



Tactics to Achieve the Goals of UF's Strategic Plan

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UF

Strategic Plan Goals	Tactics
Hire 500 additional faculty over two years. This will have a profound impact on almost all of UF's goals, objectives and metrics	<ul style="list-style-type: none"> • Class Size and student-faculty ratio • Pedagogy • Research initiatives • Outreach • Reputation
Compete effectively to recruit world-class faculty and graduate students	<ul style="list-style-type: none"> • Increase faculty and graduate assistant compensation to competitive levels • Provide state-of-the-art facilities
Improve 4- and 6-year graduation rates	<ul style="list-style-type: none"> • Student culture: change the mindset • Financial: get to the finish line • Policies: eliminate administrative hurdles
Assure student success post-UF	<ul style="list-style-type: none"> • Expand Career Resource Center (now) • Students required to register with CRC effective Fall 2017 • Additional career counselors
Emphasize faculty success and scholarly productivity	<ul style="list-style-type: none"> • Initiative to increase faculty honors and awards • Implementation of REDS database as a tool to understand the UF research enterprise and to help faculty and industry find collaborators. • Review college progress through Academic Analytics • Maintain research doctoral degrees
Grow the research enterprise and technology transfer success	<ul style="list-style-type: none"> • New datasciences building • New director of Office of Technology and Licensing • Emphasize federal and total research expenditures
Strengthen fundraising to enhance the university environment and assure the future through endowment growth	<ul style="list-style-type: none"> • Complete \$3B capital campaign • Strengthen campaign to raise endowed chairs to support faculty • Improve alumni giving rates
Influence public perception	<ul style="list-style-type: none"> • Implement branding campaign • Targeted communications to key peer groups

Hire 500 additional faculty over two years. This will have a profound impact on almost all of UF's goals, objectives and metrics

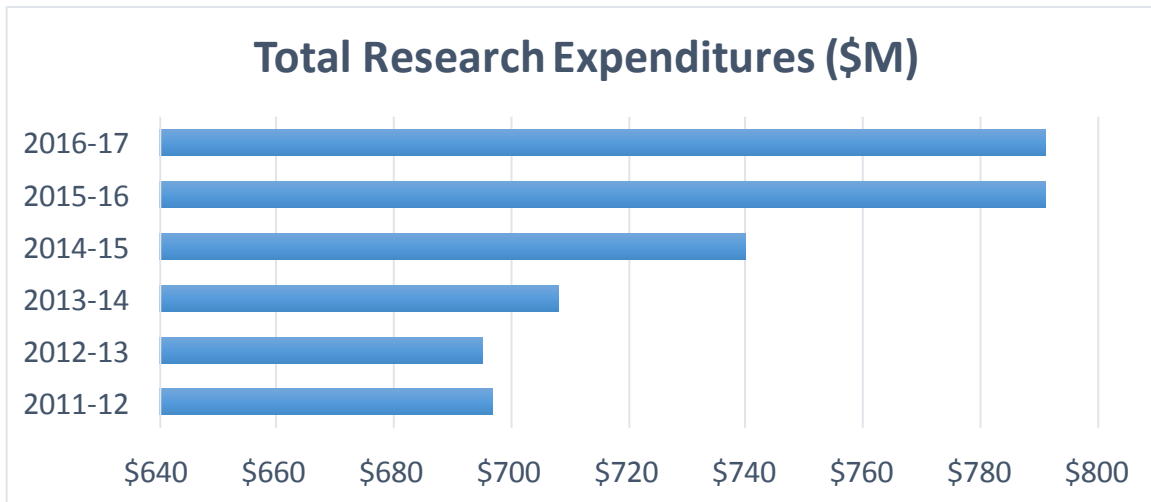
- **Class Size and Student-Faculty Ratio.**— US News rankings value small class sizes and a student-faculty ratio competitive with our peers (in the neighborhood of 16:1)

Student-to-Faculty Ratio		
<u>Year</u>	<u>UF</u>	<u>Rank among Top Public Research Peers</u>
2012	21:1	17:1
2013	21:1	17:1
2014	21:1	17:1
2015	21:1	16:1
2016	20:1	Not Available
Source: IPEDS		

