



March 23, 2023 Ad Hoc Strategic Planning Committee

Board of Trustees

UCF Downtown Campus, DPAC 106A/107

Mar 23, 2023 8:30 AM - 9:15 AM EDT

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Board of Trustees

Meeting Agenda

**Board of Trustees Meeting
Ad Hoc Strategic Planning Committee
March 23, 2023 | 8:30 a.m. – 9:15 a.m.
UCF Downtown Campus, DPAC 106A/107**

Livestream: <https://www.youtube.com/watch?v=A9WyoofuxhE>

Conference Call Number: +1 929 205 6099; Meeting ID: 916 9962 4851

AGENDA

- | | |
|--|---|
| 1. Call to Order and Welcome | Harold Mills, <i>Chair, Ad Hoc Strategic Planning Committee</i> |
| 2. Roll Call | Lauren Ferguson, <i>Assistant Vice President Board Relations</i> |
| 3. Minutes of the April 13, 2022 meeting | Chair Mills |
| 4. Remarks | Chair Mills |
| 5. Discussion | Chair Mills |
| DISC – 1 | Update on Strategic Planning Implementation
Alexander N. Cartwright, <i>President</i>
Michael D. Johnson, <i>Provost and Executive Vice President for Academic Affairs</i>
Michael A. Kilbride, <i>Executive Chief of Staff</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
April 13, 2022**

CALL TO ORDER

Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 10:01 a.m. Vice Chair Beverly Seay and Committee members Meg Hall and Joseph Harrington were present. Board Chair Alex Martins (*ex officio*) and Committee members Bill Christy, Joseph Conte and Caryl McAlpin attended virtually.

Other Trustees attending virtually included Tiffany Altizer, Jeff Condello and Michael Okaty.

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

A motion to approve the minutes of the November 15, 2021 Ad Hoc Strategic Planning Committee meeting was made by McAlpin, and unanimously approved as submitted.

REMARKS

Martins recognized that President Cartwright began serving as UCF President two years ago today. He thanked him for the leadership he has brought to the university and his focus on advancing student success, faculty excellence, research and innovations, and community impact. Cartwright responded with a thank you to the Board, acknowledged his team for taking on challenges and recognizing opportunities and said he and Melinda are very happy to be at UCF.

Mills echoed Martins' sentiments and outlined meeting expectations and outcomes. He emphasized the Board's role is to elevate the priorities, champion the plan, and measure the president and his administration on the goals and metrics included in the plan.

Mills recognized President Cartwright to address the Board.

Cartwright said the Draft Plan incorporates feedback received to date, is a narrative and framework for what the university plans to accomplish and includes key dates for becoming a preeminent institution in Florida and eligible for membership in the Association of American Universities (AAU). He said that feedback is welcomed as it will allow for refinement of the working draft.

Cartwright recognized Ron Piccolo, Special Assistant to the President and Galloway Professor of Management, to moderate the presentation.

DISCUSSION

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

Piccolo provided a planning process update, described the constituencies that were engaged in the process, and summarized feedback received. Piccolo said the Draft Plan will continue to be refined in the weeks ahead to integrate further feedback and revisions, noting that next steps also include the integration of unit-level plans and plans that already exist around campus.

Piccolo said that the university has grown beyond its infrastructure, placing strain on infrastructure, systems, faculty and staff. He said the pandemic has accelerated changes in higher education and has highlighted pressures on the labor force such as evolving workforce needs in healthcare, technology and professional services.

Cartwright spoke of his aspirations and vision for the university, including:

- Top 25 Public Research University
- AAU Eligibility by 2033
- UCF as the University for the Future where UCF is:
 - An institution that is supportive of the community, working with industry and the university's partners
 - A leading enterprise for research and creative works
 - An environment where people can excel beyond where they are now
- Emphasis on Student Success
- Number one provider of diverse, exceptional talent
- Preferred partner of choice
- Campus without borders that welcomes:
 - Worldwide access
 - Collaborative Research
 - Economic Development
- Ensure there are resources to commit to being the university with the highest return on investment in higher education, providing outcomes that deliver on what the State of Florida, donors and students look for when they invest in the university
- A commitment to internal sustainability, effectiveness, and efficiencies to ensure resources are focused on the academic core

The trustees had the following comments:

- Seay said 'without borders' should be more clearly defined.
- Conte asked for clarification on steps to move from a Top 50 to a Top 25 Public Research University. Cartwright said the Draft Plan is focused on 2022 through 2027, the focus over the next five years will be on metrics to achieve preeminence in Florida. He said next steps, including the goal of being a Top 25 Public Research

University, will be in the refresh of the strategic plan, which should be in four years.

- Conte said the university has existing programs that should reach maturity in the next five to seven years. Cartwright agreed there are emerging areas with significant potential and this should be captured in the Draft Plan as this helps position the university to be AAU-eligible.
- Seay said the Draft Plan should recognize that the university is “on the path” to AAU eligibility. She said making this intention clear will yield results such as increasing the university’s visibility, which encourages higher peer assessments and in turn, the opportunity to move up in the rankings. Cartwright agreed and said that the Draft Plan should be updated to make it clear that a five-year goal is for the university to be “on the path” to AAU eligibility.
- Christy asked if the AAU path helps with academic performance metrics. Cartwright said it would.

Piccolo provided an AAU comparison by state, population and number of AAU institutions.

Piccolo presented a graph comparing UCF, Top 50 and Top 25 universities, highlighting percentages for:

- 4-year graduation rate
- 6-year graduation rate
- 1-year Retention
- Expenditures/Full Time Equivalent
- Research & Development (R&D) Expenditures/Tenured or Tenure Earning (TTE)
- Student-Faculty Ratio

The trustees had the following comments:

- Mills asked for clarification on Full Time Equivalent, which Paige Borden, Chief Analytics Officer, qualified. Mills said we should drill down on these numbers, perhaps even by college or program.

Piccolo provided a resource comparison of UCF against the 66 AAU institutions. The categories included:

- Federal Research Funding (Millions)
- National Academy Memberships
- State and Local Industrial Research Funding (Millions)
- Full-Time Tenured/Tenure-Track Faculty

Piccolo said that UCF is behind in resources when compared to these institutions.

