



**September 28, 2023 Ad Hoc Strategic Planning Committee**  
Board of Trustees  
FAIRWINDS Alumni Center  
Sep 28, 2023 8:30 AM - 10:00 AM EDT

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## September 28, 2023 Ad Hoc Strategic Planning Committee

Board of Trustees

Sep 28, 2023 at 8:30 AM EDT to Sep 28, 2023 at 10:00 AM EDT

FAIRWINDS Alumni Center

**Meeting Details:** [https://youtube.com/live/TufchV\\_X1qQ](https://youtube.com/live/TufchV_X1qQ)

**Conference Call Number:** 1 929 205 6099

**Meeting ID:** 916 9962 4851

**Passcode:** 586734

### Agenda

#### I. Agenda

##### Roll Call

Presenter: Lauren Ferguson, Assistant Vice President, Board Relations

#### II. Minutes of the March 23, 2023 meeting

Presenter: Chair Harold Mills

##### Remarks

Presenter: Chair Harold Mills

#### III. Discussion

##### A. DISC-1 US News & World Report Rankings Update

**8:30 AM**

Presenter: M. Paige Borden, Chief Analytics Officer

##### B. DISC-2 Insights into Time-to-Hire

**9:00 AM**

Presenters: Alexander Cartwright, President, Gerald Hector, Senior Vice President and Chief Financial Officer, Maureen Binder, Associate Vice President and Chief Human Resources Officer

#### IV. New Business

#### V. Adjournment

Presenter: Chair Harold Mills



UNIVERSITY OF CENTRAL FLORIDA

**Minutes  
Board of Trustees  
Ad Hoc Strategic Planning Committee  
University of Central Florida  
March 23, 2023**

**CALL TO ORDER**

Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, called the meeting to order at 8:30 a.m. Vice Chair Bill Christy and Committee member Caryl McAlpin were present. Committee Members Stephen King and John Miklos attended virtually.

Committee Members Joseph Conte and Daniella Lopez were not in attendance.

Other Trustees attending included Board Chair Alex Martins (*ex officio*), Trustees Tiffany Altizer, Danny Gaekwad 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**

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

**MINUTES**

A motion to approve the minutes of the April 13, 2022 Ad Hoc Strategic Planning Committee meeting was made by Christy, and unanimously approved as submitted.

**DISCUSSION**

**DISC -1 Update on Strategic Planning Implementation**

M. Paige Borden, Chief Analytics Officer, outlined two metrics in the Strategic Plan that need to be updated to align with the Board of Governors performance-based funding model. Michael Kilbride, Executive Chief of Staff, introduced the preliminary mapping of the plan's goals and metrics to specific standing committees of the Board.

Mills summarized two actionable items resulting from the meeting: the proposed strategic plan metric updates will be considered by the full board for approval during the April 20, 2023 meeting, and his request that each committee Chair provide regular updates on their assigned metrics during their respective committee meetings.

**NEW BUSINESS**

There was no new business to come before the Committee.

**ADJOURNMENT**

Mills adjourned the committee meeting at 9:13 a.m.

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

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
Mike Kilbride, Associate Corporate Secretary



# Board of Trustees

*Ad Hoc Strategic Planning Committee*

*September 28, 2023*

## **Agenda Item**

DISC-1: *US News & World Report* Rankings Update

## **Proposed Board Action**

The Ad Hoc Strategic Planning Committee will be presented with an update regarding UCF's annual performance in the *US News & World Report* Rankings and the changes that have been made to the ratings criteria.

## **Authority for Board of Trustees Action**

N/A

### **Supporting Documentation Included**

Attachment A: forthcoming

### **Facilitators/Presenters**

M. Paige Borden, *Chief Analytics Officer*



# US News & World Report Rankings Update

## EXECUTIVE SUMMARY

### Objective

Update the committee on changes to U.S. News & World Report's methodology for ranking universities and provide an in-depth review of UCF's performance in this year's rankings.

### Summary of Key Observations/Recommendations

- Per U.S. News & World Report, to be eligible to be ranked, institutions must have regional accreditation, be included in Carnegie's Basic classification but not designated as a "highly specialized" school, enroll at least 100 undergraduate students, have reported financial expenditures data to the U.S. Department of Education's Integrated Postsecondary Education Data System (IPEDS) finance survey, and have reported a six-year graduation rate of full-time, first-year bachelor's degree-seeking students in recent years.
- As shared in a [press release](#) by the publication, U.S. News & World Report made refinements to this year's rankings formula by dropping five longstanding factors, modifying the weights of several other factors, and introducing a few new ones. Modifications included an increased emphasis on student graduation rates and outcomes.
- UCF advanced 13 places to No. 124 Overall among National Universities.
- UCF retained No. 64 as a Top Public School among National Universities.
- UCF advanced 6 places to No. 14 Most Innovative School ranking, placing as the top school in Florida for innovation. UCF has ranked in the top 20 for innovation for six consecutive years.
- UCF advanced 3 spots to No. 30 (public) in Consolidated Student Outcomes. This grouping now represents 52% of the weighting and includes graduation and retention rates, social mobility, graduation rate performance, standardized tests, graduate indebtedness, and college grads earning more than a high school grad.
- UCF also ranked No. 31 for Best Undergraduate Nursing Programs, an increase of 65 places over the past two years, including an upward movement by 20 places in the last year.