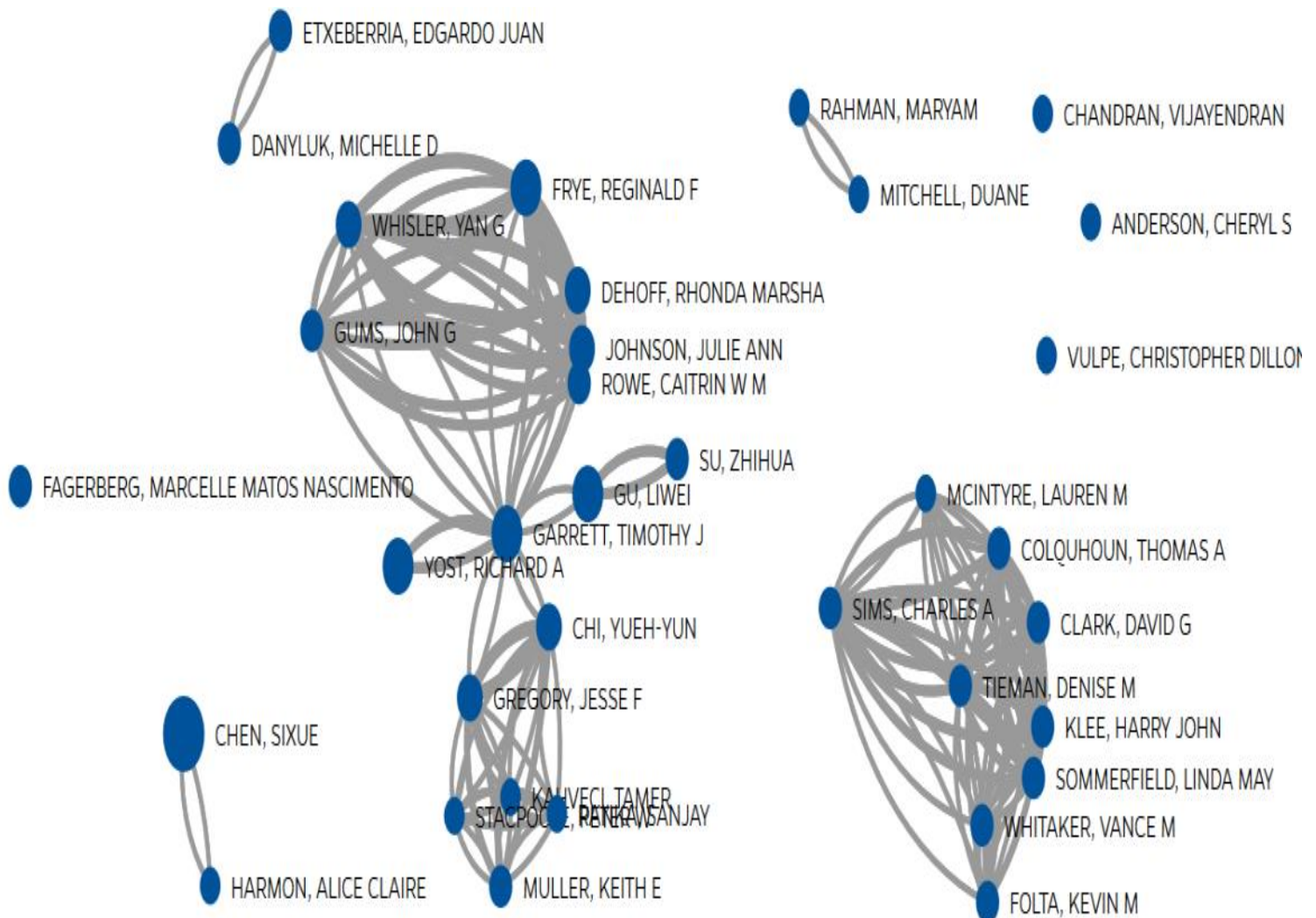
- **Student Success and Pedagogy** – Modernizing delivery in introductory STEM courses. E.g. revising delivery of engineering calculus from large lecture format to small-class active learning format. National projects (AAU and APLU) have proven this substantially increases student success rate and retention in calculus—the gateway course to all STEM.