Borden clarified that this is the best benchmarking data available, however there is a considerable data lag as the report is one year old and the data embedded in it is older than that, noting the Federal Research Funding numbers are the average from 2016-2018.

The trustees had the following comments:

- Mills asked if more current data could be supplied. Cartwright said updated information should be known and these calculations can be provided.

Mills asked for Committee feedback on the updated Mission Statement included in the Draft Plan:

- Harrington requested a connection and/or responsibility to Central Florida and language regarding the university's access mission should be included. Mills said he could argue that the word 'inclusive' implies access.
- Hall proposed that the five tenets of the Creed be considered: Integrity, Scholarship, Community, Creativity and Excellence.
- Conte said he would prefer not to use limiting language such as 'serving Central Florida.'
- McAlpin said the mission statement should be as succinct as possible.

Cartwright provided additional comments on Resources Needs outlined in the Draft Plan.

The trustees had the following comments:

- McAlpin said there is potential to create income-producing properties in the Research Park.
- Mills asked if there was a ratio similar to industry's cost of acquisition, stating the Draft Plan should include how much the university wants to invest to impact resource dollars. Cartwright said the team will consider research industry standards to best address a better business case for research.

Mills requested feedback on the Areas of Strategic Focus outlined in the Draft Plan:

- Harrington suggested replacing the word 'Defense' with 'Security.'
- Seay said if the narrative under Defense Science & Technology remains, 'Defense' should be changed to 'National Security,' and under this pillar, space and human performance should be added to the Department of Defense's identified areas of critical focus.

Mills requested feedback on the Metrics, Goals and Priorities outlined in the Draft Plan:

- Seay said metrics for two-year and six-year graduation rates are low. Mills agreed saying that the lower expectations for AA transfer students is an issue for the university. Borden qualified the six-year rate does not reflect the same amount of gain as the four-year rate because students are graduating faster, not necessarily graduating at a higher proportion. Provost Johnson said sister institutions across the state with a similar student body as UCF accelerated on the AA transfer measure and suggests evaluating how well they have done.
- Seay said the metric for graduates enrolled and employed is low.
- Seay commented that in Goals and Priorities, she suggests:
 - Addressing changing student demographics
 - Consider an Applied Research Institute to assist with the research goal
 - Under cyber-attacks, the wording should be changed to reduce the risk (from reduce the threat)
- Harrington said from the faculty perspective, the Draft Plan should include specific verbiage on reducing the student-faculty ratio and workload to enable faculty to focus on scholarship.

- Harrington said the dollar amounts in the Draft Plan may need to be qualified as 2022 dollars due to the possibility of continued inflation.

Cartwright concluded the presentation by thanking the Committee for their feedback as it will make for a stronger and clearer strategic plan, noting additional feedback and comments are welcomed.

Harrington and Conte suggested another round of discussion prior to presentation of the Strategic Plan for approval during the May Board meeting. Mills said the team would look at scheduling individual briefings to review updates made to the Draft Plan.

Mills reiterated his thanks to the team for their hard work. He acknowledged that the Draft Plan contains actionable items, also noting that the plan is a living document that will be tracked.

Martins said he was pleased and enthusiastic about the Draft Plan and thanked the Committee for their thoughtful engagement.

NEW BUSINESS

There was no new business to come before the Committee.

ADJOURNMENT

Mills adjourned the committee meeting at 11:43 a.m.

Reviewed by: _____ Date: _____
Harold Mills, Chair, Ad Hoc Strategic Planning Committee

Respectfully submitted: _____ Date: _____
Michael A. Kilbride, Associate Corporate Secretary



Board of Trustees
Ad Hoc Strategic Planning Committee | March 23, 2023

DISC-1: Update on Strategic Planning Implementation

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

This meeting will provide the committee with an update regarding two metrics that need to be adjusted to align with the changes to the SUS Accountability metrics and provide time for the committee to discuss mapping Strategic Planning metrics to Board of Trustees standing committees.

Background Information:

The University of Central Florida's Board of Trustees adopted the university's 2022-2027 Strategic Plan in May of 2022.

The goals and priority initiatives listed in the strategic plan are organized by four priorities and are the most important next steps to move UCF toward a Top 50 ranking and a "preeminent" designation in Florida's Preeminence Program, which is designed to elevate the academic and research excellence of the state's highest-performing universities. These priority areas are:

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

To ensure the successful implementation of the Strategic Plan, the Ad Hoc Strategic Planning Committee was formed in 2022 to provide governance-level oversight related to metrics tracking and affiliated projects. The committee is responsible for regularly reviewing the implementation of the plan, as well as providing guidance and support to UCF's leadership team.

An update on the university's forthcoming 2023 Accountability Plan submission to the Board of Governors will be discussed. The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2025 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators.

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

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:

Mike Kilbride, Executive Chief of Staff

Supporting Documentation:

Attachment A – Unleashing Potential: Becoming the University for the Future, 2022-2027 Strategic Plan

Attachment B – UCF Strategic Plan Crosswalk Document

Attachment C – Proposed Metric Changes to UCF's 2022-2027 Strategic Plan

Facilitators/Presenters:

Alexander N. Cartwright, President

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

Michael A. Kilbride, Executive Chief of Staff


M. Paige Bordon, Chief Analytics Officer



UNLEASHING POTENTIAL

BECOMING THE UNIVERSITY FOR THE FUTURE

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POTENTIAL UNLEASHED

Visit any one of UCF’s campuses, and you are sure to be inspired. You might hear first-generation students describe their journeys to higher education, or listen to faculty members reveal pivotal research discoveries. You are likely to witness staff members go above and beyond to encourage a student’s well-being, or revel in the optimism of a student entrepreneur who recently launched a new venture. Our campus community is rich with thinkers, doers, creators, innovators, healers, and leaders who are discovering and realizing their potential as Knights.

UCF is one of the most innovative universities in the country, inspired by boundless optimism — unencumbered by legacy structures, systems, and beliefs that constrain the true potential of people and institutions. We are emboldened in our **pursuit of excellence** and steadfast in our commitment to **access and opportunity**. And we believe strongly that potential exists in every individual and organization.

