



Strategic Planning Annual Report

**Presentation to the President,
Provost, and Strategic Planning
Council**

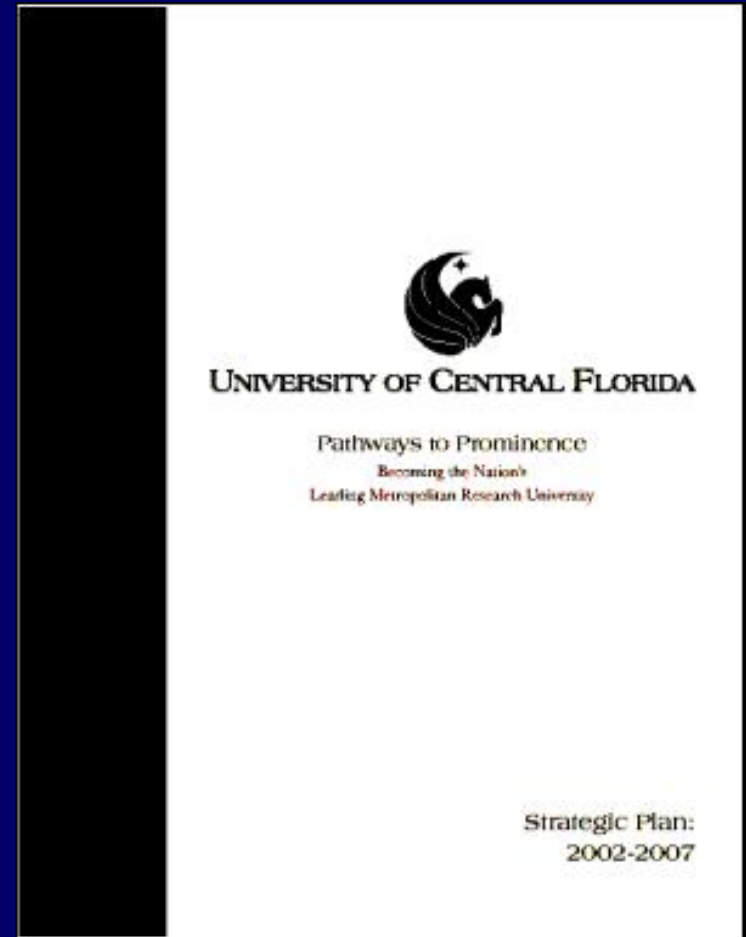
September 30, 2004

Purpose

- overview of process
- highlights from the 12 Strategic Initiatives
- next steps

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
- UCF vision: be the nation's leading metropolitan research university
- strong college model
 - 12 strategic initiatives
 - focused areas
 - guidance for other plans