- **Research Initiatives** – Research expenditures currently in \$790M range annually (14th among public universities). Goal is to raise that to \$1B annually.



- **Academic Analytics REDS system** – Offers industry the opportunity to “see” our research initiatives, research groups, and the expertise of our faculty.

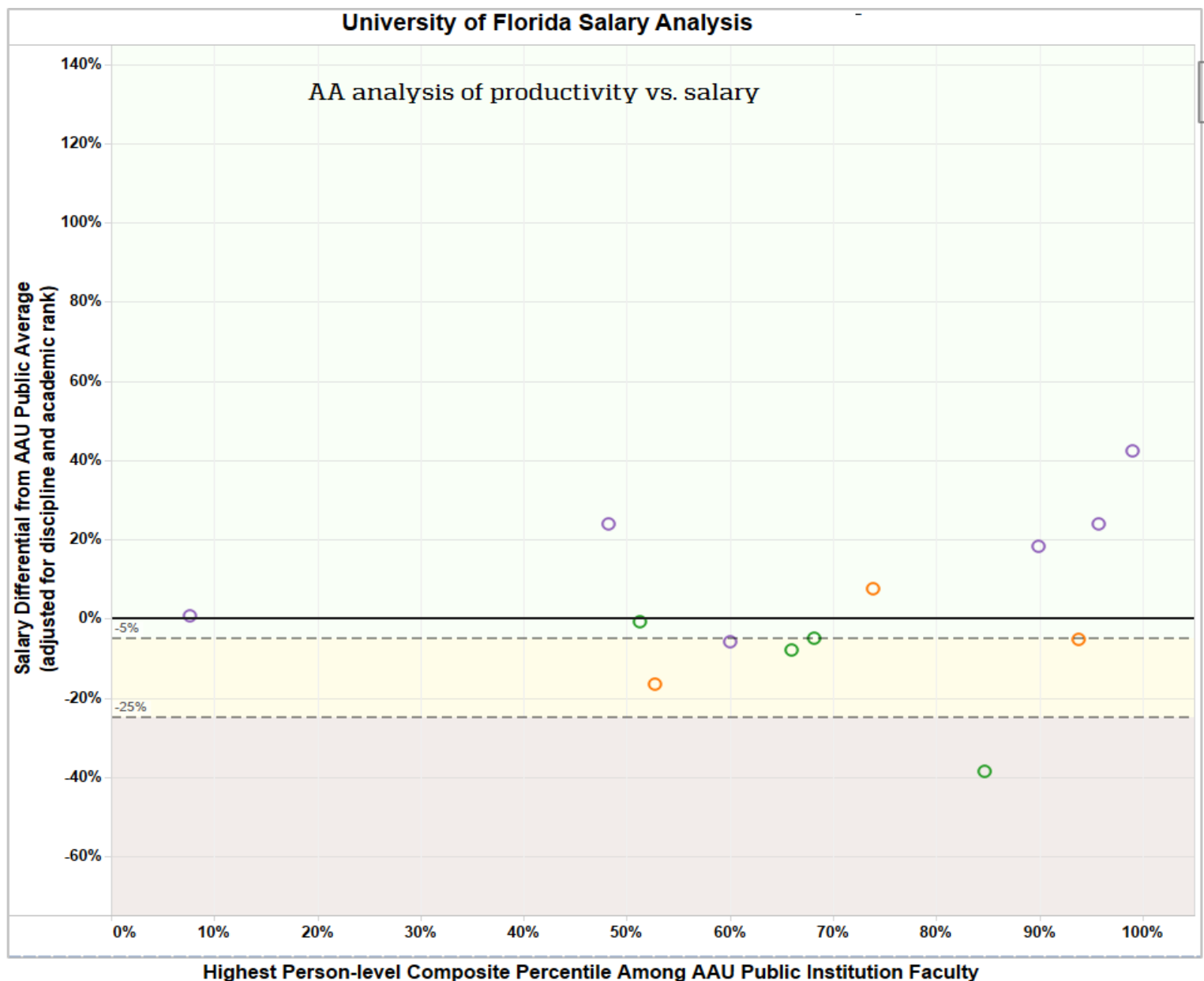


Compete effectively to recruit world-class faculty and graduate students

- **Increase faculty and graduate assistant compensation to competitive levels**

		FY12	FY13	FY14	FY15	FY16
Top 10 median salary of professors without UF		\$122,764	\$134,984	\$140,564	\$145,821	\$141,275
UF		\$126,552	\$128,032	\$133,470	\$133,657	\$137,216
UF index to Top 10		1.03	0.95	0.95	0.92	0.97

- ♦ **Address the salaries of highly productive faculty members who are under market**



- **Provide state-of-the-art facilities**

- ♦ Recent completion of **Joseph Hernandez Chemical Biology** building
 - ◇ Ensures modern laboratory facilities to recruit faculty
 - ◇ Ensures modern teaching facilities for this important discipline for STEM students



Improve 4- and 6-year graduation rates

US NEWS AND WORLD REPORT Measures



US News Metrics

- 6-year grad rate
- First Year Retention
- 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

UF 4-Year Graduation Rate: **67%**

Current 4-Year Graduation Rate Ranking among US News Top 10 Universities: **9**

Current 4-Year Graduation Rate Ranking among AAU publics: **11**

4-Year Graduation Rate of the 10th-Ranked Institution: **68%**

Number of Students Needed to Increase to 4-Year Graduation to Reach Top 10: **66**



An increase in the UF 4-Year Graduation Rate will move us into top 10 in the 6-year Graduation Rate metric and will help improve the overall ranking of UF.

Average time to degree = 4.1 years

