



## **February 23, 2023 Academic Excellence and Student Success Committee**

Board of Trustees

Live Oak Event Center

Feb 23, 2023 10:30 AM - 11:45 AM EST

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# Board of Trustees

**Board of Trustees**  
**Academic Excellence and Student Success Committee**  
**February 23, 2023 | 10:30 a.m. – 11:45 a.m.**  
*(or upon adjournment of previous meeting, and at the Chair's privilege)*  
**Live Oak Event Center**

Livestream: <https://www.youtube.com/watch?v=ukTFGrb-vag>

Conference call number: 1 (305) 224-1968 | Meeting ID: 916 9962 4851 | Passcode: 874420

## **AGENDA**

- |  |  |
|--|--|
| 1. Call to Order and Welcome                 | Tiffany Altizer, <i>Chair, Academic Excellence and Student Success Committee</i>   |
| 2. Roll Call                                 | Juan Lugo, <i>Operations Manager</i>   |
| 3. Minutes of the November 16, 2022, meeting | Chair Altizer  |
| 4. Reports (10 minutes)                      | Chair Altizer  |
| DISC – 1                                     | Provost Update<br>Michael D. Johnson, <i>Provost and Executive Vice President for Academic Affairs</i>   |
| 5. Action (20 minutes)                       | Chair Altizer  |
| AESC – 1                                     | Conferral of Degrees<br>Michael D. Johnson   |
| AESC – 2                                     | Tenure with Hire<br>Michael D. Johnson   |
| AESC – 3                                     | Path to Preeminence: UCF 5-Year Benchmarking Plan<br>Michael D. Johnson<br>M. Paige Borden, <i>Chief Analytics Officer</i>                       |
| 6. Discussion (40 minutes)                   | Chair Altizer  |
| DISC – 2                                     | Enrollment Strategy: Access for Success<br>Michael D. Johnson<br>Paul Dosal, <i>Senior Vice President for Student Success</i><br>M. Paige Borden |

7. Information *(2 minutes)*

Chair Altizer

INFO – 1

Accountability Plan Review  
M. Paige Borden

INFO – 2

Accreditation Quarterly Update  
Timothy Letzring, Vice Provost for Academic Affairs

8. New Business

Chair Altizer

9. Adjournment

Chair Altizer



# Board of Trustees

## Board of Trustees Academic Excellence and Student Success Committee November 16, 2022 MINUTES

### **CALL TO ORDER**

Trustee Beverly Seay, chair of the Academic Excellence and Student Success Committee, called the meeting to order at 8:59 a.m.

In addition to Chair Seay, other committee members present were Trustees Tiffany Altizer, Stephen King, Daniella Lopez, and Caryl McAlpin. Board of Trustees Chair Alex Martins also joined the meeting.

### **MEETING MINUTES**

Trustee Altizer motioned to approve, and Trustee McAlpin seconded. The Academic and Student Success Committee unanimously approved the meeting minutes of October 19, 2022.

### **REPORTS**

#### **Provost Update (DISC-1)**

In his update, Provost Michael Johnson addressed the following topics: accolades, Hurricane Ian and Nicole impacts, fall enrollment, a new division of Student Success and Well-Being, strategic plan implementation, new legislation, and the status of the search for a vice president for Research.

#### **Accolades**

The provost congratulated the Collegiate Cybersecurity Competition Team, which finished first and second in the Cyberforce National Championships, earning UCF's third title in this competition since 2018. No other school has won more than one. The national championship is in addition to the five the team has won in the separate National Collegiate Cyber Defense Competition.

The latest *U.S. News and World Report* rankings place the College of Optics and Photonics among the top 25 universities in the world for optics. The Burnett Honors College recently celebrated its 40<sup>th</sup> anniversary, highlighting an honors program whose scholars represent the top 3 percent of students nationally and come from all economic backgrounds. The provost thanked the leadership and faculty for their commitment to excellence.

#### **Hurricane Ian and Nicole Impacts**

UCF campuses faced minimal damage from the two hurricanes and returned to normal operations quickly. However, the storms created hardships for many students, faculty, and staff, including the loss of belongings, vehicles, and/or homes.

The provost expressed his gratitude to UCF's top-of-class emergency management office and staff for their preparedness and guidance through the emergency. He also thanked Student Support Services for assisting students in need; everyone who contributed financially to help struggling students and employees; and faculty and staff who donated leave time to support colleagues.

To support students academically, UCF suspended homework and tests due or scheduled on the days when campus operations were suspended. The withdrawal deadline was also extended a week to give students who needed it more time to weigh options. Faculty were asked to cover all class material planned for the fall

semester to meet the university's obligations to ensure academic integrity under Title IV and to UCF's institutional accreditor.

Following the storms, part of UCF's after-action efforts are to develop more complete plans on how to reopen academic activities after an emergency, specifically teaching and research.

### Enrollment Update

UCF's fall enrollment is around 68,840, which is down about 2% from last year. The change includes strategic increases in FTIC students, offset by fewer transfer students and a decrease in masters and upper-level enrollment. UCF received a record of over 53,000 applications. The drop in enrollment, combined with unavoidable increases – such as utilities – led to the reduction of budgets university-wide.

UCF had another strong freshman class with a record SAT score and a high GPA and was among the top public universities enrolling National Merit Scholars. First-year retention is at a record high of 93 percent, meeting UCF's 2027 strategic plan goal. FTIC 4-year-graduation is at a record high of 54.8 percent.

### New Division of Student Success and Well-Being

The provost said improving student success and well-being is a top focus of the new strategic plan. Upon his arrival, Dr. Paul Dosal, senior vice president for Student Success, was charged with rethinking how UCF's student success efforts were organized. Based on his recommendations, the divisions of Student Development and Enrollment Services and Student Learning and Academic Success were dissolved last month to form a new division of Student Success and Well-Being, led by Dr. Dosal. The new division brings central university teams together, including enrollment and admissions, advising, housing, student life and wellness, careers, and more. Dr. Theodorea Berry will continue as vice provost and dean of the College of Undergraduate Studies and report to the provost.

### Strategic Plan Implementation

Provost Johnson said the implementation of UCF's strategic plan is underway. UCF will use the Faculty Senate's Strategic Planning Council, consisting of faculty, administrative leaders, and students, to drive accountability in meeting the plan objectives. The council will provide the provost and president feedback on progress and obstacles.

### New Legislation

The Board of Governors (BOG) and the university approved new regulations, as required, to implement Florida House Bill 7, also known as the Individual Freedom Act. The act defines certain concepts associated with race and gender as discrimination. The provost mentioned he has underscored in faculty messages and in meetings with departments and deans that the new law does not prohibit teaching controversial and challenging topics. In his view, the law codifies what faculty already know is their professional responsibility: to educate, not to indoctrinate; to teach, and not to preach. If complaints arise, it is UCF's obligation to investigate carefully. No complaints have been received so far.

