



University of Central Florida

# Happy 5<sup>th</sup> Birthday, Pathways to Prominence





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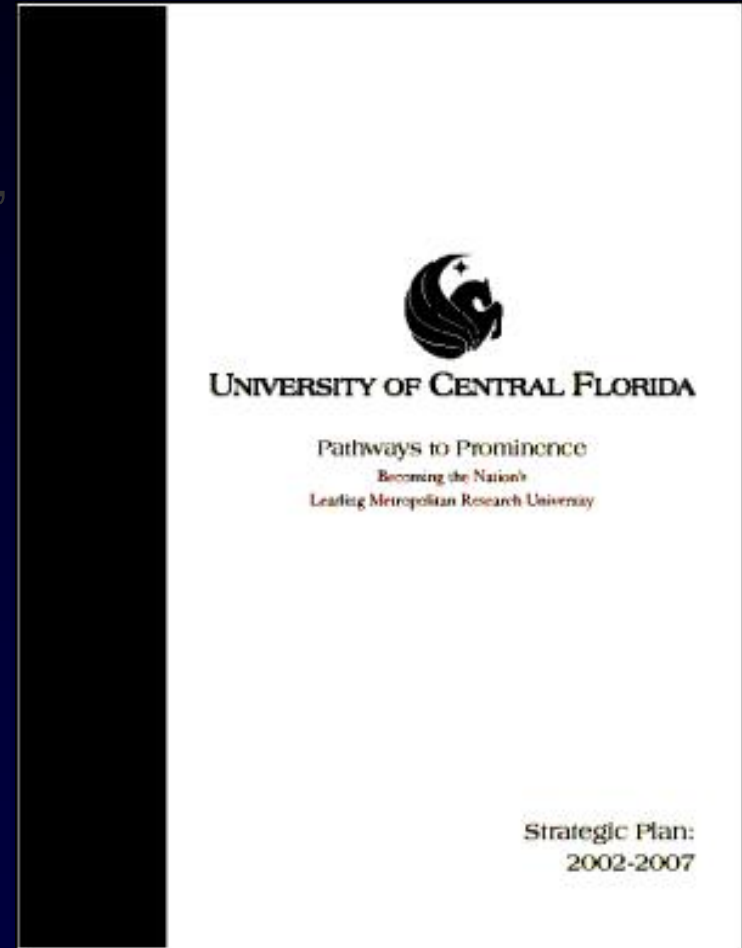
University of Central Florida

# **Strategic Planning Annual Report 2005-2006**

*October 23, 2006*

# UCF *Pathways to Prominence*

- strategic plan for 2002-2007
  - Fall 2000: initiate planning
  - Winter 2002: mission, vision, goals, and objectives approved by BOT
  - Spring 2003: printed plan available
  - Fall 2003: implementation
  - Fall 2004: report on initial implementation phase
  - Spring 2005: report on progress of implementation during 2004-2005
  - Fall 2006: report on progress of implementation during 2005-2006



# Who Participated in the Process?

- focus groups (faculty members, community members, staff members, students, and administrators)
  - Strategic Planning Council members
  - Deans' Council
  - vice presidents
  - students
  - UCF Board of Trustees
    - Mission
    - Vision
    - Values
    - Goals
    - Strategic Initiatives
- } Approved: January 24, 2002
- } Approved: March 27, 2002

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# UCF Mission Statement

The University of Central Florida is a public multi-campus, metropolitan research university, dedicated to serving its surrounding communities with their diverse and expanding populations, technological corridors, and international partners. The mission of the university is to offer high-quality undergraduate and graduate education, student development, and continuing education; to conduct research and creative activities; and to provide services that enhance the intellectual, cultural, environmental, and economic development of the metropolitan region, address national and international issues in key areas, establish UCF as a major presence, and contribute to the global community.

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# UCF Vision

The University of Central Florida will be the nation's leading metropolitan research university recognized for its intellectual, cultural, technological, and professional contributions, and renowned for its outstanding programs and partnerships.

# UCF Values

Integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions.

## *The UCF Creed*

- **Integrity:** I will practice and defend academic and personal honesty.
- **Scholarship:** I will cherish and honor learning as a fundamental purpose of my membership in the UCF community.
- **Community:** I will promote an open and supportive campus environment by respecting the rights and contributions of every individual.
- **Creativity:** I will use my talents to enrich the human experience.
- **Excellence:** I will strive toward the highest standards of performance in any endeavor I undertake.