Top Ten 4-Year Graduation Rates

Top Publics in US News	US News Public Rank	4 year grad rate (2010 cohort)
University of California-Berkeley	1	76%
University of California-Los Angeles	1	74%
University of Virginia-Main Campus	3	88%
University of Michigan-Ann Arbor	4	76%
University of North Carolina at Chapel Hill	5	84%
College of William and Mary	6	85%
Georgia Institute of Technology-Main Campus	7	41%
University of California-Santa Barbara	8	69%
University of California-Irvine	9	71%
University of Florida	9	67%
University of California-San Diego	9	59%
University of California-Davis	12	55%
University of Wisconsin-Madison	12	57%

Fall 2010 Entering FTIC Cohort



- **Total: 6345**

- Graduated in 4 Years: 4275
- Graduated in 5 Years: 1084
- Graduated in 6 Years: 172
- Continuing: 52
- Left UF: 762

Distribution of Majors of the 5-Year Graduates:

Entering Cohort 2010	N
Engineering	524
Liberal Arts and Sciences	160
Business Administration	107
Agriculture and Life Sciences	104
Health and Human Perform	69
Journalism and Communication	63
Arts	24
Design	17
Education	8
Public Health	5
Nursing	2

CULTURE: CHANGING THE MINDSET

- Preview + New Student Convocation
- “Think 30” Campaign
- Freshman Interest Groups
- Advising Practices

FINANCES

Goals

- ☐ Reduce the number of undergraduate students who end enrollment due to financial issues
- ☐ Educate undergraduate students on the financial aid process and its importance
- ☐ Enhance communication to undergraduate students with financial issues

To be eligible, a student must:

- ☐ Be an undergraduate
- ☐ Have filed a FAFSA
- ☐ Demonstrate financial need
- ☐ Have unpaid charges other than tuition
- ☐ Meet with an academic advisor to discuss their degree plan
- ☐ Complete three online financial literacy training modules