The BOG posted a draft regulation for other new legislation, establishing a 5-year post-tenure review process. This replaces the 3-year review process UCF has in place now. Provost Johnson reiterated that tenure comes with an obligation to perform at a high level and to behave professionally, which in his experience, UCF's tenured faculty already do. The new regulation will strengthen the review process. Discussion at the BOG is focused on recognizing and rewarding those performing at the highest level to retain top faculty and incentivize high performance. The regulation also requires that any tenured faculty not performing adequately be placed on improvement plans of no more than a year's duration or be terminated. The provost said UCF has an obligation to demonstrate that faculty performance is examined objectively and comprehensively, with appropriate consequences.

### Vice President for Research Search Update

The provost indicated a search for the vice president for Research is underway, with interviews expected in early December. He appointed Winston Schoenfeld, associate vice president for Research, as interim vice president of Research, effective last month. Dr. Liz Klonoff will continue as vice provost and dean of the College of Graduate Studies and report to the provost.

### Student Government President Report (DISC-2)

Trustee Daniella Lopez, student body president, presented Student Government's 2022-23 initiatives. Trustee Lopez indicated her administration's goal for this year is to ensure every student would feel at home on campus, a place they could be proud of, comfortable with, and prideful to attend. To achieve this, the impact areas of focus this year are diversity and inclusion, academics, student experience, non-traditional campus life, and innovation. She elaborated on the areas and initiatives associated with them, such as implementing a disability transportation system to aid students with mobility disabilities, offering free MCAT, LSAT, and GRE preparation classes, collaborating with Facilities to incorporate a safety walk and add additional lighting where needed, creating more student programming at the Downtown, Rosen, and Lake Nona campuses, and advocating for recycling at off-campus housing.

Trustee Lopez also spoke of hardships some students have faced from Hurricane Ian. She encouraged trustees to donate to the university's housing insecurity fund, which helps students going through unexpected tragedies and emergencies.

### Faculty Senate Chair Report (DISC-3)

Trustee Stephen King, chair of the Faculty Senate, presented on the Faculty Senate's structure and operations, his approach to leading the Senate, and his priorities. Trustee King elaborated on areas relating to shared governance, the composition of the Senate, and the different Senate committees. He also shared that his philosophy as chair of the Faculty Senate is to work with faculty and administration to share faculty viewpoints, issues, concerns, ideas, aspirations, and solutions. He strives to develop solutions to issues facing UCF through communication and a commitment to collaborate.

Trustee King shared the Senate's priorities for the year, including continuing to address the Workday transition, House Bill 7 education and communication, retaining current faculty, and addressing impediments to hiring faculty. The Senate will also work with the administration to align the Senate with the four priorities of the strategic plan: student success and well-being, discovery and exploration, community and culture, and innovation and sustainability. Trustee King finished by expressing the importance of adapting to the future to ensure the Senate is successful.

Chair Seay expressed she was pleased the Senate is working with the administration on university and faculty matters. Trustee Altizer expressed that she appreciated Trustee King's enthusiasm and ideas. President Alexander Cartwright stated that students and faculty have been excellent partners and that it is important to recognize good ideas that will help the university move forward.

## **ACTION**

### Conferral of Degrees (AESC-1)

Provost Johnson presented the conferral of degrees and indicated that, as of now, UCF expects to award 6,228 degrees during the Fall 2022 commencement ceremonies on December 16-17, 2022. Of the degrees being awarded, 5,096 are baccalaureate, 995 master's, and 137 are doctoral and specialist.

Trustee Altizer motioned to approve, and Trustee McAplin seconded. The committee unanimously approved the Conferral of Degrees.

#### Tenure with Hire (AESC-2)

Provost Johnson sought tenure with hire approval for one highly qualified incoming faculty member who underwent extensive review before being presented to the Board: Kibibi Mack-Shelton, College of Arts and Humanities, professor in the Department of History.

The provost said hiring outstanding faculty who are excellent teachers and researchers is essential to fulfilling UCF's mission as a research university. It is key to meeting UCF's strategic Plan goals for advancing excellence, student success, and societal impact.

Trustee King motioned to approve, and Trustee Altizer seconded. The committee unanimously approved tenure with hire for the faculty member.

#### Degree Program Termination – M.S. in Taxation (AESC-3)

Dr. Timothy Letzring, vice provost for Academic Affairs, presented the degree program termination for the Master of Science in Taxation. The program has been suspended since 2014 due to low enrollment. Faculty in the program continue to teach in other graduate accounting programs that incorporate the subject. The department created a track for students who desire a greater emphasis on tax law.

Chair Seay asked if a review of all low-enrollment programs is being completed. Dr. Letzring indicated he recently spoke with the BOG office and expects to receive the next cycle list of the low graduation program soon. He also mentioned that Dr. Paige Borden, chief analytics officer, provides data on programs to identify those that may end up on the list. Chair Seay asked how programs end up on the BOG list. Dr. Borden indicated the list is based upon the number of graduates a program has in a year, which is factored over a 5-year period, so it is a rolling average. Programs that fall below BOG thresholds are placed on the BOG list, and UCF doubles the threshold to identify programs with low enrollment as a warning.

Trustee Altizer mentioned she was saddened to see the termination of the degree, as this was her degree from UCF. She added that the college offers the opportunity for students to take the tax track in the Master of Science in Accounting program. She has hired outstanding students that have taken this track.

Trustee McAlpin motioned to approve, and Trustee King seconded. The committee unanimously approved the degree program termination for the Master of Science in Taxation.

#### Approval to Seek a New Accreditor (AESC-4)

Dr. Letzring presented the recommendation to seek approval from the U.S. Department of Education to apply for membership to the Higher Learning Commission (HLC). The recommendation is based on changes to federal and state law, a new strategic plan, recognition of looking for ways for continuous improvement in this area, and recent actions taken by the BOG. Dr. Letzring noted that in reviewing the other regional accreditors, HLC emerged as the best match based on affinity with many of UCF's University Innovation Alliance partners, soon-to-be BIG 12 conference members, and HLC's recognition as a leader in accreditation innovation.

Dr. Letzring added that UCF must be accredited to participate in federal financial aid, which requires UCF to maintain its Southern Association of Colleges and Schools Commission on Colleges accreditation while conducting this process. The request is being made now to minimize overlap in efforts between applying to a new accreditor and maintaining the other.

Trustee Altizer motioned to approve, and Trustee McAlpin seconded. The committee unanimously approved the administration's recommendation to seek a new accreditor.