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# UCF Vision and Goals

## ■ Vision:

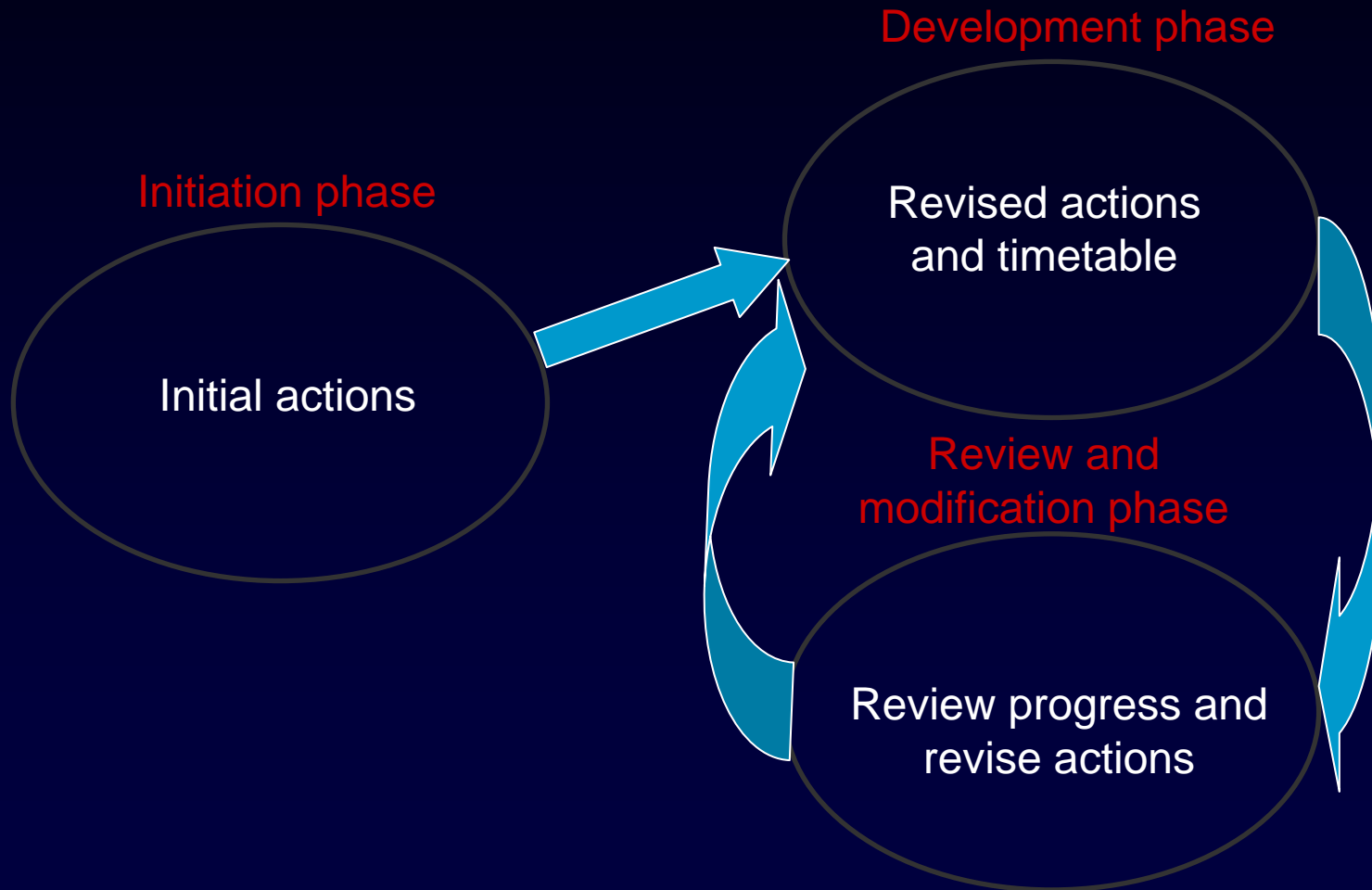
- The University of Central Florida will be the nation's **leading metropolitan research university** recognized for its intellectual, cultural, technological, and professional contributions, and renowned for its outstanding programs and partnerships.

## ■ Goals:

- Offer the best undergraduate education available in Florida.
- Achieve international prominence in key programs of graduate study and research.
- Provide international focus to our curricula and research programs.
- Become more inclusive and diverse.
- Be America's leading partnership university.



# Implementation Strategy



# Strategic Initiative Coordinators

- **SI 1: Undergraduate Education** -- Maribeth Ehasz, Rick Schell
- **SI 2: Graduate Education** -- Patricia Bishop, Max Poole
- **SI 3: Research and Creative Activities** -- Ke Francis for José Fernández, Tom O'Neal for M.J. Soileau
- **SI 4: Visual and Performing Arts** -- José Fernández
- **SI 5: Regional Economic Development** -- Thomas Keon, Tom O'Neal for M.J. Soileau, Ed Schons for Daniel Holsenbeck
- **SI 6: Access** -- Gordon Chavis for Tom Huddleston, James Drake for David Harrison, Joel Hartman, Mark Poisel for Maribeth Ehasz
- **SI 7: Collaboration** -- Diane Chase, Cynthia Sucher for Helen Donegan
- **SI 8: Partnerships with Schools** -- Lance Tomei for Sandra Robinson
- **SI 9: Operational Excellence** -- Joel Hartman, Judy Monroe for William Merck, Julia Pet-Armacost
- **SI 10: UCF Community** -- Valarie King for the Diversity and Inclusiveness Council
- **SI 11: Visibility** -- Daniel Holsenbeck, Tom Huddleston, Diane Trees for Helen Donegan
- **SI 12: University Resources** -- Tom O'Neal for M.J. Soileau, Denise Young

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# Strategic Plan Implementation Process

- assign each strategic initiative to an implementation team
- teams review and clarify actions, prioritize objectives and actions, and track progress
- each strategic initiative team
  - reports significant accomplishments to university community annually for the prior academic year
  - coordinates reporting of accomplishments, expenditures, and plans for each strategic action