Micro Grant / Early Intervention Updates and Comparison

Micro Grant	Early Intervention for Students who Withdrew	Early Intervention to Prevent Cancellation	TOTALS Micro Grant and Early Intervention Programs
Fall 2016, Spring 2017, Summer 2017	Summer 2016, Fall 2016, Spring 2017, Summer 2017	Summer 2016, Fall 2016, Spring 2017, Summer 2017	
Number of Students Identified	Number of Students Identified	Number of Students Identified	Number of Students Identified
2,190	296	2,245	4,718
Number of Students Responding	Number of Students Responding	Number of Students Responding	Number of Students Responding
233	109	300	637
Total Number of Micro Grant Awards Fall 2016, Spring 2017 and Summer 2017		Total Number of Respondents Not Cancelled for Non-Payment	Total Number of Respondents Not Cancelled for Non-Payment
73		261	261
Students Who Received a Micro Grant in Fall, Spring or Summer 2016-17 that Enrolled Fall 2017	Total Number of Students Enrolled Fall 2016, Spring 2017 or Fall 2017	Total Number of Students Enrolled Fall 2016, Spring 2017 or Fall 2017	Total Number of Micro Grant Awards Fall 2016, Spring 2017 and Summer 2017
61	60	235	73
			Total Number of Students Enrolled in Subsequent Terms
			356

Through early intervention, 261 students were not cancelled for non-payment.

Through the Micro Grant and Early Intervention Programs,

356 students

remained enrolled in subsequent terms.

August 2017

Micro Grant / Early Intervention Enrollment Status 2016-17*

Micro Grant	Early Intervention for Students who Withdrew	Early Intervention to Prevent Cancellation	TOTALS Micro Grant and Early Intervention Programs
Students Enrolled	Students Enrolled	Students Enrolled	Students Enrolled
61	38	181	280
Students Graduated	Students Graduated	Students Graduated	Students Graduated
6	11	58	75
Students who Ceased Enrollment	Students who Ceased Enrollment	Students who Ceased Enrollment	Students who Ceased Enrollment
6	60	61	127
Total Micro Grant Students	Total Number of Early Intervention for Students who Withdrew	Total Number of Early Intervention to Prevent Cancellation Students	Total Number of Micro Grant and Early Intervention Program Students
73	109	300	482

* Status as of fall term 2017



- A true Block Tuition would be an incentive to 4-year graduation

POLICIES & TOOLS

- Institute four-year universal tracking
- FL Statute 6.016: Requires 9 hours of summer enrollment. 15% of students escape this requirement by petition
- Excess credit hours: Up to 45 accelerated credits do not count towards excess credit hours, so students may accumulate up to 3 extra semesters.
- Excess credit hours: dual majors and dual degrees. If both degrees completed, no excess charge for 2nd major/degree. If only one of the two majors/degrees completed, then excess hours applies to second incomplete major degree.
Investigate: process for approving dual major/degree. (In the 2010 cohort, 526 graduated with a dual major/degree.
- Continue to develop Learning Analytics and early interventions

CURRICULUM

Program Level Evaluation

- **Programs over 120 total credit hours** (*Fall 2010 Cohort, 4-Year GR = 67%)

College	Number of Programs over 120 CH	Range of Total Credits	Average 4-Year Graduation Rate*	Average 5-Year Graduation Rate*	Average 6-Year Graduation Rate*
Arts	3	122-125	60%	78%	81%
DCP	2	125-144	69%	85%	95%
Engineering	14	125-134	23%	80%	92%
JOUCO	4	124	80%	93%	93%
Nursing	1	121	95%	96%	96%

- **All programs:**

- Applicability of mathematics and chemistry pre-requisites
- Adjust final exam schedule and offer proactive tutoring to students in deadly combinations
- Revise pedagogy and pathways in mathematics
- Offer high demand courses in summer