#### Research Institutes and Centers Annual Reports (AESC-5)

Dr. Winston Schoenfeld, interim vice president for Research, presented the annual reports for state-registered institutes and centers. Historically, annual reports have been submitted directly to the BOG. This year, an amendment to BOG regulation 10.015 now requires Board approval before submission to the BOG. The Office of Research conducts individual annual reports to complete the BOG annual reports.

Trustee King mentioned the format of the reports could be improved to make the reports easier to understand. Chair Seay asked if the BOG provided the template. Dr. Schoenfeld indicated the Office of Research continues to adapt the reports to anticipate the required information and how they can collect it in a uniform and robust template.

Chair Seay asked if the Workday implementation could help auto-populate the reports to identify challenges and consistencies. Dr. Schoenfeld indicated the information is manually added to the reports, collecting only the information needed to avoid unnecessary work. The Office of Research continues to aim for a clear and efficient reporting methodology that allows for the evaluation of institutes and centers. Dr. Schoenfeld added that a more formal evaluation process occurs with the BOG 5-and 7-Year evaluations, an example of which can be seen in INFO-3 of the agenda.

Trustee King motioned to approve, and Trustee Altizer seconded. The committee unanimously approved the research institutes and centers annual reports.

## **DISCUSSION**

### **Student Success and Well-Being (DISC-4)**

Dr. Dosal presented on the new division of Student Success and Well-Being. He began the discussion by showing the student success and well-being metrics and expressing the importance of ensuring the metrics are at the core of the new division's work. The metrics below aim to accelerate undergraduate progression and graduation and reduce interferences that cause hardship or delay.

- FTIC freshmen retention rate: 93 percent
- FTIC 4-Year graduation rate: 65 percent
- FTIC 6-Year graduation rate: 76 percent
- FTIC Pell Recipient graduation rate: 76 percent
- AA FCS 2-year graduation rate: 50 percent

Additionally, the two metrics below aim to enrich the student learning experience to develop career and cultural competencies.

- percent of undergraduate students with at least one HIP by graduation: 100 percent
- percent of graduates enrolled or employed: 70 percent

Dr. Dosal reiterated that student success is everyone's responsibility and that the new division is focused on working together toward achieving these metrics while strengthening relations with colleges and units across the university to accomplish this. The new division will be structured into five areas: enrollment management, health and well-being, student engagement, student success and advising, and career readiness and experiential learning.

Trustee Lopez asked if Dr. Dosal plans to have input or feedback from students for the various committees he outlined. Dr. Dosal said he welcomes student input and looks forward to further discussing the right level of student involvement with Trustee Lopez.

Chair Seay asked to what degree Dr. Dosal would be using technology to track students as they progress through UCF, like artificial intelligence and bots. Dr. Dosal said technology is integral to this work, including dashboards, predictive analytics, and a customer relationship management system that everybody uses. He



said some tools are in place but need to be enhanced. Dr. Borden reinforced Dr. Dosal's comments on tools that already have predictive modeling included. She stated work is needed to continue deploying these elements and get additional buy-in at the individual student level. Dr. Borden mentioned that an advisor-specific student-focused data tool is expected to launch before the holidays, allowing advisors to filter and pull data on specific sets of students.

Trustee King mentioned a need for education on student success to help faculty understand what encompasses student success and their role in it. Provost Johnson indicated this would happen globally and by way of things like the advisor tool, which integrates information from Canvas. The tool will enable advisors to use student progress information in courses to reach out to faculty if needed.

#### What Will Students Need in the Future? (DISC-5)

Chair Seay began the discussion by elaborating on her role as chair of the Association of Governing Boards of Universities and Colleges, where she began looking at the concept of generative thinking. She wanted to introduce the concept to the trustees with Provost Johnson. She explained the three forms of thought: fiduciary oversight, strategic planning, and generative thinking.

Chair Seay engaged the trustees in the digital transformation topic through three key questions: how are you preparing your workforce for the digital transformations in your organization?; what can we at UCF learn from that?; and how do we make our academics more relevant for meeting these digital transformation needs? Provost Johnson added that generative thinking goes beyond answering direct questions or allowing these to trigger conversations. For example, the first key question on digital transformation does this.

President Cartwright added that getting more knowledge about the trustees' experiences in what they are doing will help UCF plan and improve how UCF prepares students for the future. Board of Trustees Chair Alex Martins mentioned he was in a meeting the day before in which the focus was digital transformation, where today's consumer is looking for a more customized and personalized experience in everything they do. He asked how UCF could provide students with a more customized and personalized experience. Chair Seay said various sectors, like theme parks, medicine, and engineering, are doing the same. Board Chair Martins added that UCF is, to an extent, offering some customization but asked if it was widespread. Provost Johnson responded by saying customization is an option offered to students but not widespread.

Trustee King provided a general faculty perspective where some faculty stay up-to-date in their field and look ahead, while others pass along what they have learned about the field. He mentioned the latter is where there is an opportunity to change the thinking to be more forward-thinking. He added that some students who may wish to enter fields like medicine or law look more for structured programs of study, so it is important to have options for students.

Chair Seay said it is worth exploring student credentialing and certification for those close to completing a degree program and change their major, so they do not have to start over in completing a new degree. Trustee King added that students who seek knowledge in more than one program of study are better equipped for the workforce. Trustee Lopez mentioned that it would be helpful for students to adapt their program of study to gain knowledge in different fields without running the risk of excess credit hours.

Trustee Lopez added that technology is very integrated into what students do today – emailing and texting – that it has taken from human interaction and communication, which is integral for students to succeed. She suggested it would be beneficial for all students to be required to take a speech course to ensure they can communicate and interact with others in the workforce. Chair Seay said she has been looking at how digitization is impacting other disciplines and the role these play in how digital transformation is evolving. The College of Engineering and Computer Science has begun adapting to integrate soft skills to ensure engineers

can be successful. Trustee Altizer mentioned that customer customization and technology integration is more important than ever with the labor shortage. She added looks to hire graduates who can think and learn, which are an integral part of succeeding in a job.

Trustee McAlpin referenced *The Future of Everything* by the *Wall Street Journal*, which publishes articles about the world of the future. She asked if UCF does anything that captures ideas and thoughts from future-thinking faculty to share with others. Chair Seay said it would be great for UCF to be viewed as a thought leader.

President Cartwright said the conversation drives the point that digital transformation impacts every discipline, like entertainment and medicine. Dr. Deborah German, vice president for Health Affairs and dean of the College of Medicine, joined the conversation and added that the goal is to make futuristic things accessible to all. She elaborated on the innovative and future-thinking teaching at the College of Medicine, where technology is integrated into all aspects of student learning. She added that UCF College of Medicine students travel all over the state and are exposed to various health record management systems that better prepare them for the workforce. Interdisciplinary research has also been integrated into the curriculum to ensure students are exposed to research in different fields and integrate this learning to make them better healthcare providers.

