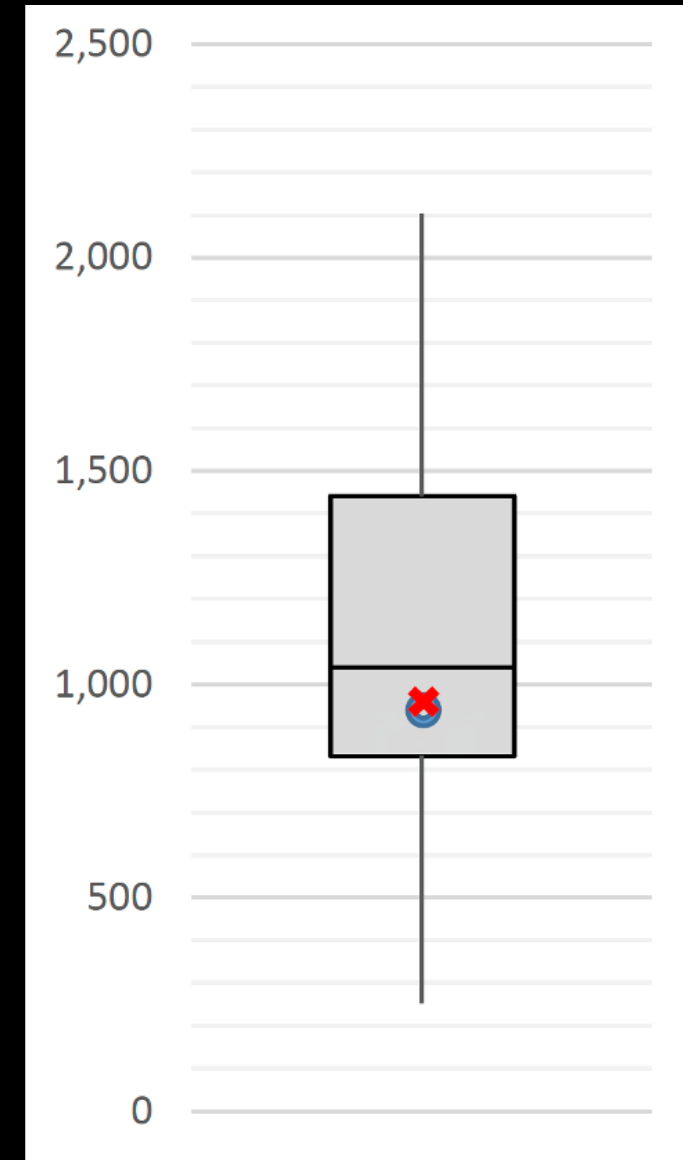
NATIONAL ACADEMY MEMBERSHIPS

AAU School Comparison

NSF Research Expenditures Data;
IPEDS Employees Assigned by Position (EAP) Report



