



# UNF Strategic Plan

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*Greatness ~~STARTS Here~~* **NOW**

*Uniquely* UNF

JANUARY 13, 2020

# Guiding Philosophy

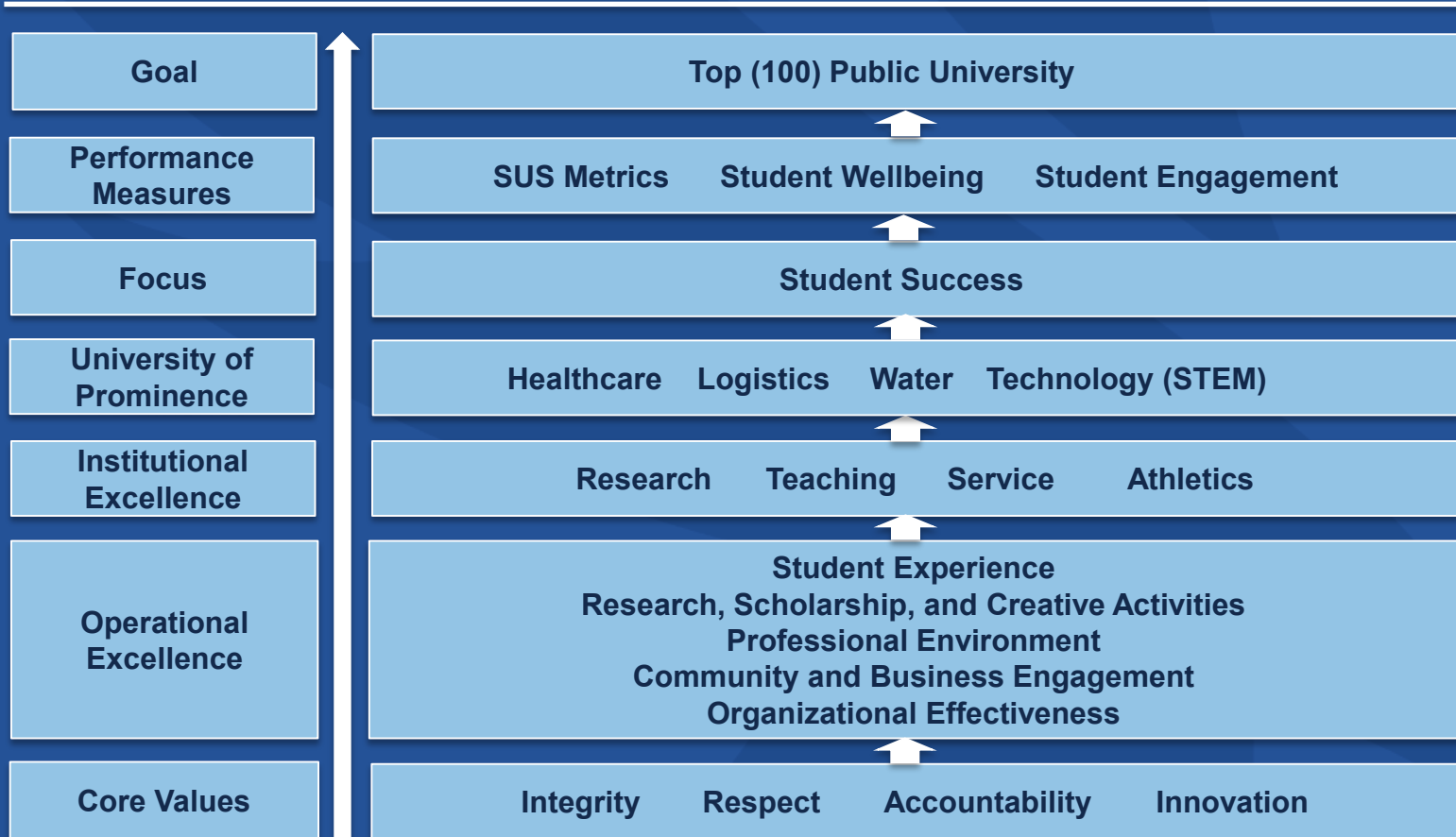
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The guiding philosophy behind UNF's strategic plan embraces the following principles, among others:

- ✓ Student-Centered
- ✓ Excellence
- ✓ Innovation
- ✓ Partnerships
- ✓ Inclusion
- ✓ Uniquely UNF
- ✓ Goodness and Morality



# UNF Strategic Map to Greatness



# Strategic Goal, Mission, and Vision

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## Strategic Goal:

University of national prominence with north Florida as our catalyst and student success as our mantra.

## Mission:

Our student-centered mission is to create the next generation of thinkers, leaders, and problem solvers with the knowledge and experience to uniquely change the world.

## Vision:

We will be the higher education nexus where diverse students, faculty, and organizations from around the world collaborate and creatively innovate for the advancement of society.

# Institutional Values

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## Value Statement:

We achieve excellence in all we do; we are an institution of uncompromising character; we lead with humility, humanity, and integrity.

## Institutional Values:

**Integrity** - We do the right thing for the right reason at the right time.

**Respect** - We treat everyone with kindness, we are informed by the perspectives of others, and we draw strength from our differences.

