

UF

THE DECADE AHEAD

and

A STRATEGY FOR ENHANCING UF RANKINGS



UF PRESIDENT W. Kent Fuchs

OUR ASPIRATION

The University of Florida will be
a premier university that the state,
nation and world look to for leadership.

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TRUSTEES**

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**GOAL-SETTING
TASK FORCE**

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Lucinda A. Lavelli	Pamela S. Soltis
Michele V. Manual	Cory M. Yeffet
Gary A. McGill	

“As we seek to reach our highest shared aspirations for the University of Florida, these goals and objectives set forth a path that both enlivens our current strengths and establishes a bold new future. I look forward to joining everyone in our university community as we follow this path toward becoming one of the very best universities in the world.”

W. KENT FUCHS
President, University of Florida

“The President’s Task Force on Goals engaged the broader university community in a wide-ranging discussion to guide UF’s future for the next decade. These resulting goals and objectives set a tone for excellence in all that we do.”

WINFRED M. PHILLIPS
Task Force Chair

“UF’s progress in the last decade demonstrates what can be achieved by state leaders, administrators, faculty and students all working in concert. Through this partnership over the next decade UF will become one of the nation’s truly great universities helping to lead the state’s economic development and to improve the lives of its citizens.”

JOSEPH GLOVER
Provost, Senior Vice President

1

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective

UF students, faculty and staff with increasingly diverse demographic and geographic characteristics

Objective

A university climate that is inclusive, supportive and respectful to all

Objective

Diverse, robust educational and interdisciplinary areas of excellence

Objective

Increased Globalization to enhance our effectiveness as world citizens



2

An outstanding and accessible education that prepares students for work, citizenship and life

- Objective**
A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience
- Objective**
Services that are accessible and available in a timely fashion that support students’ health, development and well-being, thereby improving their academic and personal growth and success
- Objective**
Academic programs that promote effective and accessible learning through innovation
- Objective**
High quality student-faculty interactions in mentored research

3

Faculty recognized as preeminent by their students and peers

- Objective**
An increased number of faculty recognized by distinguished awards, fellowships and memberships
- Objective**
An increased number of high-impact scholarly publications and creative works
- Objective**
An increased professional and public visibility of UF faculty
- Objective**
An increased faculty participation in professional service and leadership
- Objective**
A nurturing and invigorating academic and professional environment for all faculty across the research, teaching and service missions of the university



4

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens

- Objective Documented advances in productivity and recognition of UF research programs
- Objective Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship
- Objective Increased extramural and intramural funding that enhances both basic and translational research
- Objective Processes and systems that facilitate excellence in research and scholarship

5

A strengthened public engagement of the university's programs with local, national and international communities

- Objective Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community
- Objective Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society
- Objective Increased technology translation and entrepreneurial activities



6

Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida

- Objective
Alumni who make significant contributions to their professions and society
- Objective
Alumni who engage with and support the university’s educational, research and service missions

7

A physical infrastructure and efficient administration and support structure that enable preeminence

- Objective
A campus with updated facilities, including modern research laboratories; classrooms to support state-of-the-art teaching and learning; contemporary residence halls; and high-quality technology infrastructure
- Objective
An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation
- Objective
An attractive, sustainable and safe campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play



“To build and maintain a great university that can take its place **among the ten or twelve great state universities of the country** is a monumental task and a grave responsibility. Anything less than that status for the University of Florida would place the State herself in an inconspicuous place among the great states of the Union.”

PRESIDENT J. HILLS MILLER

Inaugural Address, 1948

“... A state that has catapulted to a position among the top ten in population in the nation in the last ten years, if it is to reach its full potential in realms other than size, warrants a university **among the top ten in the nation.**”

PRESIDENT ROBERT MARSTON

Inaugural Address, 1975

“... We will be **among the nation's top-five public research universities**. And, we will be the nation's number one public university for comprehensive excellence ...”