# Pathways to Prominence



**Pathway One:**  
Enhance UCF's  
Academic Mission

**Pathway Two:** Serve  
the Central Florida  
Metropolitan Region

**Pathway Three:**  
Strengthen UCF's  
Services and Processes



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# Pathway One: Enhance UCF's Academic Mission

- ***Strategic Initiative 1:***  
**Promote Excellence in Undergraduate Education**  
***(UCF Experience)***
- ***Strategic Initiative 2:***  
**Increase Prominence in Graduate Studies**
- ***Strategic Initiative 3:***  
**Foster Excellence in Research and Creative Activities**
- ***Strategic Initiative 4:***  
**Promote Visual and Performing Arts**

# SI 1: Undergraduate Education

- UCF will provide the highest quality undergraduate education to a diverse student population by integrating curriculum, student development, and support services into a unique *UCF EXPERIENCE* that makes their education at UCF distinctive from that offered by other universities.
- coordinators
  - Maribeth Ehasz
  - Rick Schell

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# SI 1: Undergraduate Education

- **completed the Final Report and Recommendations of the UCF Experience Task Force comprised of faculty and SDES staff**
  - began effort in Fall 2003
  - presented results to the Strategic Planning Council on October 2, 2006
- **identified four pilot projects to support Information Fluency**  
-- for Quality Enhancement Plan effort required by the Commission on Colleges of the Southern Association of Colleges and Schools
- **enhanced the Career Services and Experiential Learning services and opportunities**
  - increased employer participation in job fairs and student interviews
  - recognized nationally for first-year development programs and won recognition for best experiential learning program in the nation

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# SI 1: Undergraduate Education

- expanded on-campus housing opportunities for freshmen
- expanded transfer transition programs for students attending community colleges in Florida
- received a National Science Foundation five-year grant of \$1.8 million
  - supports Science, Technology, Engineering, and Mathematics
  - provides supplemental instruction, tutoring, and other intensive intervention

# SI 1: Undergraduate Education

- **UCF recognized as a Leadership Institute in the Carnegie Academy for the Scholarship of Teaching and Learning**
  - CASTL is leading national efforts to reform teaching methods in our nation's colleges and universities
- **expanded experiential learning**
  - received Program of the Year award from The National Society for Experiential Education
  - certified and designated 92 service-learning courses through coordinating committee
  - included over 12,000 students who contributed almost 186,000 hours of service-learning expertise to over 500 civic partners
  - enhanced institutional support for internships

# SI 2: Graduate Education

- UCF will increase its emphasis on high-quality graduate education, providing professional education to meet the needs of the metropolitan area while achieving international prominence in engineering, optics, education, and the physical, biological, social, environmental, and space sciences, as well as other programs.
- coordinators
  - Patricia Bishop
  - Max Poole

# SI 2: Graduate Education

- **adopted new three-year tuition support model for graduate assistants (waiver authority in 2006-2007 is \$16.18 million)**
  - stabilizes the tuition support for graduate assistants
  - allows UCF to be more competitive
  - implemented recommendations from two-year study by the Graduate Council
    - require annual contracts for graduate assistants
    - introduce standardized contracts of 0.25 FTE and 0.5 FTE
    - impose term limits for waiver support

# SI 2: Graduate Education

- **implemented a new systematic certification process for Graduate Teaching Assistants**
  - Division of Graduate Studies
    - reviewed and approved qualifications of all GTAs
    - certified that GTAs have 18 hours of graduate-level disciplinary coursework per guidelines from the Southern Association of Colleges and Schools
    - ensured that GTAs have the necessary English language skills and legal content to teach in our classrooms

# SI 2: Graduate Education

- **implemented new recruiting strategies for attracting quality graduate students**
  - purchased a Customer Response Module to allow graduate programs to create systematic communications with prospective students
  - implemented a comprehensive recruiting plan for both domestic and international graduate prospects, including the following:
    - building relationships between international institutions and faculty
    - advertising in journals
    - developing recruiting strategies for UCF undergraduates
    - working with local companies to recruit employees
    - maintaining electronic chat rooms with prospects, applicants, and admitted students

# SI 2: Graduate Education

- **co-hosted inaugural Research Week program**
  - sponsored by Office of Undergraduate Studies, Division of Graduate Studies, and Office of Research & Commercialization
  - conducted week-long series of research-related programs
    - faculty research showcase and vendor demonstrations
    - Graduate Research Forum -- 110 students
    - Showcase of Undergraduate Research Success -- 160 students
    - Research Week Student Awards Breakfast
  - honored faculty for their research efforts and undergraduate and graduate students for their presentations

# SI 3: Research and Creative Activities

- UCF will expand the necessary infrastructure and rewards to support high-quality, high-impact research and creative activities that serve the cultural, economic, educational, and social needs of the region, state, and nation. Existing and emerging industries will be supported by disciplines that include computer science, dynamic media, education, modeling and simulation, materials, photonics, and nano, life, and space sciences.
- Coordinators
  - Ke Francis for José Fernández
  - Tom O'Neal for M.J. Soileau

# SI 3: Research and Creative Activities

## ■ expanding research space

- Engineering III is nearing completion and will add excellent resources to the College of Engineering
- College of Optics and Photonics and Center for Research and Education in Optics and Lasers adding \$5 million and over 20,000 sq. ft. of laboratory, office, and incubator space to its current facility
  - the addition was funded by UCF, the Florida Photonics Center of Excellence, and the US Small Business Administration
- Nanoscience Technology Center expanding laboratory space in Research Pavilion
- College of Engineering has new flow lab under design review
- Center for Lifestyle Medicine moving to University Towers
- Advanced Materials Processing and Analysis Center secured an additional 3,000 sq. ft.