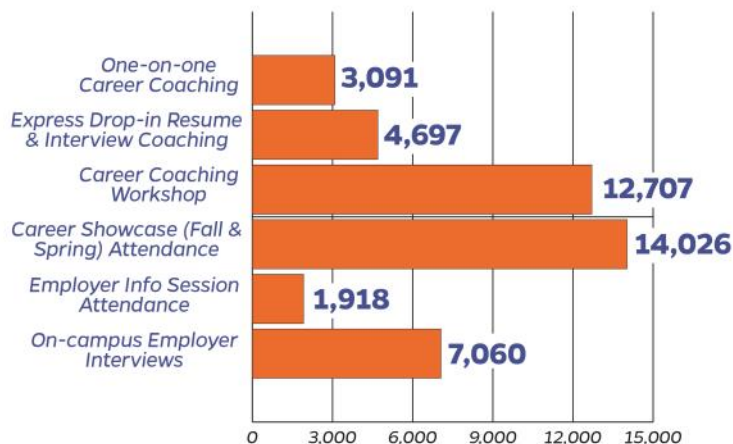
Assure students success post-UF

- **Expand Career Resource Center (in process)**

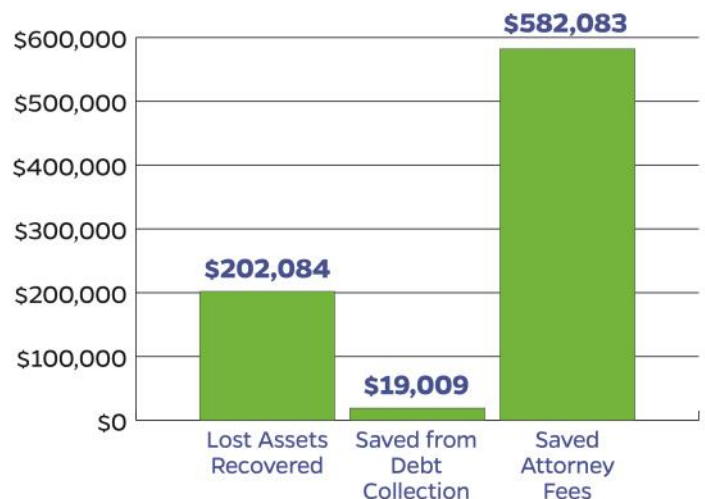


- **Students required to register with CRC effective Fall 2017**
- **Additional career counselors**
- **Number of Bachelor of Arts degrees in STEM—Top 10 in U.S.**

Career Resource Center: UF Student Coaching & Employer Engagement



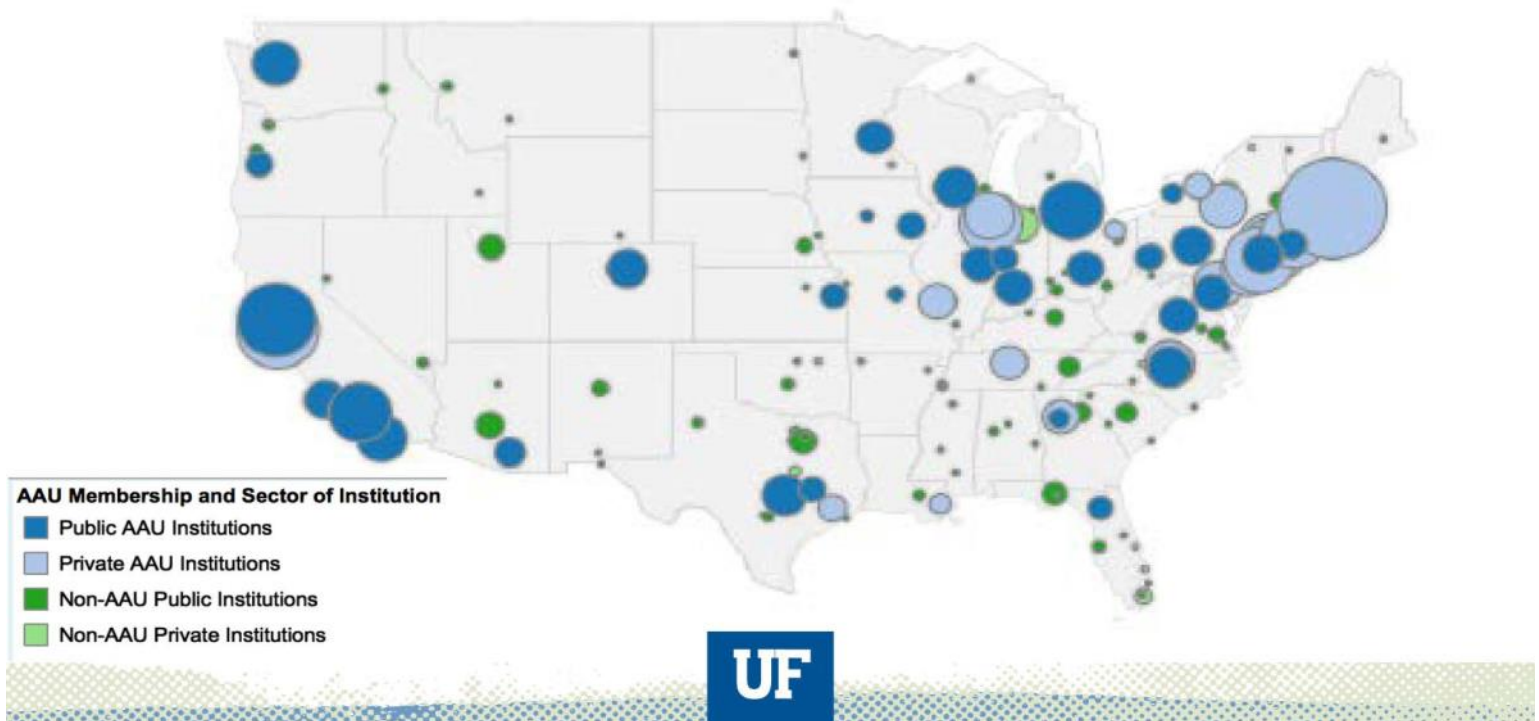
UF Student Savings with Student Legal Services