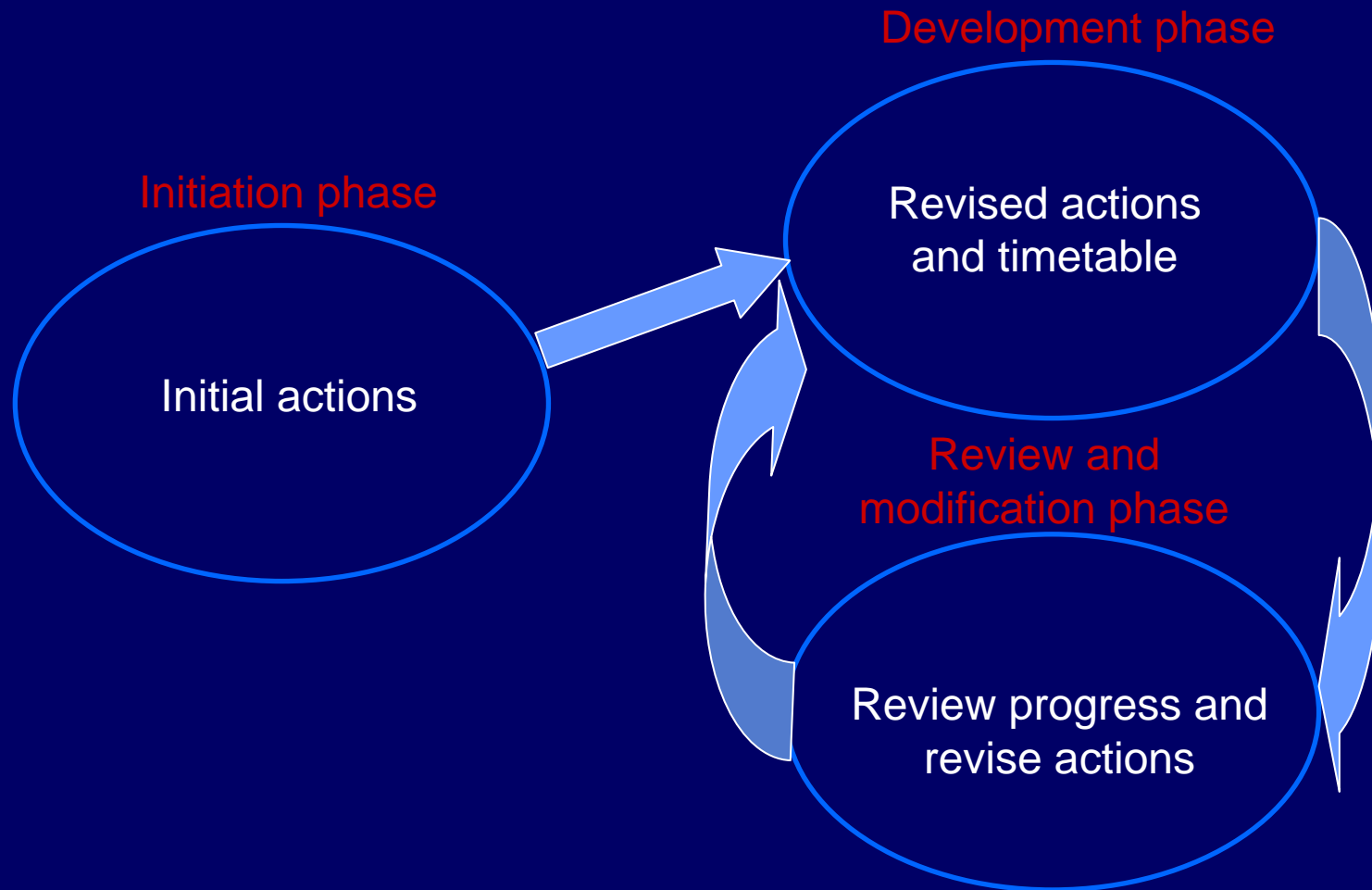
Who Participated in the Process?

- focus groups (faculty, community members, staff, 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

UCF Goals

- Goal 1: Offer the best undergraduate education available in Florida.
- Goal 2: Achieve international prominence in key programs of graduate study and research.
- Goal 3: Provide international focus to our curricula and research programs.
- Goal 4: Become more inclusive and diverse.
- Goal 5: Be America's leading partnership university.

Implementation Process



Implementation Strategy

- assign each initiative to an implementation team
- teams review and clarify actions, prioritize objectives and actions, and track progress
- each initiative team reports three to five most significant accomplishments to university community annually

SI 1: Undergraduate Education

■ initiative

- 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

- Tom Huddleston
- Rick Schell
- Ron Atwell

SI 1: Undergraduate Education

- created task force to define the UCF EXPERIENCE
 - diverse members from faculty and staff
 - formed focus groups (students, faculty, alumni and employers) to collect data on the current UCF experience
 - reviewed demographic and survey data on currently enrolled students related to student success in a university setting
- established new retention, graduation, and career development initiatives
 - targeted programs for FTICs
 - Learning and Interacting with New Knights (LINK)
 - Golden Opportunities

SI 1: Undergraduate Education

- established an Office of Undergraduate Studies and named a dean
 - established and expanded undergraduate engagement activities
 - service-learning, undergraduate research, common theme initiative (Brown v Board of Education)
 - increased professional development opportunities for full-time faculty, adjuncts, and graduate teaching assistants
 - moved toward greater faculty and student participation in the General Education Program at UCF
- Graduate on Track (GOT) program

SI 2: Graduate Education

■ initiative

- 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
- Ben Morgan

SI 2: Graduate Education

- established a benchmarking process to identify graduate programs of prominence
 - completed for eight programs
 - planning to extend to all graduate programs
- implemented all new programs in SUS master plan
 - initiating new master plan for new graduate programs
 - placing priority on identifying funding mechanisms to support them
- developed 10 year enrollment plans for all programs
 - contributing to the development of a comprehensive UCF enrollment model (SI 6)

SI 3: Research and Creative Activities

■ initiative

- 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 Kathryn Seidel
- Tom O'Neal for M.J. Soileau