The university was founded in 1963 to provide talent and research insights in support of America’s quest to put humans on the moon and explore the far reaches of our galaxy. At the time, such endeavors were largely beyond collective imagination. Yet, we were dedicated to unleashing the potential of our students, faculty, and staff and committed to making the impossible inevitable.

Nearly sixty years later, we remain committed to **unleashing potential** in people, organizations, ideas, and the communities we serve. That charge inspires us and illuminates fantastic possibilities ahead.

As the **University for the Future**, we aspire to be innovative in higher education and among the most impactful universities in the country. We seek to be excellent in our teaching, research, and creative activities, while also providing access and opportunity to a diverse and dynamic student population. We will be elite — without being elitist. We can be the No. 1 provider of talent in Florida, and at the same time provide a high-impact and personalized student experience. We expose our students to the most cutting-edge research, while preparing them with practical skills that align with our region’s workforce needs. We will be distinctive in our areas of expertise, while working collaboratively to address the world’s most challenging problems.

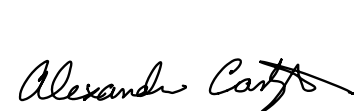

We are grateful for the many people on our campuses and in the Central Florida community who contributed to the development of this plan. Many more will be needed to see it through, and we invite you to join us on this exciting and aspirational journey.

There is a great potential in our students, faculty, staff, and community. Let’s unleash it, together.

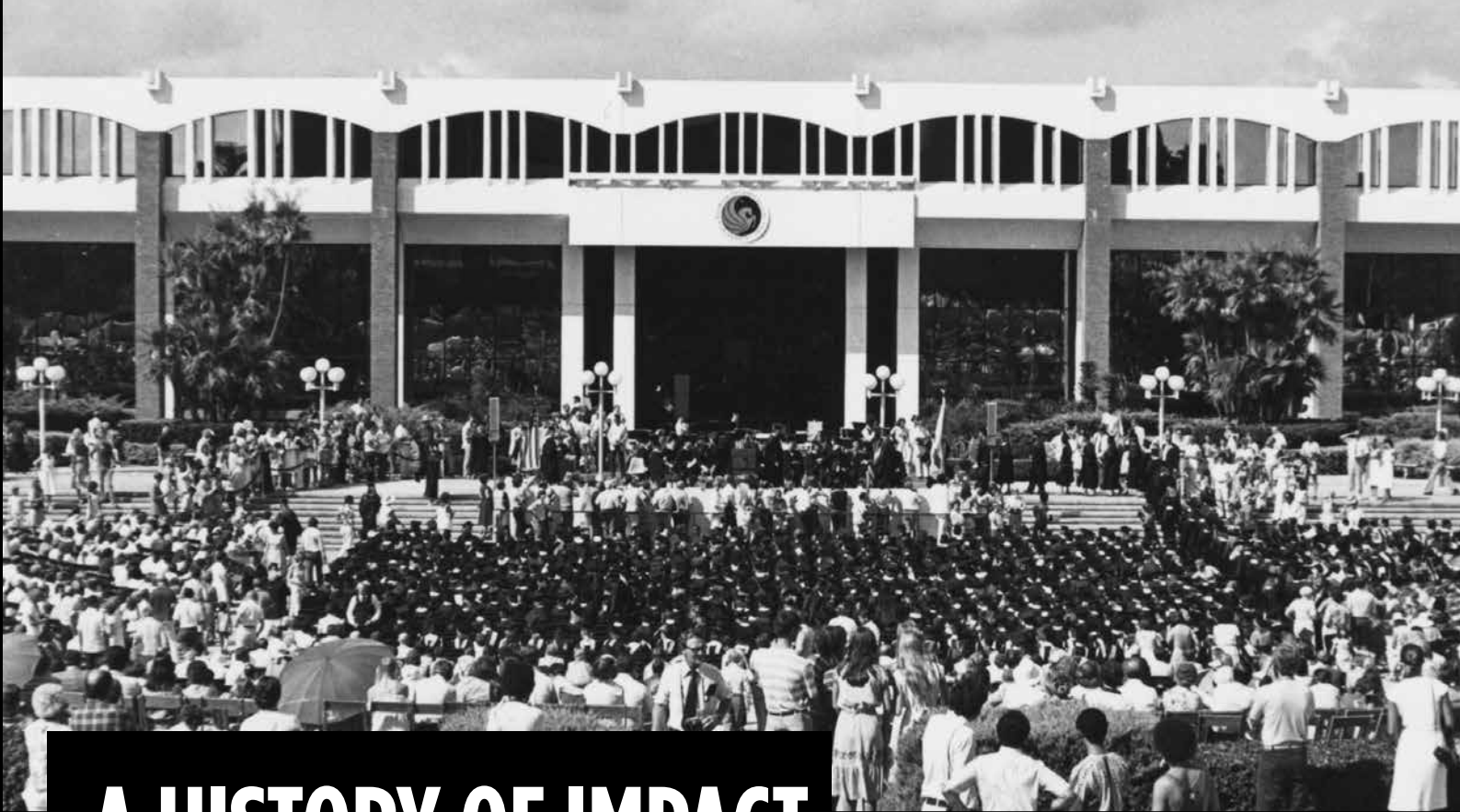
As always, Go Knights. Charge On.



Alex Martins
Chair, Board of Trustees



Alexander N. Cartwright
President



A HISTORY OF IMPACT

The University of Central Florida (UCF) was founded in 1963 by a visionary group of Central Floridians who advocated for UCF's establishment, expecting it would become a university recognized for delivering high-quality education and industry-leading research, while fueling population growth and economic prosperity. Orlando's hometown university soon emerged as a comprehensive, metropolitan research university with internationally recognized programs in engineering, science, healthcare, hospitality, education, public service, and the arts.

UCF currently serves more than **70,000 students** seeking undergraduate, graduate, and professional degrees in **13 colleges, four campuses, 11 satellite locations**, and accessible digital learning modalities that reach students around the world. In recent years, we have expanded student access, broadened learning pathways, and extended our physical and digital footprints in support of business migration and population growth in Florida. Our student body, faculty, and staff — reflective of the future of Florida and America, composed of diverse, entrepreneurial, creative, and community-minded innovators — have helped develop innovative academic and research programs that change the world.

