

COLLECTIVE IMPACT

STRATEGIC PLAN



Five 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

Our Impact

We use the **power of scale and the pursuit of excellence** to solve tomorrow's greatest challenges and to make a **better future for our students and society**.

Through learning, discovery, and partnerships, **we transform lives and livelihoods**.



BY THE NUMBERS

1,000+ PARTICIPANTS

60+ ORGANIZATIONS

3,334 STUDENT SURVEY RESPONSES

31 PRIORITY METRICS

34 PLANNING COMMISSION MEMBERS

116 INSTITUTIONALIZATION TEAM MEMBERS

- Campus Stakeholders
- Community Stakeholders
- Orange County Government
- City of Orlando
- Orlando Economic Partnership



SCALE x EXCELLENCE =

IMPACT

Our Promise

Harness the power of scale to transform lives and livelihoods

Attract and cultivate exceptional and diverse faculty, students, and staff whose collective contributions strengthen us

Deploy our distinctive assets to solve society's greatest challenges

Create partnerships at every level that amplify our academic, economic, social, and cultural impact and reputation

Innovate academic, operational, and financial models to transform higher education

Our Charge

Lead large Florida metropolitan areas in percentage of bachelor's degree attainment, reaching **top quartile** nationally by 2035

Double national and international recognition of faculty and student excellence, and **quadruple** recognition by 2035

Double research awards, becoming a **top 50** research university by 2035

Generate **\$10 billion** in economic, social, and cultural impact, growing to **\$25 billion** by 2035

Attract **\$100 million** in new funding from sources other than students, families, and taxpayers, becoming 20% of total educational funding by 2035

Thematic Teams and Priority Metrics

Increasing Student Access, Success, and Prominence	Strengthening Our Faculty and Staff	Growing Our Research and Graduate Programs	Creating Community Impact Through Partnerships	Leading Innovation in Higher Education
Degree Attainment	Faculty Prominence	Research Awards and Patents	Arts and Cultural Impact	Foundation Endowment
Graduation and Retention	Endowed Professorships and Chairs	Postdoctoral Appointees	Regional Initiative for Societal Impact	Diversify New Funding Sources
Excellence and Access	Diversity and Inclusiveness	Graduate Enrollment and Degrees Awarded	Intellectual Anchor for Industry Clusters	Innovation in Online, Teaching, and Learning

Five-year Institutionalization Plan



Metric: Achieve 92% Retention



STRATEGY

Enhance access to academic progress information

Enhance university academic advising and coaching systems

Increase student engagement



ACTION

- Leverage myKnight STAR (Success, Tool, and Advising Resources)
- Advance early and continuous career development interventions

- Create inventory of academic advising systems
- Establish assessment and accountability measures

- Expand high-impact practices curricular pathway
- Advance co-curricular learning opportunities
- Expand learning communities

Metric Alignment

	Collective Impact	FL BOG Strategic Plan	Preeminence Metric
Public University National Ranking	●	●	✓
Endowment Size	●		●
Grow to 1,200 Full-Time Tenure/Tenure-Track Faculty	●		
National Academy Memberships	●	●	✓
25% New Hire Diversity	●		
6-Year Graduation Rate	●	●	●
Freshman Retention Rate	●		●
Average GPA and SAT Score	●		✓
Increase Graduate Student Headcount	●		
Number of Post-Doctoral Appointees	●		●
Doctoral Degrees Awarded Annually	●	●	✓
National Ranking in Research Expenditures	○		✓
Double Research Awards	●	●	
Non-Medical Science and Engineering Research Expenditures	○	●	✓
Science and Engineering Expenditures	○	●	●
Patents Awarded	●		✓

● Aligned metric

○ Indirect metric

✓ Has met state's 2017 metric for Preeminence designation

UCF STRATEGIC PLAN

Creating our Collective Impact

Home

Promises

Implementation

Progress

Champions

Creating Our Collective Impact

UCF is a model for higher education in the 21st century, poised to make a better future for our students and society. Focused on the next 20 years, we're setting the course for our university and our community with a bold, new strategic plan that will transform the way we teach, learn and engage. Based on the idea that bigger is better, we are challenging long-held assumptions about the role and scope of higher education. We are multiplying the power of our scale by our constant pursuit of excellence to change the world. This means setting big goals — and working together — to achieve our collective impact.

Want to know more about
Collective Impact?

View a summary of our promises and
strategies.

DOWNLOAD PDF