# SI 3: Research and Creative Activities

- **implemented strategic communication mechanisms**
  - hosted ten faculty luncheons
    - encouraged faculty to share research opportunities
    - provided networking to promote multidisciplinary collaborations
  - advised faculty of research opportunities
    - every Sunday evening via electronic notification
    - faculty with established profiles
    - opportunities identified using a key word search
  - promoted UCF's research agenda
    - monthly meetings
    - Research Coordinators for each College and Center
    - shared information and discussed issues

# SI 3: Research and Creative Activities

- **implemented strategic communication mechanisms...continued**
  - produced several publications to communicate external funding opportunities and highlight research accomplishments
    - quarterly newsletter and annual report
    - TV Production called Zenith, showing on Bright House Networks
    - brochures detailing UCF internal funding opportunities
    - other assorted collateral material
  - held monthly meetings with research administrators to share information concerning contract and grant activities
  - developed a database of faculty contacts that allows for e-mail distributions of relevant research opportunities and information

# SI 3: Research and Creative Activities

- **enhanced entrepreneurship and commercialization programs and opportunities**
  - received over \$3 million in community support
  - UCF Technology Incubator continued to be a best practice in the United States of America and internationally
    - accepted 12 new companies into the program
    - received additional funding to expand program in Seminole county
  - expanded UCF Venture Lab with support from Orange County for coaches, mentors, additional graduate students, and larger client base
  - UCF Venture Lab held an SBIR/STTR conference series
    - sponsored by Florida Small Business Development Center Network (SBIR = Small Business Innovation Research  
STTR = Small Business Technology Transfer)

# SI 3: Research and Creative Activities

- **enhanced entrepreneurship and commercialization programs and opportunities...continued**
  - UCF partnered with the City of Orlando to develop an Enterprise Center for District II
    - received \$1.5 million from City for program over five years
    - creating new incubator dedicated to serve entrepreneurs in Orlando
  - College of Business Administration created the Center for Entrepreneurship & Innovation
  - UCF Venture Lab partnered with Pinnacle Financial Group to raise a \$3 million-\$5 million Gap Fund for pre-seed business ventures
  - UCF collaborated with the Kauffman FastTrac Venture Curriculum
    - educating students, faculty and entrepreneurs in best practices for planning and launching technology companies

# SI 3: Research and Creative Activities

- **identified space for research activities in the arts**
  - planned for School of Film and Digital Media at the Expo Centre in downtown Orlando
  - hired a distinguished visiting associate professor in music to manage the start-up of the SFDM Incubator site
  
- **acquired support for undergraduate creative activities**
  - acquired gift for faculty in Art department of \$191,000 from Gould Publications, Inc.
    - printing and pre-press machinery
    - binding equipment
    - shelving and other warehouse furniture
    - assisted faculty in Art department in
      - improving the Flying Horse Press' research capabilities
      - delivering high-quality printing and design experiences

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# SI 4: Visual and Performing Arts

- UCF will offer high-quality visual and performing arts education, research, and creative activities that will enhance the attractiveness of the metropolitan area as a location for business and industry.
- coordinator
  - José Fernández

# SI 4: Visual and Performing Arts

- **infused visual and performing arts into the undergraduate experience**
  - UCF Conservatory Theatre
    - performed 13 productions by faculty, staff, undergraduate students, and graduate students
    - advertised the performances to the university community
    - sold more than 27,000 individual tickets
    - offered student discounts to encourage attendance

# SI 4: Visual and Performing Arts

- **continued community partnerships to increase visibility and support initiatives**
  - received the second annual installment of the \$2.2 million, George and Norma Kottemann art collection
  - expanded venues for the 2005 edition of *FIVE STORIES* to over 70 locations
  - won Grand Jury Prize at the Palm Beach International Film Fest for film *LOVE IS DEAF*
  - CAFÉ SHORTS selected film *ALL THAT REMAINS* for distribution

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# Pathway Two: Serve the Central Florida Metropolitan Region

- *Strategic Initiative 5:*  
**Contribute to Regional Economic Development**
- *Strategic Initiative 6:*  
**Expand Access to Educational Excellence**
- *Strategic Initiative 7:*  
**Enhance Collaboration**
- *Strategic Initiative 8:*  
**Expand Partnerships with Schools**

# SI 5: Regional Economic Development

- UCF will strengthen its leadership role in, and contributions to, the economic development and diversification of the Central Florida metropolitan region.
- coordinators
  - Thomas Keon
  - Tom O'Neal for M.J. Soileau
  - Ed Schons for Daniel Holsenbeck

# SI 5: Regional Economic Development

- **provided economic data and analysis to regional leaders**
  - The Institute for Economic Competitiveness played an important role in the development of the impact analysis for the UCF College of Medicine
  - IEC provided the support information that helped pass legislation to eliminate the sales tax on equipment used in Research & Development and manufacturing
  - IEC provided data used by Catalytix in the development of the Metro Orlando Film and Entertainment Technology Study
  - IEC recruited Sean Snaith to fill the Endowed Chair of Economics