### **INFORMATION**

Two information items were included in the committee's meeting materials: 1) Accountability Plan Review (INFO-1) and 2) Research Institutes and Centers 5-and 7-Year BOG Evaluations (INFO-2). Trustees were instructed to direct any questions on these items to Dr. Borden, chief analytics officer.

### **NEW BUSINESS**

N/A

### **ADJOURNMENT**

Chair Seay adjourned the Academic Excellence and Student Success Committee meeting of November 16, 2022, at 11:19 a.m.

Reviewed by: \_\_\_\_\_  
Beverly Seay  
Chair, Academic Excellence and Student Success Committee

\_\_\_\_\_  
Date

Submitted by: \_\_\_\_\_  
Michael A. Kilbride  
Associate Corporate Secretary

\_\_\_\_\_  
Date



Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### DISC-1: Provost Update

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☐ Information ☒ Discussion ☐ Action

Meeting Date for Upcoming Action: N/A

#### Purpose and Issues to be Considered:

Committee members will receive an update from Provost Michael D. Johnson to include these topics regarding the academic enterprise:

- State Requests for Information about Diversity, Equity and Inclusion Programs; New Legislation Report
- Strategic Plan Implementation
- Accolades

#### Background Information:

##### State Requests for Information and Diversity, Equity and Inclusion Programs; New Legislation Report

The provost will provide the committee with a report on recent information requests by the Governor's Office and the Florida Speaker of the House regarding UCF's Diversity, Equity and Inclusion activities. The requests were made of all state universities in Florida.

UCF's DEI efforts seek to support the success of students, faculty and staff from all backgrounds, including veterans, first-generation students and those from various religious or underrepresented groups. The provost will also update the committee on the status of significant state legislation affecting state universities, including House Bill 7 and post-tenure review.

##### Strategic Plan Implementation

The provost will update the committee on efforts to implement UCF's new strategic plan, *Unleashing Potential: Becoming the University for the Future*.

##### Accolades

The provost will briefly report on significant achievements, awards and honors by faculty and students since the committee's last meeting.

#### Recommended Action:

N/A

#### Alternatives to Decision:

N/A

#### Fiscal Impact and Source of Funding:

N/A

**Authority for Board of Trustees Action:**

N/A

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**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:**

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

**Supporting Documentation:**

N/A

**Facilitator/Presenter:**

Michael D. Johnson



Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### AESC-1: Conferral of Degrees

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☐ Information ☐ Discussion ☒ Action

Meeting Date for Upcoming Action: February 24, 2023

**Purpose and Issues to be Considered:**

Consideration of the Spring 2023 Conferral of Degrees.

**Background Information:**

UCF expects to award the following degrees during the fall commencement ceremonies on May 5 – 6, 2023.

Baccalaureate Degrees:	7,549
Master's Degrees:	1,124
<u>Doctoral and Specialist:</u>	<u>144</u>
Total:	8,817

**Recommended Action:**

Recommend approval of the conferral of degrees during the Spring 2023 commencement ceremonies.

**Alternatives to Decision:**

Not recommend approval of the conferral of degrees during the Spring 2023 commencement ceremonies.

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

BOG 1.001(4)(a)  
UCF BOT AESC Charter

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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:**

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

**Supporting Documentation:**

Attachment A: Graduation Count - Spring

**Facilitator/Presenter:**

Michael D. Johnson

## UCF Spring 2023 Commencement

<b>College</b>	<b>Bachelor</b>	<b>Master</b>	<b>Doctorate</b>	<b>CollegeTotals</b>
College of Arts and Humanities	641	61	2	704
College of Business Administration	801	201	3	1,005
College of Community Innovation and Education	817	326	17	1,160
College of Engineering and Computer Science	1,069	215	34	1,318
College of Graduate Studies	0	6	0	6
College of Health Professions and Sciences	816	130	35	981
College of Medicine	316	13	4	333
College of Nursing	346	35	17	398
College of Optics and Photonics	13	4	5	22
College of Sciences	2,014	61	27	2,102
College of Undergraduate Studies	378	0	0	378
Rosen College of Hospitality Management	338	72	0	410
<b>Degree level totals:</b>	<b>7,549</b>	<b>1,124</b>	<b>144</b>	<b>8,817</b>



Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### AESC-2: Tenure with Hire

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☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: February 24, 2023

#### Purpose and Issues to be Considered:

The recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community.

The primary purpose of tenure is to protect academic freedom. The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Hiring tenured faculty supports goal number two of the UCF Strategic Plan to “Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.”

#### Background Information:

Hiring outstanding faculty who are excellent teachers and researchers is essential to fulfill our mission as a research university. It is the key to becoming a top institution, and to meeting UCF’s strategic plan goals for advancing academic excellence, student success, and societal impact. To achieve preeminence and become a top 50 public university, and eventually reach the top 25, UCF must increasingly build strengths in its research programs and in student success across the university. Hiring outstanding senior faculty members is essential for elevating the departments and units they join. Such faculty members have normally earned tenure at their previous institution; all meet UCF’s requirements for tenure. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions. The market for these faculty is highly competitive, and one of the fundamental requirements for UCF to be able to compete and attract top faculty is to have a tenure system.

Department faculty members and the university’s administrative officers have approved granting tenure to these faculty members.

#### Recommended Action:

Recommend approval of the proposed individuals for tenure with hire.

#### Alternatives to Decision:

Not recommend approval of the proposed individuals for tenure with hire.

#### Fiscal Impact and Source of Funding:

Faculty are considered employees of the university and like other employees, compensation is negotiated during the hiring process. Recommendations for tenure are considered independently from compensation. Faculty who are awarded tenure will have annual reappointment until voluntary resignation, retirement,

removal for just cause, or layoff.