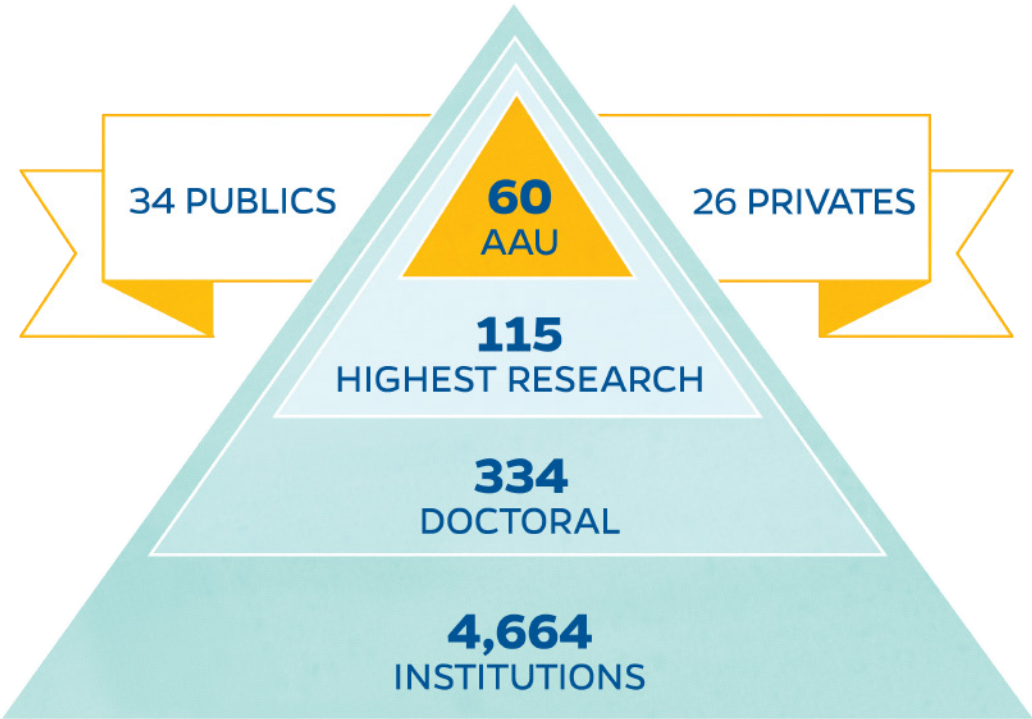
PRESIDENT KENT FUCHS

Inaugural Address, 2015

A STRATEGY FOR ENHANCING UF RANKINGS



Categorization
of Institutions



Latest UF
National Rankings

Times Higher Education Graduate Employability	1 st
Value Colleges – Top 50 Best Value Colleges	1 st
Educate to Career (ETC) College Rankings Index	3 rd
Forbes Best Value Colleges	3 rd
New York Times – College Access Index	6 th
Kiplinger’s Best College Values (In-state)	7 th
Business Insider 50 Best Colleges in America	8 th
U.S. News & World Report Best Colleges – National Universities	9 th
Money Magazine – Best Colleges for Your Money	10 th
Forbes Top Colleges	10 th
Washington Monthly – National Universities	10 th
Washington Post – Combined Rankings	11 th
Wall Street Journal/Times Higher Education – U.S. Ranking	—



Ensembles of Metrics

U.S. News Metrics

- 6-year graduation rate
- Retention rate
- Peer assessment survey
- HS counselor ratings
- Financial resources/student
- Faculty compensation
- SAT
- HS standing in top 10%
- Acceptance rate
- Class size
- % faculty with terminal degree
- % faculty full-time
- Student-faculty ratio
- Graduation rate performance
- Alumni giving rate

Metrics that Matter

- Student-faculty ratio
- Total revenue per student
- Endowment
- National Academy
- Faculty awards
- Total research expenditures
- Research doctoral degrees
- Licenses/options
- Startups
- 4-year graduation rate
- 6-year graduation rate
- SAT

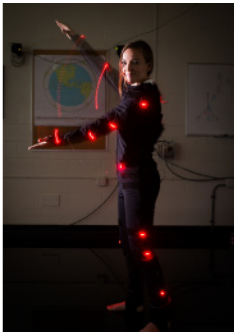
- % BAs enrolled or employed
- Median wages of BAs enrolled full-time
- Average cost to the student
- 6-year graduation rate
- Academic progress rate
- % BAs in strategic emphasis areas
- % undergraduates with Pell Grants
- % graduate degrees in strategic emphasis areas
- Number of faculty awards
- 4-year graduation rate*

- Federal research
- Membership in National Academies
- Faculty honors and awards
- Citations
- USDA, state and industry research funding
- Doctorates awarded
- Postdoctoral appointees
- Undergraduate education

Performance Funding

AAU Membership Indicators

*anticipated



U.S. News Ranking
Criteria, Weights and
Strategy



RANKING INDICATOR	WEIGHT*	STRATEGY
Undergraduate academic reputation Peer assessment survey High school counselors' ratings	22.5% 66.7% 33.3%	Branding campaign Increased recruitment out-of-state Increased number of recruitment events with high school counselors Participation in Common Application
Graduation and Retention Rates Average graduation rate Average first-year student retention rate	22.5% 80.0% 20.0%	Campaign to change culture Align student and faculty incentives Address financial stress
Faculty Resources for 2014-2015 Academic Year Faculty compensation Class Size, 1-19 students Percent faculty with terminal degree in their field Class size, 50+ students Percent faculty that is full-time Student-faculty ratio	20.0% 35.0% 30.0% 15.0% 10.0% 5.0% 5.0%	Merit and market equity raises Additional faculty hires Legislative appropriations Capital campaign
Student Selectivity for Fall 2014 Entering Class Critical reading and math portions of SAT, composite ACT scores High school class standing in top 10% Acceptance rate High school class standing in top 25%	12.5% 65.0% 25.0% 10.0% 0.0%	Branding campaign Increased recruitment out-of-state Increased number of recruitment events with high school counselors Participation in common application
Financial Resources Financial resources per student	10.0% 100.0%	Legislative appropriations Capital campaign Other UF-generated funds
Graduation Rate Performance Graduation rate performance	7.5% 100.0%	Campaign to change culture Align student and faculty incentives Address financial stress
Alumni Giving Average alumni giving rate	5.0% 100.0%	Campaign to increase alumni giving

*Figures in bold for each ranking indicator are the overall weights for that indicator. Percentages under the bolded weights are the relative contributions of each factor for that indicator.