# SI 5: Regional Economic Development

- **formed interdisciplinary partnerships to enhance economic development and diversification in the region**
  - established UCF Entrepreneurship Network through partnership of
    - Office of Research & Commercialization
    - College of Business Administration
    - UCF Technology Incubator
    - Office of University Economic Development
    - Institute of Economic Competitiveness
    - Venture Lab
  - hosted 3rd annual Invention to Venture workshop for faculty, students, and community entrepreneurs via National Collegiate Inventors and Innovators Alliance partnership
  - established the Center for Entrepreneurship and Innovation in CBA

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# SI 5: Regional Economic Development

- **developed interdisciplinary partnerships to enhance economic development and diversification in the region...continued**
  - continued support of Venture Lab from Orange County, CBA, and ORC
  - increased enrollment by 50 percent in technology entrepreneurship programs in CBA
  - held 3rd annual business plan competition at UCF
  - Florida Interactive Entertainment Academy provided educational programs to serve workforce needs of electronic gaming industry such as EA Sports

# SI 5: Regional Economic Development

- **enhanced educational programs to support the development and diversification of the region**
  - worked with Enterprise Florida, Workforce Florida, and economic development organizations throughout Florida to develop a “Life Sciences Roadmap” study by the Milken Institute
  - developed CBA graduate and undergraduate programs in entrepreneurship and technology commercialization
  - provided educational programs to serve workforce needs of electronic gaming industry including EA Sports through FIEA
  - provided a learning community for IT industry through UCF Orbit program

# SI 6: Access

- UCF will improve access to high-quality educational opportunities that meet the needs of all students, and cultivate a reputation as an accessible, student-friendly institution dedicated to excellence.
- coordinators
  - Gordon Chavis for Tom Huddleston
  - James Drake for David Harrison
  - Joel Hartman
  - Mark Poisel for Maribeth Ehasz

# SI 6: Access

- **established consortium to ensure substantial and measurable increase in access to public higher education in central Florida**
  - signed a joint resolution, **The Regional Strategy for Higher Education** (Brevard, Lake-Sumter, Seminole, and Valencia community colleges with UCF)
  - ensured preferential admission to selective baccalaureate programs
  - developed new pathways for transfer students and also graduates of the A.S. programs
  - developed and expanded joint-use facilities on the campuses of participating community colleges
  - expanded financial-aid resources for current and prospective transfer students from community colleges in the consortium

# SI 6: Access

- **created or expanded academic program initiatives to increase access to UCF for graduates of community colleges in the region**
  - collaborated with the UCF colleges and economic development agencies in the region
  - created opportunities for graduates to pursue and complete baccalaureate degrees
    - Applied Science (B.A.S.) - Cocoa, Daytona Beach, MetroWest, Palm Bay, and Sanford/Lake Mary campuses
    - Business Administration (B.S.B.A.) - Cocoa, Daytona Beach, MetroWest, Palm Bay, Sanford/Lake Mary, and South Lake campuses
- **developed and updated articulation agreements to expand access to critical-need and targeted programs with Valencia, Lake-Sumter and Brevard community colleges**

# SI 6: Access

- **expanded local access to upper-division baccalaureate programs in targeted-program (Y-Axis) disciplines**
  - funded by the Academic Affairs initiative for targeted programs
- recruited faculty of 6.5 FTE including two joint appointments with Brevard Community College
  - Nursing (generic B.S.N.) - Daytona Beach campus
  - Engineering/Pre-Engineering (B.S.E.) and Engineering Technology (B.S.E.T.) - Cocoa campus
  - Mathematics and Sciences courses pertinent to Florida's teaching certification - Cocoa campus

# SI 7: Collaboration

- UCF will focus its efforts to create, encourage, and facilitate opportunities for collaboration internally, and with public- and private-sector partners that address the goals of the university and its surrounding metropolitan region.
- coordinators
  - Diane Chase
  - Cynthia Sucher for Helen Donegan

# SI 7: Collaboration

- **strengthened the culture of interdisciplinarity**
  - enhanced funding in The Burnett Honors College to encourage interdisciplinary honors seminars
  - established 2+2 Honors Program at Cocoa Campus in fall 2006
  - continued outreach in College of Engineering and Computer Science -- Florida Foundation for Future Scientists, Robotics, First Engineering Education Summit
  - combined efforts to secure NSF funding: College of Education with Institute for Simulation & Training, College of Arts & Humanities, College of Sciences, and CECS on K-20 education and research
  - sponsored Summer Research Academy through Undergraduate Studies

# SI 7: Collaboration

- **strengthened the culture of interdisciplinarity...continued**
  - celebrated 25 years of Nursing in College of Health and Public Affairs; initiated Blue Cross and Blue Shield of Florida Endowed Visiting Professorship
  - developed accounting measures in Office of Research & Commercialization to encourage interdisciplinary research
  - increased number of events that encourage communication, collaboration, and campus community including International Education Week and Karen L. Smith Faculty Center for Teaching and Learning Teaching Circles
  - reorganized Liberal and Interdisciplinary Studies within the Office of Undergraduate Studies
  - enhanced continuing education for local industry at Rosen College of Hospitality Management; worked closely with Disney international programs