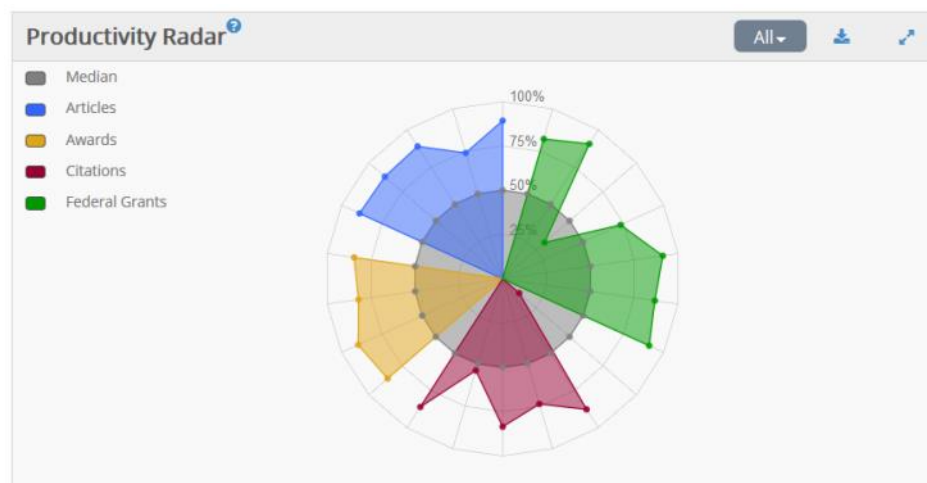
Emphasize faculty success and scholarly productivity

- Initiative to increase faculty honors and awards

Awards by AAU Membership and Sector



- Implementation of **REDS database** as a tool to understand the UF research enterprise and to help faculty and industry find collaborators.
- Review college and department progress through **Academic Analytics**