### Additional Background

Ranking categories and subfactors considered by U.S. News & World Report for national universities include the following. Additional detailed information on ranking factors can be found [linked here](#).

Ranking Category	Ranking Factor	2024 National Universities Weight for Schools with Usable SAT/ACT
Graduation and Retention Rates (21%)	Graduation rates	16.0%
	First-year retention rates	5.0%
Expert Opinion (20%)	Peer assessment	20.0%
Social Mobility (11%)	Pell graduation rates	3.0%
	Pell graduation performance	3.0%
	First-generation graduation rates	2.5%
	First-generation graduation rate performance	2.5%
Faculty Resources (11%)	Faculty salaries	6.0%
	Student-faculty ratio	3.0%
	Full-time faculty	2.0%
Graduation Rate Performance (10%)	Graduation rate performance	10.0%
Financial Resources (8%)	Financial resources per student	8.0%
Standardized Tests (5%)	Standardized tests	5.0%
Graduate Indebtedness (5%)	Borrower debt	5.0%
College Salaries (5%)	College grads earning more than a high school grad	5.0%
Faculty Research (4%)	Citations per publication	1.3%
	Field-weighted citation impact	1.3%
	Publications cited in the top 5% of journals	1.0%
	Publications cited in the top 25% of journals	0.5%
Removed	Class size	0.0%
Removed	Terminal degree faculty	0.0%
Removed	Alumni giving average	0.0%
Removed	Graduate debt proportion borrowing	0.0%
Removed	High school class standing	0.0%

## Rationale

As stated in the UCF Strategic Plan, the university has a focus on actions and outcomes that drive student success, research, innovation, and excellence. This presentation is focused on providing the Board with an overview of the changes in the ranking methodology to discuss how they impact monitoring metrics in the Strategic Plan.

## **Implementation Plan**

The implementation of the University's Strategic Plan drives many of the outcomes measured by U.S. News & World Report. UCF has a stated goal of becoming a Top 50 Public University by 2027.

## **Resource Considerations**

While this item does not have a direct impact on university resources, many prospective students reference the U.S. News & World Report Best Colleges list when making college application decisions, resulting in a potential impact on enrollment.

## **Conclusion**

U.S. News & World Report has updated its annual rankings and the methodology used to rank universities. This item is meant to engage Trustees in a discussion related to how those changes impact monitoring metrics in UCF's Strategic Plan.





# Board of Trustees

*Ad Hoc Strategic Planning Committee*

*September 28, 2023*

## **Agenda Item**

DISC-2: Insights into Time-to-Hire

## **Proposed Board Action**

The Strategic Planning Committee is encouraged to participate in discussion and provide staff with governance oversight and strategic counsel as it relates to business processes within Human Resources. Maureen Binder, Associate Vice President and Chief HR Officer, will provide the Committee with an update on the assessment of the university's Human Resources processes as they relate to Time to Hire for Staff Positions.

## **Authority for Board of Trustees Action**

N/A

### **Supporting Documentation Included**

N/A

### **Facilitators/Presenters**

Alexander Cartwright, President

Gerald Hector, Senior Vice President and Chief Financial Officer

Maureen Binder, Associate Vice President and Chief Human Resources Officer



# Insights into Time-to-Hire

## EXECUTIVE SUMMARY

### Objective

Provide the committee with an overview of management's current assessment of Human Resources business processes as they relate to time-to-hire while also sharing areas for both short-term and long-term improvement.

### Summary of Key Observations/Recommendations

- For FY23, the time to fill a position ranged from 5 days (OPS) to over three hundred days (USPS).
- Internal procedures prior to posting positions are also leading to delays which are compounding the issue surrounding time-to-hire.
- Continued improvements and optimizations are needed related to business process improvements, the utilization of Workday to support more streamlined delivery of service, and advanced reporting for better monitoring of service.
- More detailed process mapping is required to better isolate pain points and quickly deliver improvements.

### Additional Background

The time to hire is measured from the time a position is posted to the time an offer is provided to a candidate. This does not include preparation time prior to the position posting or the time for a candidate to accept an offer.

### Rationale

As stated in the UCF Strategic Plan, the university aspires to be a destination of choice for the most talented people, and the best place to learn and work.

### Implementation Plan

Leadership within the Division of Administration and Human Resources will begin actively making changes to deliver short-term relief for issues identified during the HR review.

### Resource Considerations

The discussion will present current efforts as well as opportunities for improving business processes with existing resources.

### Conclusion

Following an internal assessment, there are specific improvements that have been identified which will result in improved time-to-hire, specifically as it relates to pre-planning work and classification and compensation.