# SI 7: Collaboration

- **built on existing partnerships and augmented collaboration with public and private sectors**
  - established four-year \$430,000 grant for Florida Assistive Services and Technology Regional Demonstration Center (COHPA effort)
  - attracted funding to create Dr. Phillips School of Real Estate in CBA in response to community need
  - created a partnership board in Division of Graduate Studies
  - promoted partnerships via Media Relations and supported more than 100 news releases and 12 media events
  - partnered with more than 255 companies through ORC
  - received funding from Orange and Seminole counties to expand UCF Technology Incubator programs in both counties
  - collaborated to initiate the Brighter Beginnings Conference to focus on autism awareness: Toni Jennings Exceptional Education Institute, Center for Autism and Related Disorders, and Out of the Rain Society

# SI 7: Collaboration

- **expanded regional, national, and international collaboration**
  - received three Multidisciplinary University Research Initiative awards from Department of Defense
    - tied with California Institute of Technology; MIT and Stanford each got two awards; no other received > 1
    - was the only university in Florida to receive an award
  - developed a searchable database of international agreements and eight template forms in the Office of International Studies
  - partnered with the Center for International Initiatives of the American Council on Education
  - conducted research, made presentations, and developed international collaborations: faculty in all colleges

# SI 7: Collaboration

## ■ enhanced infrastructure to encourage, reward and coordinate partnerships

- fostered collaboration and partnerships including the Summer Faculty Development Conference that brought together 221 faculty members from campus community
- expanded collaboration and partnerships with various institutes and centers affiliated with the College of Business Administration, including \$6.5 million from DeVos Foundation for National Consortium for Academics and Sport

## ■ participated in activities related to evolving Florida state-level governance

- enhanced collaborative research through an agreement with Scripps Research Institute
- helped create the Florida LambdaRail, high band-width network, to connect ten Florida universities and provide a gateway to research around the world
- signed joint resolution, The Regional Strategy for Higher Education



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# SI 8: Partnerships with Schools

- UCF will increase its university-wide involvement in K-12 education in order to provide leadership that results in becoming Florida's leading K-12 partnership university.
- coordinator
  - Lance Tomei for Sandra Robinson

# SI 8: Partnerships with Schools

- **UCF Academy for Teaching, Learning, and Leadership provided research-based professional development for school administrative teams to improve student achievement**
  - collaborated with Progress Energy – UCF Leadership Institute
  - attended by 13 central Florida district administrative teams in five sessions
  - presented state-of-the-art information by nationally respected speakers who facilitated dialogue among school administrators
  - received funding of \$100,000
- **UCF Academy for Teaching, Learning, and Leadership supported many campus-wide events**
  - presented more than 300 workshops, seminars, and training institutes
  - facilitated orientations, open house meetings, and information sessions
  - participated in more than 500 planning and assessment meetings
  - received funding of more than \$350,000

# SI 8: Partnerships with Schools

- **provided support via faculty to Orange County's Blue Ribbon Panel study on schools of best practice**
  - facilitated focus groups at 15 Orange County schools
  - hosted follow-up meetings on UCF campus
  - identified success factors for Orange County Public Schools that exceeded expected results
- **maintained an Education Advisory Committee consisting of local school district, school, community, and alumni representatives**
  - held meetings at UCF in September 2005 and March 2006
- **hosted program-specific advisory group meetings**
  - Counselor Education, Early Childhood Education, Exceptional Education, and School Psychology

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# SI 8: Partnerships with Schools

- **collaborated with school and community organizations in pursuit of grant funding opportunities**
  - designed to enhance teacher education programs, educational leadership programs, and K-12 student learning outcomes
  - submitted grant proposals for more than \$27 million; approximately \$16.4 million funded
- **held departmental retreat focusing on program improvement priorities**
  - attended by selected representative from
    - Elementary/Middle Education Advisory Group
    - Secondary Education Advisory Group
    - K-12 Education Advisory Group

# Pathway Three: Strengthen UCF's Services and Processes

- *Strategic Initiative 9:*  
Increase Operational Excellence
- *Strategic Initiative 10:*  
Enhance UCF Community
- *Strategic Initiative 11:*  
Increase Visibility
- *Strategic Initiative 12:*  
Enhance University Resources

# SI 9: Operational Excellence

- UCF will enhance operational excellence by exceeding internal and external stakeholder expectations at all instructional locations to gain a competitive advantage through a reputation as a customer-friendly environment.
- coordinators
  - Joel Hartman
  - Judy Monroe for William Merck
  - Julia Pet-Armacost

# SI 9: Operational Excellence

- **completed CoC-SACS accreditation reaffirmation reports and site visit with positive outcome including a commendation**
  - planning and budget processes in compliance
- **formed Operational Excellence Council**
- **created Space Planning, Analysis and Assessment team**
  - completed comprehensive inventory of instructional spaces
- **upgraded PeopleSoft Financials to version 8.9**
  - UCF is the first university in U.S. on this version
- **continued dialogue between Finance & Accounting and multiple user focus groups; expanded on-line support**
- **converted application processes for USPS and A&P personnel to on-line format resulting in 24/7 access**