**Authority for Board of Trustees Action:**

UCF 3.015(4)(a)4 – Promotion and Tenure of Tenured and Tenure-earning Faculty

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**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:**

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

**Supporting Documentation:**

Attachment A: Tenure with Hire Justification

**Facilitator/Presenter:**

Michael D. Johnson

Jana L. Jasinski, Vice Provost for Faculty Excellence and Pegasus Professor of Sociology



**Tenure with Hire Justification  
Board of Trustees Meeting  
February 24, 2023**

**Andrea Blanco Redondo, Professor  
College of Optics and Photonics**

**CV:** [https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Blanco-Redondo-Andrea\\_CV.pdf](https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Blanco-Redondo-Andrea_CV.pdf)

Dr. Andrea Blanco Redondo received her Ph.D. in electrical engineering from the University of Basque Country, Spain. She came to UCF from Nokia Bell Labs, where she was the head of the Silicon Photonics department. Dr. Blanco Redondo was previously the Professor Harry Messel Research Fellow and senior lecturer, equivalent to associate professor in the U.S., at the School of Physics at the University of Sydney, Australia. She is a well-recognized leader in the field of topological photonics, silicon photonics and quantum optics. Dr. Blanco Redondo was the recipient of the \$1.5 million Robinson Early Career Fellowship, Geoff Opat Prize, and Ada Byron Award, one of two Spanish nationwide awards to leading women in technology. She has published numerous peer-reviewed journal articles, presented at national and international conferences and invited presentations. Dr. Blanco Redondo has extensive teaching experience at the undergraduate and graduate levels and has supervised Ph.D., honors, and undergraduate students. She serves as an OSA (Optical Society of America) Ambassador, reviewer for the U.S. Department of Energy Office of Basic Sciences, and has served as an **OSA Continuum** associate editor, among many other service activities in the profession. The College of Optics and Photonics supports the recommendation for tenure with hire.

**Darren D. Hudson, Associate Professor  
College of Optics and Photonics**

**CV:** [https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Hudson-Darren\\_CV.pdf](https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Hudson-Darren_CV.pdf)

Dr. Darren D. Hudson received his Ph.D. in physics from the University of Colorado. He came to UCF from CACI – Photonics Solutions, where he was a senior technical manager. Dr. Hudson was previously a senior lecturer, equivalent to associate professor, at Macquarie University. While at CACI, Dr. Hudson secured a \$5M program from Air Force Research Lab to demonstrate high-power supercontinuum spanning UV (ultraviolet) to IR (infrared). He was the recipient of an early career research fellowship and continued his research fellow at the University of Sydney, Australia. Dr. Hudson has published numerous peer-reviewed journal articles in journals at the very top of his field, including **Nature Photonics**, **Nature Physics**, and **Optica**, and has presented at invited talks at major international conferences and public lectures. Dr. Hudson has extensive teaching experience at the undergraduate and graduate levels and has supervised Ph.D., graduate, and honors students. He has served as vice-president of

ALPhFA (Associated Laboratory for Photonics between France and Australia), an International Associated Laboratory between CNRS (French National Centre for Scientific Research) in France and 5 Universities in Australia, among many other service activities in the profession. The College of Optics and Photonics supports the recommendation for tenure with hire.



Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### **AESC-3: Path to Preeminence: UCF 5-Year Benchmarking Plan**

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☐ Information ☐ Discussion ☒ Action

Meeting Date for Upcoming Action: February 24, 2023

**Purpose and Issues to be Considered:**

To present UCF's Path to Preeminence: Five-year Benchmarking Plan for consideration of approval.

**Background Information:**

Upon approval of UCF's *Unleashing Potential* strategic plan, the Board of Governor's requested an updated Five-Year Benchmarking Plan for achieving full preeminence status. The plan is a required action for emerging preeminent state research universities under Florida Statute 1001.7065(5)(b). UCF last submitted a plan in 2016 upon the initial designation as an Emerging Preeminent State Research University.

The 2023 submitted five-year plan matches the benchmarks and targets that align with the strategic plan and the previously approved 2022 UCF Accountability Plan.

Eleven of the 12 preeminent metrics are required for full designation as a Preeminent State Research University. As detailed in Attachment A, UCF has attained eight of the preeminent metrics. The four metrics that require continued improvement include: four-year graduation rate; science and engineering research expenditures; number of post-doctoral appointees; and endowment size. The submitted plan highlights recent investments in strategic initiatives that support improved performance in these areas.

**Recommended Action:**

Recommend approval of the 2023 Path to Preeminence: UCF 5-Year Benchmarking Plan to the Board of Trustees.

**Alternatives to Decision:**

Return the plan for additional staff consideration and resubmission.

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

Florida Statute 1001.7065(5)(b) requires the submission on an approved five-year plan.

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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:**

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

**Supporting Documentation:**

Attachment A: Path to Preeminence: UCF Five-Year Benchmarking Plan

**Facilitator/Presenter:**

Michael D. Johnson

M. Paige Borden, Chief Analytics Officer



# Path to Preeminence: Five-year Benchmarking Plan

## University of Central Florida

### 2023

In accordance with UCF's status as an emerging preeminent state research university and UCF's newly released *Unleashing Potential* strategic plan, the university submits the following five-year plan for achieving full preeminence status to the Board of Governors.

### ***UCF's plan will achieve full preeminence within five years.***

In addition to the state's preeminent metrics, another indicator of national excellence is the Carnegie Classifications of Institutions of Higher Education. UCF is classified in the highest possible ranking of R1: Doctoral Universities – Very High Research Activity. This ranking was awarded to only 3.7 percent of all evaluated institutions and was achieved by only 107 public institutions. Additionally, UCF is one of only 64 public, R1 institutions that also hold the optional Carnegie Community Engagement Classification of "Curricular Engagement and Outreach and Partnerships." The pairing of these classifications is recognition of UCF's commitment to teaching, research, and service.

### Preeminence Metrics Achieved

In 2022, UCF achieved eight of the 12 preeminent metrics as defined in Florida Statute 1001.7065 qualifying UCF for the "Emerging Preeminence" designation. The eight metrics are detailed in Table 1, including current performance and a five-year projection.

UCF's newly approved strategic plan, *Unleashing Potential*, has embedded the preeminent metrics among the various goals included within the plan.

The university and its leadership will remain diligent in the continued improvement of our performance in these eight metrics.

<b>Table 1: Preeminent Metrics Achieved</b>			
	<b>Benchmark</b>	<b>UCF 2022</b>	<b>UCF 2027</b>
<b>Average GPA and SAT Score</b> (for incoming freshman in Fall semester)	<b>4.0 GPA</b> <b>1200 SAT</b>	4.3 1317	4.3 1317
<b>Public University Ranking</b>	<b>Top 50</b> in 2 or more publications	3	4
<b>Freshman Retention Rate</b> (Summer-Fall Full-time FTIC)	<b>90%</b>	92%	93%
<b>National Academy Memberships</b>	<b>&gt;= 6</b>	8	10
<b>Non-Medical Science &amp; Engineering Research Expenditures (\$M)</b>	<b>\$150M</b>	\$167	\$225
<b>Number of Broad Disciplines Ranked in Top 100 for Research Expenditures</b>	<b>5 in Top 100</b>	6	7
<b>Utility Patents Awarded</b> (over 3-year period)	<b>100</b>	156	141
<b>Doctoral Degrees Awarded Annually</b>	<b>400</b>	510	540

## Metrics That Require Steady Work

This plan outlines how UCF will achieve an additional three metrics (for a total of 11 of 12) to attain the full preeminent state research university designation by 2027. The university continues to make investments and strategic improvements designed to improve the performance in these areas. Table 2 details the metrics where UCF's performance is below the preeminent benchmark and presents the most recent performance and a 2027 projection. Details in each section below will highlight recent investments.