#15 MOST INNOVATIVE SCHOOL IN THE COUNTRY

(U.S. NEWS & WORLD REPORT, 2021)

#25 IN STUDENT OUTCOMES AMONG PUBLIC NATIONAL UNIVERSITIES

(U.S. NEWS & WORLD REPORT, 2022)

#2 SOCIAL MOBILITY IMPACT

(EDUCATION REFORM NOW)

FOCUSED ON EXCELLENCE AND ACCESS

UCF's unique and fervent commitment to student success, access to opportunity, and excellence has attracted some of the most innovative and productive scholars in the world. UCF earned its reputation and ranking 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.

With a commitment to accessible learning pathways, we were able to reduce achievement gaps among students from all walks of life, revealing the power of education to **unleash the potential** we know exists 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 region's evolving talent pipeline, and conferring more than 390,000 degrees — most within the last two decades.

BUILT BY PARTNERSHIPS THAT FUEL THE TALENT PIPELINE

UCF is located in the 23rd-largest and fourth-fastest-growing metropolitan region in the United States. Central Florida is best known for tourism and entertainment, but the region is also a leader in aerospace, defense, advanced manufacturing, digital arts, optics, lasers, photonics, and related industries. UCF campuses are in proximity to the Kennedy Space Center; several Fortune 500 companies; dynamic, high-tech industry clusters; and a vibrant entrepreneurial ecosystem fueled by startup ventures, public-private partnerships, and transformative technologies. UCF is woven into the fabric of the Central Florida community and has embraced the region's youthful and welcoming spirit. Our mission is intertwined with the region's growth and prosperity, as Orlando's cultural and economic maturity parallels our own.

MADE POSSIBLE BY OUR PEOPLE

UCF's students, faculty, staff, alumni, and friends have always been optimistic thinkers and innovators focused on the possibilities of the future. The university's collective achievements are the result of the effort and dedication of our students, faculty, staff, and partners. They will continue to be our greatest assets as we focus on excellence in all that we do.

#7 BEST ONLINE SCHOOLS

(U.S. NEWS & WORLD REPORT, 2022)

#9 PUBLIC UNIVERSITY FOR NATIONAL MERIT SCHOLAR ENROLLMENT

(AS OF FALL 2021)

**MORE THAN
390,000
DEGREES AWARDED**

PLANNING CONSIDERATIONS

The university's success notwithstanding, we find ourselves at an inflection point. Several sources of disruption are challenging the financial sustainability of colleges and universities as the fundamental context of education has changed.

The COVID-19 pandemic disrupted traditional norms in higher education, fostered new expectations for how people learn and work, and altered the discovery and dissemination of knowledge. The pandemic also revealed the need for universities to confront the viability of their business models and the effectiveness of traditional operating systems. There is increasing scrutiny on the value of postsecondary education and a greater need, interest, and demand for flexible and customized learning options. These trends are shaping how we recruit, retain, and develop students, faculty, and staff; how knowledge is developed and applied; and how students, alumni, and partners engage with the university.

For the last 25 years, UCF's progression was fueled largely by steady, continual, uninterrupted enrollment growth, which allowed us to expand our mission and reach while improving the quality of the student experience. However, as growth accelerated, our systems, infrastructure, resources, and operating processes did not keep pace. Although UCF provides an outstanding return on investment in terms of student outcomes, we will need additional faculty and staff, enhancements to our facilities and physical plant, and upgrades to our IT infrastructure to meet the evolving demands of our students and investors.

Concurrently, there are extraordinary opportunities for social, cultural, and economic development in Florida. In the last decade, Florida became the third-most populous state in the U.S. 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 Florida, 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 in the state. These are areas where UCF has experience, expertise, capacity, and demonstrated capability.

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 sustainability and resilient operations; align learning experiences with the workforce demands of our region; and innovate the delivery of higher education to enrich the student, faculty, and staff experience.

**OUR
FOCUS
REMAINS
CLEAR**

**contribute to the development
of an educated citizenry,
unleashing the potential
of our entire campus community.**



BECOMING



THE

UNIVERSITY



FOR THE

FUTURE





OUR MISSION IS TO UNLEASH POTENTIAL

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.



AS WE BUILD THE **UNIVERSITY FOR THE FUTURE** WE ASPIRE TO BE

A 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 enable groundbreaking research and produce inspiring works of art.

A BEST PLACE TO LEARN AND WORK,

with a culture of compassion, inclusion, respect, and free expression, and an open and supportive community that is a model for civil discourse and understanding. A place that encourages the well-being of all our students, alumni, faculty, staff, and partners.

THE #1 PROVIDER OF DIVERSE TALENT,

with a focus on student achievement, a commitment to the development of an educated citizenry, attention to the talent needs in our region and state, and integration of high-impact practices that prepare students for the workforce of the future.

A CAMPUS WITHOUT BOUNDARIES

and the preferred partner of choice with collaborations that accelerate economic development; enable research and creative works; attract national and international students, faculty, and staff to Florida; and integrate community, industry, government, and academia in productive ways.

THE UNIVERSITY WITH A HIGH RETURN ON INVESTMENT AND ENGAGEMENT,

realized in the highest student and faculty outcomes, prudent stewardship of invested dollars, acceleration of student progression to degree completion, and resilient and sustainable operations.

AND WE WILL BECOME

A **Top 50 Public Research University** and a **designated preeminent university** by the State University System of Florida

by **2027**

A **Top 25 Public Research University** with outcomes comparable to **members of the Association of American Universities**

by **2033**



OUR FIVE-YEAR PLAN

The goals and priority initiatives listed in this plan are organized by **four priorities** and are the most important next steps to move UCF toward a Top 50 ranking and a “preeminent” designation in Florida’s Preeminence Program, which is designed to elevate the academic and research excellence of the state’s highest-performing universities. Goals and initiatives for a Top 25 ranking and AAU-eligibility extend beyond 2027.



1 STUDENT SUCCESS 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 students who are culturally competent; prepared to lead enriched and fulfilling lives; and have the knowledge, skills, and aptitudes that align with the workforce of the future.