# SI 9: Operational Excellence

- **expanded myUCF portal performance and functionality**
  - improved myUCF Grades
  - recorded more than 2.1 million user sessions during year
- **established Data Warehouse structure**
  - constructed ten years of historical student data
  - cleaned and validated over seven million records
  - completed two successful pilot projects using Admissions Profile data
- **improved services in Undergraduate Admissions and Student Financial Aid offices**
  - enhanced Web interface to encourage on-line applications
  - improved efficiency in processing documents
  - delivered better customer service
  - implemented a "phone bank" to assist callers with financial aid questions
  - offered financial aid sessions in Spanish

# SI 10: UCF Community

- UCF will foster an inclusive and supportive environment that values students, faculty members, and staff members and their contributions to the UCF community, resulting in increased diversity and improved employee morale.
- coordinator
  - Valarie King for the Diversity and Inclusiveness Council

# SI 10: UCF Community

- **implemented activities that focused on recruitment, retention, recognition, and satisfaction of faculty and staff**
  - included Affirmative Action/Equal Opportunity Programs, Diversity Initiatives, Faculty Teaching and Learning Center, Human Resources, and Women's Research Center
- **sponsored workshops with approximately 4,000 participants; investment of approximately \$283,000 from Human Resources**
- **sponsored diversity awareness and training sessions for almost 2,000 participants including more than 1,400 employees**
- **recognized employees**
  - Annual Awards Program and Davis Productivity Awards Program
  - Employee of the Month and Employee of the Year
  - Incentive Efficiency Program
  - Intangible Suggestion Component
  - Series Recognition Ceremony: Leadership Excellence, Star Series, Supervisory Skills, and Teamwork



# SI 10: UCF Community

- established UCF Memorial Wall at Millican Hall
- implemented strategies to encourage and support diverse representation on nearly 30 committees, policy groups, and councils
- supported the UCF community with over 70 educational and training opportunities
- provided special services to Physical Plant employees
  - new orientation program in Spanish
  - classes in English as a second language twice per week
- offered individual and group consultations on diversity, leadership, and cultural competence
- assessed level of satisfaction of all employees via *Quality of Life Survey* conducted by Women's Research Center

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# SI 10: UCF Community

- hired six faculty members through the Provost's Diversity Enhancement Program
- hosted the summer Faculty Development Conference with more than 170 attendees
- hosted the winter Faculty Development Conference with more than 70 attendees
- continued Leadership Enhancement Program with 12 graduates; five promoted after completion of program
- established an exit interview system for A&P and USPS personnel

# SI 11: Visibility

- UCF will enhance marketing and public relations efforts to elevate its local, national, and international reputation as a leading metropolitan research institution by becoming more visible through heightened marketing of its strengths, documenting and publicizing the quality of its programs and research with targeted groups, and enhancing athletics.
- coordinators
  - Daniel Holsenbeck
  - Tom Huddleston
  - Diane Trees for Helen Donegan

# SI 11: Visibility

- **supported proposal for UCF College of Medicine**
  - designed, developed, and delivered numerous collateral pieces during varying stages of the communications campaign
  - organized the College of Medicine task force
  - designed and coordinated the initiative's political strategy
- **implemented UCF Branding Campaign**
  - established the first brand identity and integrated marketing campaign in collaboration with dozens of individuals, the UCF Foundation, and academic departments
  - increased visibility via a variety of print, radio, television, and internet opportunities
  - designed and developed new marketing materials for Undergraduate Admissions
  - realized significant financial savings from integrated approach

***...UCF Stands for Opportunity***



# SI 11: Visibility

- **established UCF Media Relations Council to facilitate communication with external media**
- **provided original programming for the UCF Channel**
  - presented six shows featuring faculty, research and university-sponsored events and programs; produced environmental series, *Naturally Central Florida*, which aired on local, public television and government channels
- **amended the Campus Master Plan and the subsequent Master Development Agreement**
- **redefined and filled staff positions to support Student Outreach**
- **increased regional, national, and global presence**
  - The Metropolitan Center initiated a study, *Central Florida: Our Region in the Year 2050*; The Global Perspectives Office hosted an international conference on terrorism

# SI 11: Visibility

- **participated in multiple outreach activities**
  - enhanced Diversity Outreach efforts such as Hispanic Business Expo, Hispanic Summit, and Martin Luther King Jr. Holiday Commission
  - provided Community Outreach through participation in non-profit activities: American Heart Walk, the American Cancer Society's Relay for Life, March of Dimes Knight Walk, and the American Heart Association's annual gala
- **played instrumental role in UCF's recognition of Economic Development Project of the Year**
  - awarded by the University Economic Development Association and CoreNet Global
  - collaborated to support the expansion of Electronic Arts; supported the creation of Florida Interactive Entertainment Academy
  - included partnerships with Metro Orlando Economic Development Commission, City of Orlando, Orange County Government, and Electronic Arts

# SI 11: Visibility

- **secured funding for UCF Priorities in 2006 Legislative Session**
  - major Public Enrollment Capital Outlay projects included Bio-Medical Science Center, Utilities/Infrastructure, SCC-UCF Joint Use Facility, Physical Sciences Building
  - FIEA and life sciences
  - UCF on-campus stadium on the approved projects list for bond financing
- **provided leadership in discussions on legislative adoption of university bond financing policies**
- **solicited Federal Funding of Research Projects**
  - secured federal funding of \$9,430,000 in the FY 2006 spending bills for six UCF research projects: Team Performance Enhancement through Human-Agent Collaboration; Florida Turbines Research Initiative; In Vitro Surrogate Lung Testbed; X-Ray Photonics; Chloroplast Genomics and Genetic Engineering; Florida Law Enforcement Data Interoperability Consortium