Table 2: Preeminent Metrics Pursuing			
	Benchmark	UCF 2022	UCF 2027
Four-year Graduation Rate (Summer-Fall Full-time FTIC)	60%	50%	65%
Science & Engineering Research Expenditures (\$M)	>= \$200M	\$182	\$265
Number of Post-Doctoral Appointees	200	142	210
Endowment Size (\$M)	\$500M	\$201	\$290

### Four-year Graduation Rate

The preeminent benchmark requires a 60 percent four-year graduation rate. UCF achieved a 50 percent graduation rate in 2022 (2017-21 cohort). Improving this metric remains a critical goal embedded within UCF's *Unleashing Potential* strategic plan and is included also monitored within each college through specific, college-based targets. Preliminary data for 2023 indicates an increase to 54.6 percent.

UCF has multiple initiatives focused on improving student success including intentional advising, predictive analytics, and curricular analytics. In 2022, UCF restructured creating an inaugural Senior Vice President for Student Success and Engagement while dedicating an additional \$3 million in new recurring investments toward orientation programming, support modules for STEM courses, increasing class section volume, and additional advisors. The projected target for four-year graduation is 65 percent by 2027.

### Science and Engineering Research Expenditures

The preeminent benchmark requires \$200 million in science and engineering research expenditures. UCF had \$182 million in science and engineering research expenditures as of 2022 (2020-21 fiscal year). *Unleashing Potential* has incorporated the Total R&D Expenditures metric of \$239 million with a target of \$350 million by 2027 (increasing 46 percent).

UCF has already achieved two related preeminent metrics with \$150 million in non-medical science and engineering research expenditures and six of eight research disciplines with expenditures in the top 100 among both public and private institutions. Achieving these metrics demonstrates UCF's national performance in STEM-research expenditures. During fiscal year 2022, UCF reallocated \$7 million recurring and \$26 million non-recurring dollars toward research equipment, infrastructure, and longer-term innovations designed to have a substantial impact. Areas such as infectious disease and travel health, digital twin, space education and industrialization, zero-carbon energy, artificial intelligence, and next-gen computing hardware benefited from recurring investments. The projection for total science and engineering research expenditures is \$265 million by 2027.

### Post-Doctoral Appointees

The preeminent benchmark requires 200 post-doctoral appointees. UCF had 142 reported post-doctoral appointees in 2022 (Fall 2020 data). The metric is embedded within the *Unleashing Potential* strategic

plan. During fiscal year 2022, UCF reallocated \$1 million into initiatives designed to revitalize and grow our post-doctoral appointees' program. The projection for this metric is to steadily increase and have 225 post-doctoral appointees supporting UCF research by 2027.

### Endowment Size

The preeminent benchmark requires \$500 million in endowment. UCF had \$201 million in endowment in 2022 (2020-21 fiscal year). UCF is committed to growing our endowment and have increased the value by 37 percent over the last five years. This metric is included in *Unleashing Potential* strategic plan along with annual fundraising. The projection for this metric is \$290 million in 2027, and we do not anticipate meeting the preeminent benchmark.

### UCF's Strategic Plan

*Unleashing Potential*, approved in 2022, update the university's mission, aspirations, priorities, and areas of focus. The plan specifically highlights UCF's aspiration of becoming a Top 50 public research university and a designated preeminent university by 2027.

The updated UCF mission declares that "UCF is a public research university invested in unleashing the potential within every individual, enriching the human experience, through inclusion, discovery and innovation, and propelling broad-based prosperity for the many communities we serve."

The five-year plan highlights twenty-four metrics across four priorities, including Student Success and Well-Being; Discovery and Exploration; Community and Culture; and Innovation and Sustainability. As UCF continues to pursue excellence in these areas, attainment of additional preeminence metrics will be a byproduct of our everyday advances.

### Conclusion

The University of Central Florida is grateful to the Florida Legislature and the Board of Governors for their support of the preeminent and emerging preeminent programs. The designation enhances UCF's national prominence and demonstrates the state's commitment to nurture the best higher education system in the nation.

Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### **DISC-2: Enrollment Strategy: Access for Success**

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☐ Information      ☒ Discussion      ☐ Action

Meeting Date for Upcoming Action: N/A

#### **Purpose and Issues to be Considered:**

Senior Vice President Paul Dosal for Student Success will facilitate a discussion on the development and implementation of a five-year strategic enrollment plan that aligns with and advances the university's strategic plan, *Unleashing Potential*. The discussion will include:

- Rationale for the development of the university's strategic enrollment plan
- Structure and process for the development of the plan
- High-level enrollment objectives for the five-year plan

Additional UCF participants include Dr. Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Dr. Paige Borden, Chief Analytics Officer.

#### **Background Information:**

Since 2014, UCF has pursued different enrollment objectives and strategies. Between 2014 and 2019, UCF aimed to grow enrollment 2% per year, with a stretch goal of 3.5%. Beginning in 2019, the university began to move away from this growth strategy with a determination to "hold steady," but COVID and concerns about enrollment declines actually led to significant growth, even when there were discussions about reducing enrollment to a size reflective of an "Ideal Metropolitan University."

With the passage of the university's strategic plan, there is now a compelling need and interest to stabilize enrollment planning and management in ways that reflect the long-term strategic objectives as articulated in *Unleashing Potential*. The university has initiated a strategic planning process designed to develop longer-term enrollment goals and bring greater stability and purpose to undergraduate and graduate student recruitment and enrollment. With the formation of a Council on Strategic Enrollment Policy, charged to develop and oversee the implementation of a comprehensive, five-year strategic enrollment plan, this discussion will focus on the high-level enrollment objectives that will guide the university's planning efforts.