SI 3: Research and Creative Activities

- secured \$10 million grant from State of Florida to create Florida Photonics Center of Excellence
- created partnerships with Seminole County
- created Small Business Innovative Research (SBIR) fast-track program under Florida High Tech Corridor matching grants program to help companies win SBIR phase II awards

SI 3: Research and Creative Activities

- established a benchmarking and productivity study
 - interdisciplinary and creative activities in the arts and related programs
 - administrative processes that support these activities
- expanded public relations efforts to increase visibility, and announce successful research and creative activity efforts on campus

SI 4: Visual and Performing Arts

- initiative

- 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

- Kathryn Seidel

SI 4: Visual and Performing Arts

- created an arts task force that recommended a new administrative structure for the visual and performing arts
 - integrate the vision of Art, Music, and Theatre
 - expand partnerships
 - strengthen the support structure for research and creative activities across the Arts
- establishing a benchmarking process to determine a new funding model for the arts programs
- started offering workshops in grant writing to all programs in College of Arts and Sciences including the arts programs

SI 5: Regional Economic Development

■ initiative

- 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

- created position of Director of University Economic Development and hired a director
- established Institute for Economic Competitiveness in College of Business
- College of Business Administration created Technology Entrepreneurship Institute and programs at the graduate, and undergraduate levels.
- UCF's School of Film and Digital Media has entered into a partnership with Electronic Arts, an industry leader in electronic games and entertainment.

SI 5: Regional Economic Development

- UCF Technology Incubator awarded incubator of the year
- created Venture Lab with Orange County and the College of Business Administration and Office of Research to explore commercial viability of faculty and student business ideas
- expanded activities of the Metropolitan Center for Regional Studies
- assumed a leadership role in the Regional Board of Advisors

SI 6: Access

■ initiative

- 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

- Ron Atwell for Tom Huddleston
- Gordon Chavis for Tom Huddleston
- James Drake for Michael Sweeney
- Joel Hartman

SI 6: Access

- created a working group to develop a comprehensive enrollment planning model
- created new admissions website
- launched UCF Web Portal, with full roll-out summer '04
 - customized access for faculty, staff, students with single sign-on
- expanded UCF Virtual Campus
- restructured regional campus system and hired a new Vice Provost

SI 7: Collaboration

■ initiative

- 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

- Linda Chapin for Helen Donegan
- Diane Chase

SI 7: Collaboration

- enhanced community and external university partnerships
 - Office of the Special Assistant to the President for Global Perspectives; Metropolitan Center for Regional Studies; Community Affairs Division; Office of Undergraduate Studies; Division of Graduate Studies; Office of Research; University Relations Division
- co-sponsored the Zora Neale Hurston Film Festival and Writers in the Sun
- established UCF-UF Space Research Initiative
 - \$1M to promote collaborative research projects
- received the 2004 AACTE Best Practice Award for Collaboration with Community Colleges.

SI 7: Collaboration

- enhanced multidisciplinary and interdisciplinary appointments and research
 - clarified rights and responsibilities of joint appointments
 - established system for distributing credit for multidisciplinary grants
- enhanced internal interaction and collaboration
 - 2004 Faculty Summer Development Conference
 - Academic Focus Group
 - Semester Planning and Evaluation Group
 - SDES and Undergraduate Studies
 - Financial Focus Group

SI 8: Partnerships with Schools

■ initiative

- 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.

■ coordinators

- Suzanne Martin for Sandra Robinson
- Jennifer Platt for Sandra Robinson

SI 8: Partnerships with Schools

- established and funded a UCF Academy Fellows Program to support K-12 research projects
- sponsored statewide conferences and summer institutes for improving teaching and learning in K-12 schools
- established a statewide system for providing literacy professional development through the Florida Literacy and Reading Excellence Center
- implemented the professional development portion of the Federal Reading First grant providing assistance to over 400 schools throughout Florida
- provided assistance to schools in educational applications of technology

SI 8: Partnerships with Schools

- expanded university-wide K-12 connections and partnerships
 - engineering K-12 connections (JETS, Robotics, Expanding Your Horizons, Sally Ride Science Festival, Introduce a Girl to Engineering, Girl's Engineering Day, Power Program, High Tech High School, K-12 General Outreach, Exploring Career for Women in Science & Engineering, Engineering Fair Day, SECME)
 - honors educational outreach
 - African-American Studies—African-American history program
 - robotics outreach
 - science fairs and projects

SI 9: Operational Excellence

■ initiative

- 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

- recommended new structure for coordinating operational excellence activities
 - Operational Excellence Council
 - Space Optimization and Planning Team
 - Human Resources Development Team
 - Process Optimization and Technology Enhancement Team
- transitioned to PeopleSoft financial management system (7/1/03)
 - established Financials Focus Group, Administration & Finance Focus Group, and Research Focus Group to address implementation issues
- conducted pilot project with SDES for administrative organizational performance reviews

SI 9: Operational Excellence

- created operational data store and selected data marts (pre-data warehouse)
- created policy on policies committee
- reorganized International Services Center and implemented SEVIS
- implemented new admissions BPM system with imaging technology

SI 10: UCF Community

- initiative

- 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.