# SI 11: Visibility

- **supported UCF Athletics Association, Inc.**
  - collaborated with the Athletics Department and several administrative offices to secure an on-campus stadium
  - developed a series of direct-mail pieces to UCF neighbors
  - built and maintained a stadium website
  - participated at more than a dozen community events with assistance from the public relations firm hired to assure adequate public support for stadium project
  - teamed with the UCF Foundation on fundraising collateral
  - coordinated athletics promotional material and ticket sales
  - set new revenue records for new ticket sales

# SI 12: University Resources

- UCF will increase funding through partnerships and support from external sources.
- coordinators
  - Tom O'Neal for M.J. Soileau
  - Denise Young

# SI 12: University Resources

- **developed multidisciplinary teams**
  - provided support for large, multi-year efforts via dedicated personnel and other resources in the Office of Research and Commercialization
  - provided support for large scale efforts by commitment from one senior-level development person in ORC
  - received three out of 30 Multidisciplinary University Research Initiative awards given in the United States
  - increased number of joint appointments especially from the new Nanoscience Technology area

# SI 12: University Resources

- **enhanced funding for niche areas that support the UCF mission and goals**
  - obtained more than \$3 million in funding to support UCF's Commercialization, Incubation, and Entrepreneurship from Seminole County, Orange County, and the City of Orlando
  - received from Harris Corporation a \$3 million donation for the College of Engineering & Computer Science
    - matched by an additional \$3 million in state funds,
    - anticipated name of the building is Harris Corporation Engineering Center, pending approval of the university's Board of Trustees

# SI 12: University Resources

- **enhanced funding for niche areas that support the UCF mission and goals...continued**
  - received from Dr. Phillips Inc. a donation of \$2.5 million to establish the Dr. P. Phillips School of Real Estate in the UCF College of Business Administration
  - combined with state matching funds, the gift will create a \$5 million endowment for the school to support
    - Howard Phillips Eminent Scholar Chair in Real Estate
    - Dr. P. Phillips Institute for Research and Education in Real Estate
    - Dr. P. Phillips scholarship program for real estate students

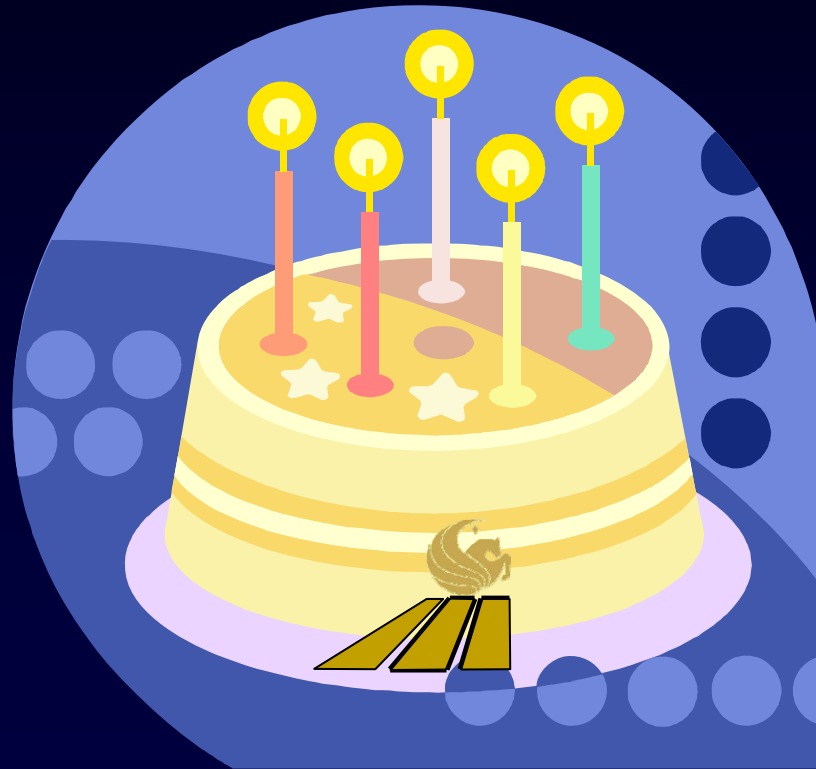
# SI 12: University Resources

- **prioritized the university's philanthropic opportunities with significant input from academic leadership and university community**
  - UCF Foundation realized conclusion of eight-year capital campaign with total contributions of over \$310 million
  - current year gifts of \$35.7 million
    - donor response of 14,770 exceeded
    - record-setting donor participation of 14,694 in previous year
- **improved alumni giving as a result of mechanisms to support UCF fundraising efforts**
  - increased number of alumni donors by 130 percent between FY04 and FY06
  - received \$5.3 million, a 380 percent increase, from alumni donors between FY04 and FY06



University of Central Florida

# Happy 5<sup>th</sup> Birthday, Pathways to Prominence



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Questions?

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