2 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 state, accelerate the development of industry clusters, attract new companies and high-wage jobs to Florida, support the formation of entrepreneurial ventures, guide evidence-based policies, encourage creative activity, and advance the state’s objective to be the 10th-largest economy in the world.



3 COMMUNITY AND CULTURE

UCF aspires to be a destination of choice for the most talented people, a best place to learn and work, and a partner of choice in our community. We continue to foster a culture of innovation, inclusion, public service, and collaboration and will be a model for civil discourse, consistent with the Florida Board of Governors’ *Statement of Free Expression*.

4 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 practicing visionary and pragmatic stewardship of our assets and obligations.



1

Student Success and Well-Being

2027 GOALS AND METRICS

Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay.

- › FTIC Freshman Retention Rate: **93%**
- › FTIC 4-year Graduation Rate: **65%**
- › FTIC 6-year Graduation Rate: **78%**
- › FTIC Pell Recipient 6-year Graduation Rate: **76%**
- › AA FCS 2-year Graduation Rate: **50%**

Enrich the student learning experience for the development of career and cultural competencies.

- › Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: **100%**
- › Undergraduate Class Size Index Rank*: **275**
- › Percent of Graduates Enrolled or Employed: **70%**

Provide financially accessible educational experiences.

- › Percentage of Students Who Graduate Without Federal Student Loan Debt: **60%**

PRIORITY INITIATIVES

- › Optimize the use of predictive analytics to identify students in need of support, guide individual interventions by student advisors, highlight financial aid decisions, guide policy adjustments, and mitigate barriers to progression and graduation.
- › Evaluate the structure of the DirectConnect to UCF program to emphasize major readiness and student success.

- › Expand access to high-impact practices such as study abroad, learning communities, internships, experiential learning, and undergraduate research.
- › Hire faculty, academic advisors, and Success Coaches; invest in instructional resources for campus-based, online, and blended courses to enrich the student experience and reduce undergraduate class sizes.
- › Connect students to Experiential Learning and Career Services early in their progression, expand the use of skills badging, and strengthen career-integrated curriculum.
- › Expand the development of quality digital learning experiences and the breadth of professional master's degrees and graduate certificates to meet the specialized workforce needs of the region and state.

- › Optimize student assistance to support progression and graduation, including transfer students enrolled part-time, by investing in software to enhance the development and delivery of financial aid.
- › Increase graduate student stipends and professional degree scholarships.

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

Discovery and Exploration

2

2027 GOALS AND METRICS

Increase focus on research by supporting basic, applied, clinical, and translational research activities.

- › Research & Development Expenditures: **\$350M/year**

Extend the impact, application, and commercialization of knowledge.

- › Number of Patents Awarded Annually: **55**
- › Licenses and Options Executed Annually: **36**
- › Number of Start-up Companies Created Annually: **6**

Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.

- › Faculty FTE*: **2,100**
- › Post-doctoral Appointees: **225**

PRIORITY INITIATIVES

- › Invest in infrastructure and personnel in areas of strategic focus, such as increasing research to perform secure work supporting national security.
- › Optimize utilization of research facilities and infrastructure. Increase research reliability by investing in critical capital projects that reduce the risk for lost scholarship.
- › Evaluate the development of an independent, applied, cooperative research institute as part of a regional innovation ecosystem.
- › Encourage research as pedagogy and the integration of research knowledge in curriculum design and instruction.
- › Recognize and incent research translation through targeted funding and criteria for promotion, tenure, and awards.
- › Develop a comprehensive strategic marketing and recruitment plan designed to enhance the pipeline of graduate and post-doctoral candidates and appointees.

*Note. *Faculty FTE from the Common Data Set (CDS).*

3

Community and Culture

2027 GOALS AND METRICS	PRIORITY INITIATIVES
<p>Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement.</p> <p>› National Academy Members: 10</p> <p>› Faculty, Staff, and Student Satisfaction: 80%</p> <p>› Community Engagement: Carnegie Classification</p>	<p>› Identify pathways for professional and career development for all staff; strengthen job-fit and the collective capabilities of staff; recognize faculty and staff achievements.</p> <p>› Initiate a task force to evaluate campus culture, recruitment and hiring procedures, flexible work options, and compensation standards.</p> <p>› Establish the Ginsburg Center for Inclusion and Community Engagement to include programming on civil discourse and engagement.</p>
<p>Establish lifelong connections with our community through athletic and alumni engagement activities.</p> <p>› Alumni Participation Rate: 9%</p>	<p>› Expand university and community investment in the UCF Athletics Association's <i>Mission XII</i> initiative.</p> <p>› Increase programs and services offered to UCF alumni to provide more opportunities for engagement and participation.</p>
<p>Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement.</p> <p>› Pegasus Partnerships: 5</p>	<p>› Integrate community-facing functions to streamline connections between the university and its industry, community, and public partners.</p> <p>› Establish the criteria for "Pegasus Partnerships" to recognize comprehensive collaborations with industry, community, and public sector partners.</p>

Innovation and Sustainability

4

2027 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> <p>› Annual Fundraising: \$100M</p> <p>› Endowment Value: \$350M</p>	<p>› Invest in programs and personnel to foster a culture of philanthropy and bolster the professional advancement function.</p> <p>› Evaluate options to grow UCF Online to generate revenue; extend access; enhance national and international exposure; and experiment with programs, credentials, and learning modalities.</p> <p>› Evaluate options to leverage the university's real estate holdings.</p>
<p>Institutionalize campus sustainability with a focus on service excellence.</p> <p>› STARS* Rating: Gold</p>	<p>› Provide dedicated funding and integrate STARS performance criteria into academics, operations, administration, and planning.</p> <p>› Upgrade IT infrastructure and facilities to enhance service excellence, minimize the impact of network outages, and reduce the risk of cyberattacks.</p> <p>› Conduct a comprehensive activity-based accounting of campus services to determine how much it costs to educate a Knight.</p>
<p>Enhance UCF's brand and national reputation.</p> <p>› USNWR Peer Evaluation Rating**: 3.3</p>	<p>› Launch targeted and comprehensive marketing initiatives that raise UCF's national profile by highlighting academic excellence, student achievements, research and creative activities, and membership in the Big XII athletic conference.</p>

Note. *STARS = Sustainability Tracking Assessment and Rating System.
**USNWR = U.S. News & World Report

AREAS OF FOCUS

During the next five years, we will focus new investments in areas that align with our existing strengths and capitalize on emerging opportunities. These areas of research, teaching, and industry partnership represent pathways for technology, community, and economic development; integrate scholarly activities across the entire campus community; and leverage existing programs, assets, and strengths of our region.