- coordinators

- Ron Atwell for Tom Huddleston
- William Faulkner for Tom Huddleston
- Valarie King
- Mark Roberts for William Merck
- Craig Ullom for Tom Huddleston

SI 10: UCF Community

- established committees, within the Diversity and Inclusiveness Council, to address key issues:
 - welcoming climate and sense of community
 - commitment to diversity and inclusiveness
 - needs of diverse student population
- established process to refine and adopt definitions of inclusion and community
- collected data via National Survey of Student Engagement and employee demographic reports for tracking purposes (extension of the data collected for the Commission on Ethnic and Racial Diversity and the Commission on the Status of Women)

SI 10: UCF Community

- established university welcome center for new students and families
- established the McNair Scholar Program and hired the director
- included domestic diversity, and international issues in substantive ways in the curricula
- established clearinghouse to disseminate information on grants, scholarships, and other funding opportunities for protected class students
- completed strategic plan for International Affairs Committee

SI 10: UCF Community

- expanded promotion of UCF Creed
- expanded student involvement programs
 - new student convocation
 - LEAD scholars
- expanded student recognition programs
 - Order of Pegasus
 - leadership awards

SI 11: Visibility

■ initiative

- 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

- Linda Gray
- Jeanne Hartig
- Daniel Holsenbeck
- Diane Trees for Helen Donegan
- James Greenwell for Steve Orsini

SI 11: Visibility

- increased overall media coverage by more than 20 percent over previous year, with substantive increase in national coverage
- coordinated and planned 40th Anniversary celebration for university, including events on and off campus
- created and distributed *UCF Guide to Working with the Media* to all UCF faculty and administrative personnel
- created a marketing task force to address branding and image
- implemented new, and enhanced marketing efforts with refinement of graphic standards

SI 11: Visibility

- created and produced *UCF News for Neighbors*
- increased emphasis on visibility of academic areas
 - applied for Phi Beta Kappa chapter
 - enhanced BOT awareness of UCF's academic status
 - Rhodes Scholar, National Merit Scholars
- hosted UCF National Conference on Leadership Diversity
- moved to Conference USA
- hired nationally recognized football coach
- ticket partnership with Orlando Chamber of Commerce

SI 12: University Resources

- initiative

- UCF will increase funding through partnerships, and support from external sources.

- coordinators

- Edward Neighbor
 - Tom O'Neal for M.J. Soileau
 - Denise Young

SI 12: University Resources

- created automatic faculty member notification system for new research opportunities in their technical areas
- created searchable database of faculty expertise to facilitate quick communications of opportunities
- initiated university-wide faculty luncheons to facilitate faculty networking, and communication
- created IMPACT, a quarterly publication to highlight and celebrate research success
- implemented Federal Priorities Process to identify areas for congressional funding

SI 12: University Resources

- \$10M in new gifts and 9.9% increase in UCF endowment
- 10,000 member milestone for Alumni Association
 - 10.5% participation level for alumni
- 42.5% increase in donors to Annual Fund
 - 60% increase in alumni donors (7.5% giving rate)
- \$12.5M increase for Central to Our Future Campaign
- 8.4% increase in charitable support

Strategic Action Plan Websites

- Strategic plan website
- <http://www.spc.ucf.edu/>
- management website
http://www2.oegas.ucf.edu/oegas2/SPC/position_login.asp
- viewing website
- http://www2.oegas.ucf.edu/oegas2/SPC/strategic_action_plan_menu.asp

Next Steps

- report status for additional actions in process or initiated this year
 - WEB tool available to track progress
- review and modify actions; identify priorities for next year
- tie actions to budget
- coordinators to identify “actors” and collect reports
- 2005 report requirements
 - 2005 progress and approximate expenditures
 - 2006 plans and budget commitments

Questions?

***Pathways
to
Prominence***

<http://www.spc.ucf.edu>