**STATE AND LOCAL INDUSTRIAL
RESEARCH FUNDING (MILLIONS)**



**FULL-TIME TENURED/
TENURE-TRACK FACULTY**

Areas of Focus



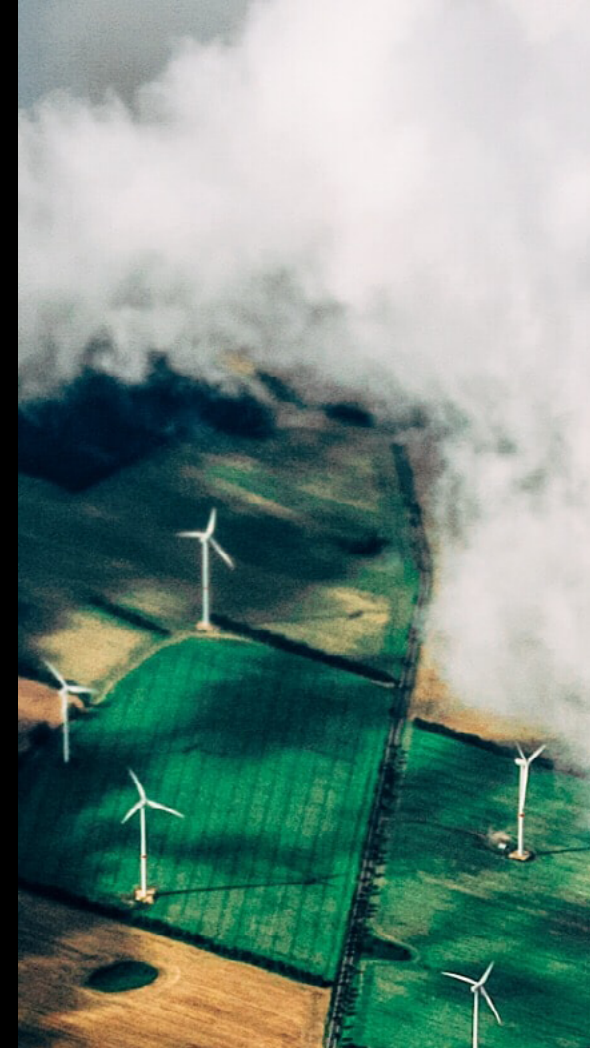
SPACE



**IMMERSIVE
& THEMED
EXPERIENCES**



**HEALTH
& HUMAN
PERFORMANCE**



**ENERGY &
CLIMATE**



**DEFENSE
SCIENCE &
TECHNOLOGY**

Space

**Stephen W. Hawking Center
for Microgravity Research**

Robinson Observatory

29% of KSC Employees
are UCF Alumni

**UCF Faculty on OSIRIS-EX
and New Horizons Missions**

#36 Industrial Engineering

#43 Best Engineering Schools

#52 Computer Engineering

#53 Electrical Engineering

#57 Materials Science
and Engineering

#61 Physics

#65 Mechanical Engineering

#82 Computer Science

Immersive & Themed Experiences

MFA Themed Experience

**Florida's Interactive
Entertainment Academy**

**IST, School of Modeling,
Simulation, and Training**

#1 Graduate Game Design

#14 Undergraduate Game Design

#50 Computer Engineering

**#82 Undergraduate Computer
Science**

iUX Academy

Central Florida Tech Grove

Health & Human Performance

#16 Medical Schools, with the Most Graduates Practicing in Health Profession

#46 Health Care Management

#52 Best Nursing Schools: Doctor of Nursing Practice

#55 Speech-Language Pathology

#57 Physical Therapy

#87 Medical Schools: Research

#94 Best Medical Schools: Primary Care

#6 Best Online Bachelor's Programs in Psychology

#20 Best Online Master's in Nursing Programs

Energy & Climate

**Resilient, Intelligent, and
Sustainable Energy Systems**

STARS rating: Silver

**LEED Most Outstanding Projects:
UCF Global, Alumni Center**

**#7 Emergency & Crisis
Management**

**#3 Emergency & Homeland
Security**

#36 Industrial Engineering

**#49 Materials Science and
Engineering**

#66 Environmental Engineering

#69 Civil Engineering

#144 Biological Sciences

Defense Science & Technology

#1 Supplier of graduates to the Aerospace and Defense Industries

27% Lockheed Martin Employees in Orlando are UCF Grads

#3 Homeland Security and Emergency Management

#36 Industrial Engineering

#49 Materials Science and Engineering

#50 Computer Engineering

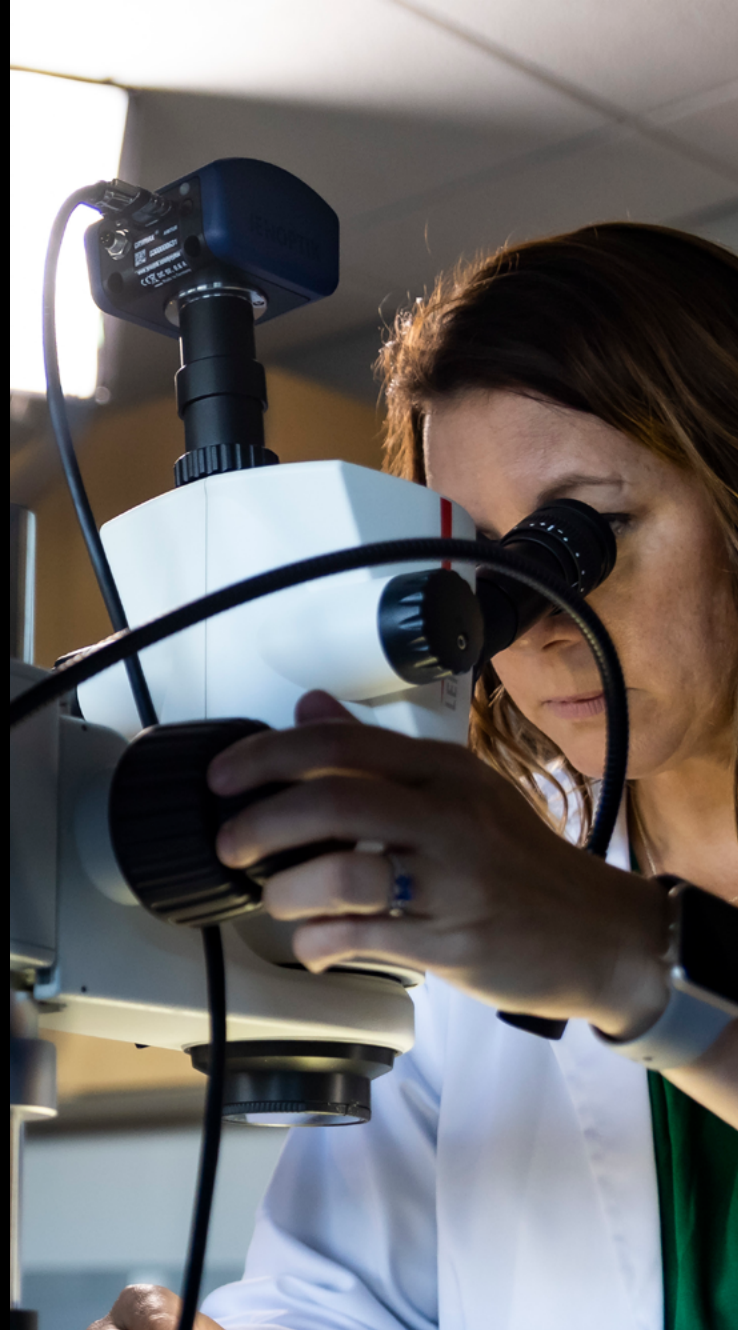
UCF Cyber Defense Program;
Cyber Innovation Lab

Cyber Security and Privacy cluster

Priorities



**STUDENT
ACHIEVEMENT
& WELL-BEING**



**DISCOVERY &
EXPLORATION**



**INNOVATION &
SUSTAINABILITY**



**COMMUNITY
& CULTURE**

Initiatives



Goals & Metrics



Next Steps