SPACE TECHNOLOGIES AND SYSTEMS



There is significant public and private sector investment in space exploration and the development of a vibrant, low-Earth orbit economy. Our focus on space technologies and systems will capitalize on UCF's distinctive history as the *Space University*; our unique research facilities; and insights from disciplines such as engineering, photonics, physics, chemistry, geology, ethics, philosophy, biology, health, medicine, modeling and simulation, psychology, business, economics, communications, political science, and education.

ENTERTAINMENT AND IMMERSIVE EXPERIENCES



As a premier destination for tourism, entertainment, and the arts, Central Florida provides an unparalleled landscape for immersive experiences that allow people to interact in dynamic ways with real or imagined environments. UCF's focus on entertainment and themed experiences will encourage the development and utilization of dedicated spaces that integrate our expertise in simulation, digital gaming, human computer interface, augmented and virtual reality, hospitality, education, business, and the arts.

HEALTH AND HUMAN PERFORMANCE



Our investments in health and human performance will address prevailing workforce needs in the healthcare sector; encourage distinctive and high-impact research; encourage collaboration between our Academic Health Sciences Center and healthcare providers; and integrate contributions from an eclectic set of disciplines, such as nursing, medicine, population health, biomedical and life sciences, psychology, simulation, engineering, counseling, education, communications, the arts, and humanities.

ENERGY AND SUSTAINABILITY



A new energy future is essential for sustainability of life as we know it. We seek to extend the nearly 250 ongoing energy-related research projects currently funded by government and private industry; continue operating our campuses and facilities with resilience and sustainability; and advance energy research by integrating knowledge from disciplines, including environmental science, public policy, business, optics and photonics, engineering, computer science, modeling and simulation, communications, and education.

TRANSFORMATIVE TECHNOLOGIES AND NATIONAL SECURITY



A focus on transformative technologies and national security will address two related concerns: 1) the prevailing digital transformation of industries and organizations; and 2) the U.S. Department of Defense's demands for new operational concepts, increasingly joint operations, and emerging science and technology trends. We seek to increase research activity in support of national security and technology integration, invest in infrastructure to perform classified and sensitive work, and accelerate technology development.

MEASURING OUR SUCCESS

1	STUDENT SUCCESS AND WELL-BEING	2022	2027 GOAL
	FTIC Freshman Retention Rate ¹	92%	93%
	FTIC 4-year Graduation Rate ^{1,2,3}	50%	65%
	FTIC 6-year Graduation Rate ^{1,2,3}	74%	78%
	FTIC Pell Recipient 6-year Graduation Rate ^{2,3}	71%	76%
	FCS AA 2-year Graduation Rate ^{1,2}	32%	50%
	Percentage of Graduating Students With HIP Experience ⁴	86%	100%
	Undergraduate Class Size Index Rank ³	379	275
	Percentage of Graduates Enrolled or Employed (\$30,000) ²	63%	70%
	Percentage of Graduates Without Fed. Student Loan Debt ³	54%	60%
2	DISCOVERY AND EXPLORATION	2022	2027 GOAL
	Total R&D Expenditures ^{1,2}	\$239M	\$350M
	Patents Awarded Annually ¹	52	55
	Licenses and Options Executed Annually ¹	28	36
	Number of Start-up Companies Created ¹	2	6
	Faculty FTE ⁵	1,787	2,100
	Post-doctoral Appointees ²	142	225
3	COMMUNITY AND CULTURE	2022	2027 GOAL
	National Academy Memberships ²	8	10
	Faculty ⁶ and Staff ⁷ Satisfaction	66%	80%
	Carnegie Classification for Community Engagement	✓	✓
	Alumni Participation Rate ³	5.6%	9.0%
	Pegasus Partnerships	—	5
4	INNOVATION AND SUSTAINABILITY	2022	2027 GOAL
	Endowment Value ¹	\$201M	\$350M
	Annual Fundraising	\$70M	\$100M
	STARS Rating ⁸	Silver	Gold
	Peer Evaluation Rank ³	2.9	3.3

Notes. 1: 2022 Accountability Plan. 2: Preeminent University Metric. 3: U.S. News & World Report. 4: Undergraduate research, learning communities, internships, global learning (i.e., study abroad), and designated and capstone courses. 5: Faculty FTE from the Common Data Set (CDS). 6: Percentage of faculty answering “satisfied” or “very satisfied” in response to COACHE survey item # 250B, “Indicate the extent to which you are satisfied with UCF as a place to work.” 7: Percentage of staff answering “agree” or “strongly agree” in response to UCF’s Campus-wide Culture and Climate Survey item, “I am satisfied overall with my interactions with other employees.” 8: Sustainability Tracking Assessment and Rating System.



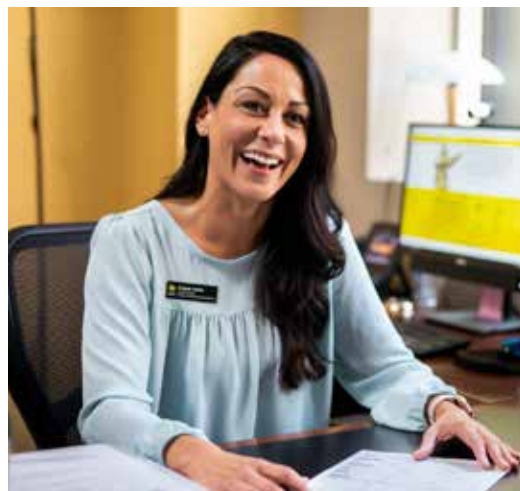


INVESTING IN EXCELLENCE

Since its founding, UCF has proven that it has the capacity to realize a strong return on investment. We do this by delivering “Top 50” overall student outcomes with faculty and financial resources that rank below 350 nationally by *U.S. News & World Report*. UCF has been recognized as one of the “most innovative” and “best value” public universities, but as we remain committed to delivering efficient results and improving student and research outcomes, new recurring and non-recurring resources are needed to fuel our pursuit of international recognition and world-class academic programs. 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.