#### **Recommended Action:**

N/A

#### **Alternatives to Decision:**

N/A

#### **Fiscal Impact and Source of Funding:**

N/A



**Authority for Board of Trustees Action:**

N/A

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**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:**

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

**Supporting Documentation:**

Attachment A: Enrollment Strategy: Access for Success

**Facilitator/Presenter:**

Michael D. Johnson

Paul Dosal, Senior Vice President for Student Success

M. Paige Borden, Chief Analytics Officer



# Enrollment Strategy: Access for Success

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Presented to the

**Academic Excellence and Student Success Committee**

By:

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

**Paul Dosal, Senior Vice President for Student Success**

**M. Paige Borden, Chief Analytics Officer**

# Development of a 5-Year Strategic Enrollment Plan

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- Align with and Advance the University's Strategic Plan
  - Preeminence
  - AAU Eligibility
- Elevate performance on key performance metrics
- Enhance our ability to attract and retain students
- Advance the Academic Enterprise
- Facilitate longer-term budget planning



# Four Priorities

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## Student Success and Well-Being

- Access for Success approach
- Improve retention and graduation rates

## Community and Culture

- Strengthen our culture of inclusion, collaboration, and engagement
- Faculty, staff, and student satisfaction

## Discovery and Exploration

- Increase focus on research
- Enhance the pipeline of graduate and post-doctoral candidates and appointees

## Innovation and Stability

- Diversify the university's revenue base
- Enhance UCF's brand and national reputation

# Approach to Strategic Enrollment Planning

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- Comprehensive, institution-wide
- Leverage assets, including our regional higher education ecosystem, UCF Online and our community
- Focus on the entire student population, not just new students: We want to manage recruitment, retention and completion efforts
- Tied to and informed by related work in housing, facilities, academic planning, budget forecasting, marketing, etc.
- Long-term, 5-year
- Continuous review and refinement process

# Structure and Process

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- Council on Strategic Enrollment Policy
- Enrollment Management Team
- Broad input from campus stakeholders
- External Consultants
  - Out of state and international enrollment
  - Financial aid leveraging

# Tentative Strategic Objectives

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1. Maintain total student headcount (except for UCF Online) but redistribute enrollment in alignment with the strategic objectives of the university.
2. Leverage UCF on-line to meet excess student need while still providing access to four-year degrees.
3. Enroll more out of state and international students, at the undergraduate and graduate levels.
4. Maintain an educational environment that reflects the global marketplace in which our students will compete.
5. Improve the major readiness of transfer students and accelerate their pathways to degree completion.

# Tentative Strategic Objectives

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6. Strengthen the academic profile of incoming FTIC, transfer, and graduate students.
7. Boost masters and doctoral student enrollment in areas of strategic interest and workforce demand to serve the economic needs of our state and regional economy.
8. Renovate on-campus housing facilities or construct new residence halls as necessary to recruit and retain students.
9. Strengthen pre-college programs and our relations with the K-12 education community.
10. Maximize our operating efficiency and accelerate time to degree by using summer terms, winter session, Maymester and alternative calendar courses.





# QUESTIONS?

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**Board of Trustees**  
**Academic Excellence and Student Success Committee | February 23, 2023**

### INFO-1: Accountability Plan Review

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☒ **Information**                      ☐ **Discussion**                      ☐ **Action**

**Meeting Date for Upcoming Action:**      N/A  

#### **Purpose and Issues to be Considered:**

The Division of Analytics and Integrated Planning prepares the annual Accountability Plan for consideration each year. Fifty-one metrics are compiled for the full document, including performance-based funding metrics, preeminence metrics, key performance indicators, institutional metrics, and enrollment metrics. During 2021-22, the Academic Excellence and Student Success Committee engaged in an in-depth review of each metric. For 2022-23, the committee transitioned to a standing information item that presents preliminary information as metric data becomes available. The preliminary results may undergo updates and the volume of metrics presented will increase with each committee meeting.

For February 2023's information item, 28 of 51 metrics are presented for preliminary review.

#### **Metric highlights:**

- Employment metrics (PBF 1 and 2) have been released. The information presented is for graduates from the 2020-21 academic year. PBF 1 has increased the salary threshold from \$30,000 to \$40,000 dollars for the 2023 Accountability Plan cycle. UCF's result is 65.9% and represents a 4.8 point increase over the prior year. That level of improvement translates to 9 improvement points (compared to 5 excellence points) and is a gain of +5 overall points. PBF 2 also included a large improvement (from \$42,300 to \$45,900 in median wages. UCF has already achieved the maximum 10 points available.
- Graduate Degrees in Programs of Strategic Emphasis (PBF 8) continues to decline (-1 point) as a reflection of growth in programs outside of the measured areas. An additional 94 graduate degrees were awarded in PSE disciplines, while an additional 181 graduate degrees were awarded were awarded on non-PSE fields. The growth occurred across a variety of disciplines, but 1/3 of the non-PSE growth was Hospitality Management's masters programs (+60 degrees in one year, an increase of 68%).
- BOT Choice: Percent of Bachelor's Degrees Awarded to African-American and Hispanic Students increased to 41.2%. This exceeds the excellence threshold is worth 10 points (+1 point).
- Research Expenditures for Fiscal Year 2022 have been calculated. Preliminary results indicate a slight increase in overall Science and Engineering expenditures (PRE-F) from \$182 million to \$186 million. This is still \$14 million below the preeminent threshold. The Non-Medical Science and Engineering expenditures (PRE-G) remains safely above the threshold and indicates "2023 Met"

#### **Background Information:**

The Accountability Plan is only considered for approval once a year (in late April). The Review information items area designed to present preliminary results throughout the year as data becomes available.

**Recommended Action:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

No action. BOG 2.002(3): Each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors.

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**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:**

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












**Supporting Documentation:**

Attachment A: 2023 Accountability Plan Metrics – DRAFT, as of January 2022

**Facilitator/Presenter:**










M. Paige Borden, Chief Analytics Officer

# 2023 Accountability Plan Metrics - DRAFT

	Performance-Based Funding Metrics	10-Point Excellence	2022 Results	2022 Points	2023 Preliminary	2023 Point Expectation	Trend	2023 Approved Goal
1	Percent of Bachelor's Graduates Employed Full-time (\$40,000+) or Continuing their Education in the U.S. One Year After Graduation^	80.0%	61.1%	4	65.9%	9^		n/a
2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$40,700	\$42,300	10	\$45,900	10		\$42,500
3	Net Tuition and Fees per 120 Credit Hours	\$9,000	\$4,110	10				\$4,500
4	FTIC 4-year Graduation Rate (Full-time students)	65%	50.0%	5	54.8%	9		53.0%
5	Academic Progress Rate (FTIC 2-year Retention Rate with GPA > 2.0)	90%	90.5%	10	91.8%	10		91.0%
6	Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	50%	55.5%	10	55.3%	10		55.8%
7	University Access Rate (Percent of Fall Undergraduates with a Pell grant)	42%	35.9%	8	35.7%	8		36.0%
8	Graduate Degrees Awarded Within Programs of Strategic Emphasis	60%	57.9%	9	56.0%	8		60.1%
9A	AA Xfer 3-year Graduation Rate^^ (Sum-Fall FCS AA Xfer students - includes full-time and part-time students)	70%	54.0%	1^	54.3%	0^		n/a
9B	Pell 6-year Graduation Rate* (Sum-Fall All FTIC students with Pell)	80%	70.6%	3	71.2%	3		71.4%
10	BOT Choice: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students	40%	39.6%	9	41.2%	10		40.0%
^: New threshold and/or methodology for 2023				79				
*: Out of a 5-point maximum scale				Normalized 88				