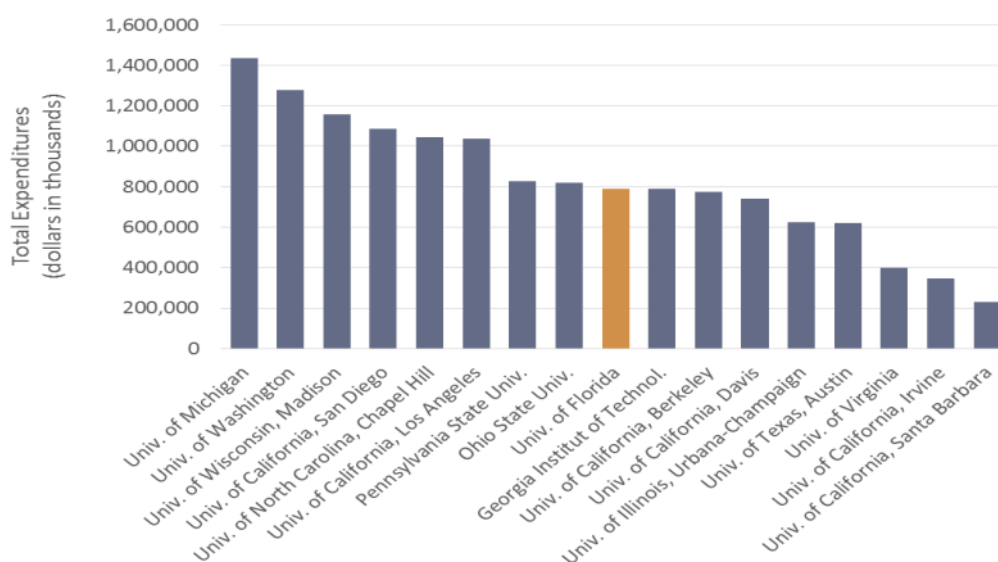


- Maintain research doctoral degrees

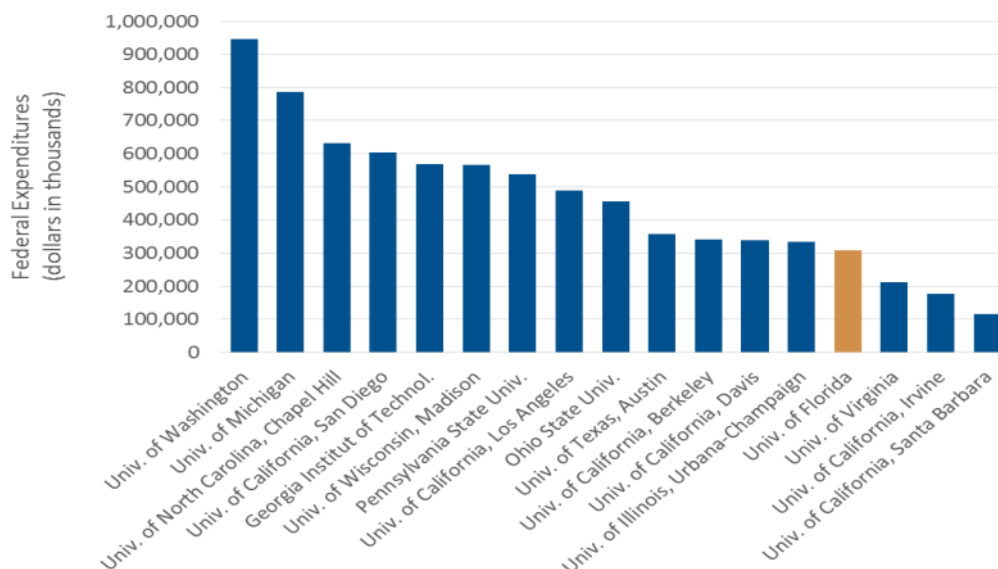
Grow the research enterprise and technology transfer success

- **New datasciences building**
- **New director of Office of Technology and Licensing**—Jim O’Connell
 - ♦ Maintain national leadership in tech transfer (patents, licenses, startups)
- **Emphasize federal and total research expenditures**

Total Research Expenditures, FY ‘16 Top Research



Federal Expenditures, FY ‘16 Top Research



Strengthen fundraising to enhance the university environment and assure the future through endowment growth

- **Complete \$3B capital campaign**
- **Strengthen campaign to raise endowed chairs to support faculty**
- **Improve alumni giving rates**



Influence public perception

- **Implement branding campaign**
- **Targeted communications to key peer groups**

GO
GREATER