OPTIMIZE EXISTING RESOURCES

The university is currently in the process of implementing a new, cloud-based enterprise resource planning system, a service center for finance and human resources operations, and a “responsibility center management” budget model in the next fiscal year. These multi-year initiatives will transform the way the university operates in serving our students, faculty, and staff by increasing the effectiveness and efficiency of our administrative processes. Integrating these new systems will eliminate the wide variation in how services are currently performed; support the overarching mission of elevating research and education; and affirm our commitment to being a prudent steward of tuition, investor, and taxpayer dollars. These initiatives will also provide university leadership with the tools needed to align and deploy resources with strategic intent.



\$150 MILLION OF RECURRING INVESTMENT BY 2027

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

This funding plan includes:

\$50 MILLION FROM EXISTING RECURRING FUNDS REDIRECTED TO STRATEGIC PRIORITIES BY 2027.

Through the creation of a strategic investment fund, the university has identified \$23 million in recurring funds that can be redistributed to strategic priorities supporting the university’s academic mission. Implementation of strategic sourcing procurement practices and centralization of operating functions will reduce or eliminate duplicate costs, enable economies of scale, and allow for gains from mundane activities such as the utilization of unused purchasing discounts.

\$100 MILLION OF NEW RECURRING FUNDING FROM DIVERSE SOURCES TO BE DIRECTED TOWARD STRATEGIC PRIORITIES BY 2027.

- ◆ **\$50 million from additional allocations from the state**
- ◆ **\$50 million from revenue diversification and growth, including:**
 - › Strategic enrollment planning to realize net incremental tuition revenue by extending access to varied learning modalities and 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 and indirect cost recovery from funded research, contracts, grants, and auxiliary units.
 - › Revenue generated from partnerships of purpose that include collaborative grants, sponsored and applied research, scholarly consortia, research commercialization, and investment in the UCF brand.

\$500 MILLION OF NON-RECURRING INVESTMENT BY 2027

To realize preeminence in the Florida State University System and eligibility for membership in the Association of American Universities (AAU), we will need to secure and invest resources to upgrade our IT infrastructure; enhance, optimize, and secure facilities to support expansion of our teaching and research enterprise; invest capital resources in the built environment for both infrastructure and building upgrades that create the reliability needed on a world-class research campus; and provide capital for enrichment of our areas of strategic focus.



NEXT STEPS

Unleashing Potential articulates the vision, goals, and metrics that will focus UCF’s efforts to become the **University for the Future**. The plan sets direction and identifies high-level objectives — serving as the foundation for our launch of a coordinated implementation effort during the 2022-23 academic year.

Implementation of the plan will include:

- › **Charging the University’s Strategic Planning Council**, composed of faculty, staff, students, and administrators, to develop an integrated implementation structure that encourages alignment among all aspects of the university — academic affairs, student affairs, business and finance, facilities, IT, communications, advancement, etc.
- › **Creating work groups to support the progress of the plan’s priorities and strategic areas of focus.**
- › **Coordinating with colleges and administrative units** to develop division-level plans that align investments and activities with the strategic plan’s goals and priorities.
- › **Building reporting mechanisms and dashboards to track progress** of initiatives and investments advancing the goals of the plan.
- › **Incorporating oversight and governance components** of the plan into the Board of Trustees’ annual workplan in collaboration with the Board Chair and committee chairs.



KEY CONTRIBUTORS

BOARD OF TRUSTEES

Alex Martins, Chair* CEO, Orlando Magic	Jeff Condello CEO, RANDALL Construction	Daniella Lopez UCF Student Body President
Harold Mills, Vice Chair* CEO, VMD Ventures	Joseph Conte* Co-founder, Consulate Health Care	Caryl McAlpin* Community Leader and Commercial Real Estate Entrepreneur
Tiffany Altizer Managing Shareholder and Certified Public Accountant, Keith Altizer and Company, P.A.	Digvijay “Danny” Gaekwad CEO, NDS Info Tech	John Miklos President, Bio-Tech Consulting
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PAST MEMBERS**