As of January 2023

# 2023 Accountability Plan Metrics - DRAFT

	Preeminent University Metrics	Benchmark	2022	2023 Prelim	2023 Met	TREND	2023 Goal
A	Average GPA and SAT Score (for incoming freshman in Fall semester)	4.0 GPA	4.3	4.2	✔		4.3
		1200 SAT	1317	1319			1317
C	Freshman Retention Rate (Summer-Fall Full-time FTIC)	90%	92%	93%	✔		92%
D	4-year Graduation Rate (Summer-Fall Full-time FTIC)	60%	50%	54.6%			53%
F	Research Expenditures (Science & Engineering only)	>= \$200M	\$182	\$186			\$201
G	Non-Medical Sciences (S&E only)	\$150M	\$167	\$170	✔		\$186
J	Doctoral Degrees Awarded Annually	400	510	603	✔		520
K	Number of Post-Doctoral Appointees	200	142	162			180
L	Endowment Size	\$500M	\$201	\$215			\$248

# 2023 Accountability Plan Metrics - DRAFT

	KPI Metrics	2023 Prelim	2023 Approved Goal
5	Six-Year FTIC Graduation Rates	<b>74.8%</b>	74%
6	FCS AA Transfer Three-Year Graduation Rates	<b>54.1%</b>	56%
7	Pell Recipient Four-Year Graduation Rate	<b>54.1%</b>	50%
8	Bachelor's Degrees Awarded	<b>14,985</b>	14,900
9	Graduate Degrees Awarded	<b>3,489</b>	3,225
10	Percentage of Bachelor's Degrees Awarded to African-American and Hispanic Students	<b>41%</b>	40%
12	Percent of Bachelor's Degrees in STEM & Health	<b>41%</b>	39%
13	Percent of Graduate Degrees in STEM & Health	<b>46%</b>	47%
21	Number of Licenses/Options Executed Annually	<b>27</b>	36
22	Number of Start-up Companies Created	<b>0</b>	2



Board of Trustees  
Academic Excellence and Student Success Committee | February 23, 2023

### INFO-2: Accreditation Quarterly Update

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☒ Information ☐ Discussion ☐ Action

Meeting Date for Upcoming Action: N/A

**Purpose and Issues to be Considered:**

The attached document was submitted to the Board of Governors as an update to UCF's accreditation process and is provided as information to the UCF Board of Trustees.

**Background Information:**

Section 1008.47(2)(b), Florida Statutes, requires each State University System institution to provide quarterly reports to the Board of Governors of their progress in seeking institutional accreditation as also outlined in FS §1008.47.

**Recommended Action:**

N/A

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Authority for Board of Trustees Action:**

N/A

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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:**

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

**Supporting Documentation:**

Attachment A: UCF Institutional Accreditation Quarterly Reporting Template

**Facilitator/Presenter:**

Timothy Letzring, Vice Provost for Academic Affairs



## State University System of Florida Institutional Accreditation Quarterly Reporting Template: Quarter 2

Section 1008.47(2)(b), Florida Statutes, requires the State University System institutions to provide quarterly reports to the Board of Governors of their progress in seeking institutional accreditation once the reaffirmation or fifth-year review by the current accreditor is complete.

Quarterly reports must be submitted via the data request system (<https://prod.flbog.net:4445/pls/apex/f?p=760>) by the close of business on the due dates indicated in Table 1. **Submissions using anything but the template associated with the request will not be accepted.**

**Table 1: Reporting Schedule**

Quarter	Due Date	Period Reported	Board Meeting Update
1	October 2	July – September	November
2	January 9	October – December	January
3	April 3	January – March	June
4	July 3	April – June	August/September

### I. University Information

*Using Table 2, provide the requested university and contact information and indicate the reporting period for this update.*

**Table 2: University Information and Reporting Period**

University:	University of Central Florida
Primary Contact Name:	Tim Letzring
Primary Contact Email Address:	Tim.Letzring@ucf.edu
Accreditation Trigger Event Type & Date:	Fifth-Year Report-Approved by SACSCOC in December 2022
Reporting Period (select one and indicate the year):	<input checked="" type="checkbox"/> October – December, 2022 <input type="checkbox"/> January – March, 2023 <input type="checkbox"/> April – June, 2023 <input type="checkbox"/> July – September, 2023



## II. Accreditation Process Update

*Using Table 3, describe the activities, actions, and key dates in the accreditation process the institution has taken to seek and obtain accreditation from an agency or association recognized as suitable by the Board of Governors and recognized by the database created and maintained by the U.S. Department of Education (USDOE).*

*If there is no update to report, record “not applicable” for the description of progress.*

**Table 3: Accreditation Process Update**

<b>University notifies the USDOE of its intent to change the institutional accreditor and provides the requested accreditation and preaccreditation materials and reasonable cause to the USDOE</b>
<b>Description of progress:</b> On December 19, 2022, UCF submitted a request to USDOE seeking approval to pursue institutional accreditation with the Higher Learning Commission. The communication, transmitted to <a href="mailto:CaseTeams@ed.gov">CaseTeams@ed.gov</a> , included a letter from UCF President Alexander Cartwright detailing reasonable cause for the request. It also included all supporting documentation required by USDOE.
<b>University receives a response (approval, denial, comments) from the USDOE to apply for membership with a different institutional accreditor</b>
<b>Description of progress:</b>  <b>December 19, 2022:</b> Immediately following submission, UCF received an automated email response from the School Eligibility Service Group acknowledging receipt of the email transmission described above.  <b>December 23, 2022:</b> A subsequent email was received from Renee Gaudio, Institutional Review Specialist in USDOE’s Atlanta School Participation and Financial Analysis Division. The USDOE representative stated the department would review UCF’s request and provide a response at their earliest opportunity.

<b>University applies for membership with a different institutional accreditor while maintaining current accreditation</b>
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<b>Description of progress:</b> This item is not applicable.
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<b>University receives response (approval, denial, comments) to the application for membership from a different institutional accreditor</b>
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<b>Description of progress:</b> This item is not applicable.
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<b>University notifies the USDOE of an approved application for accreditor membership</b>
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<b>Description of progress:</b> This item is not applicable.
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<b>The USDOE provides written acknowledgment of the change in institutional accreditor</b>
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<b>Description of progress:</b> This item is not applicable.
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<b>Additional Information/Comments</b>
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UCF has no additional information or comments to report.
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University informs the Board of Governors and the current accreditor that it has established membership with \_\_\_\_\_ accreditor \_\_\_\_\_ as of \_\_\_\_\_ date \_\_\_\_\_.

This item is not applicable.