Meg Hall Past UCF Student Body President
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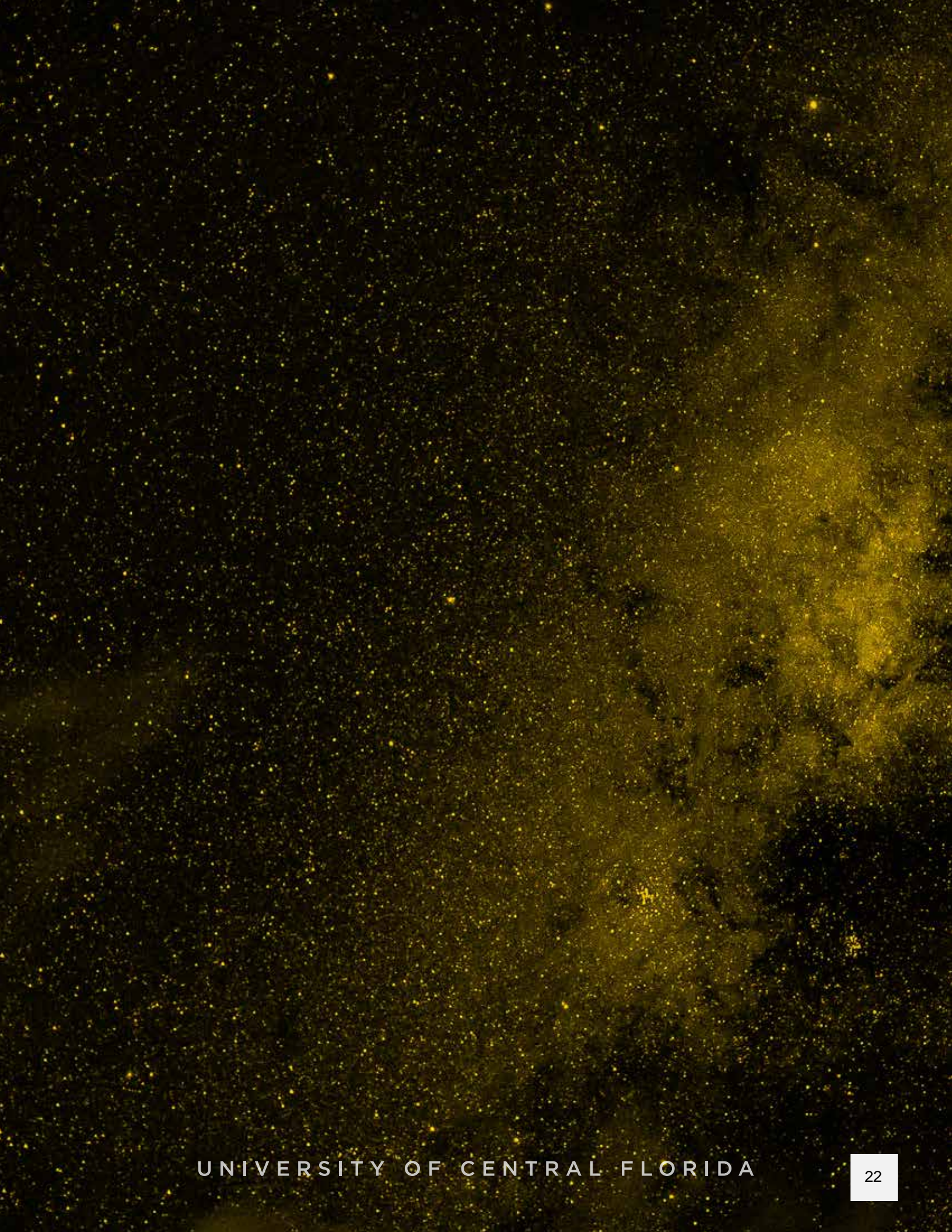
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Notes. *Members of the Board of Trustees’ Ad Hoc Strategic Planning Committee
**Term ended Spring 2022.



Attachment B

BOT COMMITTEE	GOAL		METRIC	2022 BASELINE	2027 TARGET
Academic Excellence and Student Success	1A	Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay.	FTIC Freshman Retention Rate	92%	93%
			FTIC 4-year Graduation Rate	50%	65%
			FTIC 6-year Graduation Rate	74%	78%
			FTIC Pell Recipient 6-year Graduation Rate	71%	76%
			AA FCS 3-year Graduation Rate	54%	70%
	1B	Enrich the student learning experience for the development of career and cultural competencies.	Percentage of undergraduates with at least one high-impact practice by graduation	86%	100%
			Undergraduate Class Size Index Rank	379	275
			Percentage of Graduates Enrolled or Employed at \$40K	61%	80%
	1C	Provide financially accessible educational experiences.	Percentage of students who graduate without federal student loan debt	54%	60%
	2A	Increase focus on research by supporting basic, applied, clinical, and translational research activities.	Annual Research and Development Expenditures	\$239M	\$350M
	2B	Extend the impact, application, and commercialization of knowledge.	Number of Patents Awarded Annually	52	55
			Licenses and Options Executed Annually	28	36
			Number of Start-up Companies Created Annually	2	6
	2C	Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.	Faculty FTE	1,787	2,100
			National Academy Members	8	10
			Post-doctoral Appointees	142	225

BOT COMMITTEE	GOAL		METRIC	2022 BASELINE	2027 TARGET
Strategic Partnerships and Advancement	3B	Establish lifelong connections with our community through athletic and alumni engagement activities.	Alumni Participation Rate	5.6%	9%
	3C	Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement.	Number of Pegasus Partnerships	0	5
	4A	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment.	Annual Fundraising	\$70M	\$100M
	4C	Enhance UCF's brand and national reputation.	USNWR Peer Evaluation Rating	2.9	3.3
Governance	3A	Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement.	Faculty, Staff, and Student Satisfaction	66%	80%
			Carnegie Classification for Community Engagement	Yes	Yes
Budget and Finance	4A	Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment.	Endowment Value	\$201M	\$350M
			Recurring Strategic Investment: State Investment	\$0M	\$50M
			Recurring Strategic Investment: External Support	\$0M	\$50M
			Recurring Strategic Investment: Internal Efficiencies	\$0M	\$50M
			Non-Recurring Strategic Investments	\$0M	\$500M
Facilities and Infrastructure	4B	Institutionalize campus sustainability with a focus on service excellence.	STARS Rating	Silver	Gold
Audit and Compliance					

Proposed Changes to UCF's 2022-2027 Strategic Plan Metrics

Change #1: Update two-year A.A. transfer graduation rate to a three-year transfer graduation rate and increase the 2027 target to 70%.

X	Current Metric	FCS AA 2-year Graduation Rate	2022	32%	2027	50%
→	Replacement	FCS AA 3-year Graduation Rate	2022	54%	2027	70%

The current metric utilized in the Strategic Plan uses the two-year A.A. transfer graduation rate as the metric matching the 2022 performance-based finding metric. UCF's 2022 performance was 32%. The target was 50% for 2027. For the 2023 Accountability Plan, the BOG has shifted from the two-year to a three-year graduation rate and adjusted the excellence target to 70%.

Change #2: Update salary threshold and 5-year target for Percentage of Graduates Enrolled or Employed from \$30,000 to \$40,000 and increase 2027 target from 70% to 80%.

X	Current Metric	Percentage of Graduates Enrolled or Employed (\$30,000)
	2022 63%	2027 70%
→	Replacement	Percentage of Graduates Enrolled or Employed (\$40,000)
	2022 61%	2027 80%

The second proposed change involves updating the salary threshold and 5-year target for Percentage of Graduates Enrolled or Employed from \$30,000 to \$40,000 and increasing the 2027 target from 70% to 80%. The Board of Governors updated the definition, calculation, and threshold for this metric for 2023, resulting in a more favorable calculation. However, they also imposed a higher salary level and increased the threshold for an excellence goal.