**Accountability** - We are responsible for how the outcomes of our actions affect others and our environment.

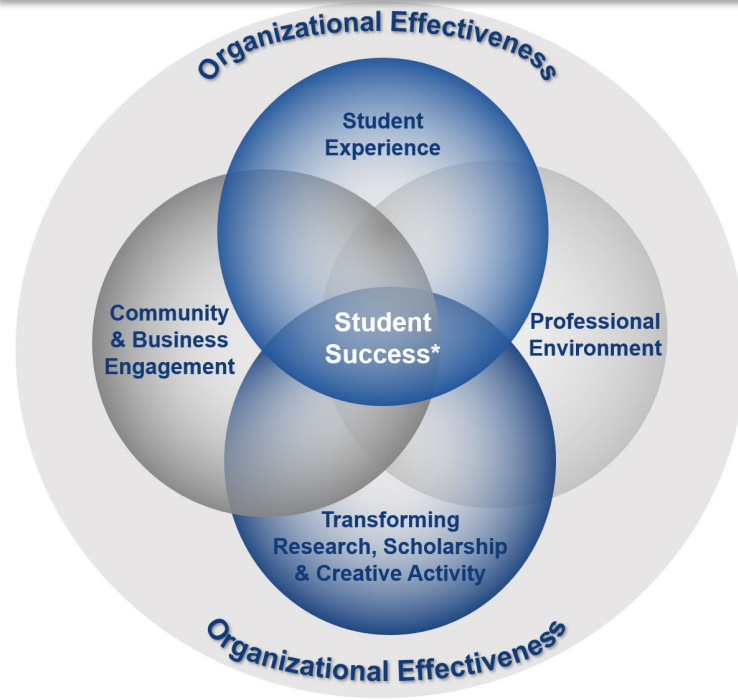
**Innovation** – We harness creativity and talent to turn challenges into opportunities and problems into solutions in a uniquely UNF way.

# Goal-Based Framework for Student Success

## Student Success:

Students succeed when they are provided with the tools and opportunities to make the most of their experience, enabling them to reach and exceed their goals.

## Academic and Administrative Excellence



# Goals: Academic and Administrative Excellence



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## Research Excellence

Faculty research will be of high quality, focusing on publications in respected and premier journals, research grants from prestigious foundations, memberships in leading academies, curations and performances in partnership with prominent organizations, as well as other professional outcomes demonstrating national leadership in one's field.

## Teaching Excellence

Excellence is expected in every teaching effort with a focused approach on the quality of instruction and student success. Each faculty member will demonstrate an ethos of student care, kindness, and mentorship. Experiential learning will be the cornerstone of every classroom experience.

## Service Excellence

Faculty, staff, and students will engage in a culture of teamwork and continuous improvement, recognizing the role outstanding service to both the university and the community play in making UNF a university of distinction.

## Athletic Excellence

UNF will compete at the highest level for conference, regional, and national championships. Our coaches, staff, and student athletes will embody integrity and sportsmanship and demonstrate an unwavering commitment to student-athlete wellbeing and academic success.

# Goals: Student Experience



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## Experiential Learning

Lead the nation in experiential learning by offering innovative academic programs of relevance augmented by community-based learning, study-abroad activities, student-faculty research experiences, practicums, and internships.

## Precision Advising, Counseling, and Teaching

Offer students a holistic, personalized experience to ensure a smooth transition to college, sustained academic progress, and timely graduation and career placement success.

## Student Wellbeing

Promote the health and wellbeing of our students by providing both needed services and an environment that fosters physical and emotional resilience.

## Osprey Pride

Create a culture of Osprey Pride in all UNF activities on campus and beyond.

## Cultural and Social Opportunities

Provide distinctive educational, cultural, and social opportunities for students by integrating the campus with the surrounding community.



# Goals: Research, Scholarship, and Creative Activities



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## Research Reputation

Significantly elevate and transform UNF's national reputation for research, scholarship, and creative activity to one of excellence associated with high-impact, high-quality publications, exhibitions, awards, and fellowships.

## Research Expenditures

Significantly expand research expenditures, elevating UNF's ranking among universities for expenditures on research and development as measured, for example, in the annual NSF HERD Report.

## Graduate, Research Programs

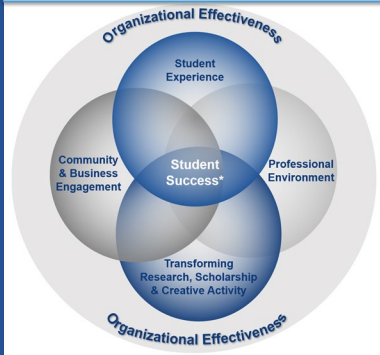
Create transdisciplinary as well as other relevant discipline-specific master's and doctoral programs in alignment with the Board of Governors' defined areas of strategic emphasis and UNF's research strengths.

## Carnegie Classification

Achieve at least R2 High Research Activity Status in the Carnegie Classification of Institutions of Higher Learning.

# Goals: Professional Development

## Academic and Administrative Excellence



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## Workforce Composition

Attract and retain a vibrant and diverse group of faculty and staff that reflect the society in which we live, further seeking to create a culture of collaboration where resources are shared to maximize impact.

## Professional Development

Provide a breadth of professional development and training activities to ensure faculty growth and relevancy. This includes mentoring faculty and staff into positions of increased service leadership to enhance both their role in the success of the institution and our practice of shared governance.

## Assessment

Establish norms for performance evaluations that provide clear, consistent, and honest feedback on efforts; rewarding and recognizing where people excel and constructively identifying areas for improvement.

# Goals: Community and Business Engagement



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## Inspire Service

Encourage community service engagement among all students through participation in community-based learning experiences, voluntary service, or other appropriate forms as part of UNF's commitment to its Carnegie Classification for Community Engagement.

## Experiential Learning

Engage every student with community partners through either a curricular or co-curricular program activity (e.g., practicum, internship, research) prior to graduation.

## Entrepreneurial Ecosystem

Achieve formal recognition for strength in applied research in community settings and with private sector partners as part of UNF's key role in the statewide entrepreneurial ecosystem.

# Goals: Organizational Effectiveness



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## Financial Resources

Seek monetary support through the UNF Foundation, government sources, and private sector to support innovative academic programs, research, facilities, and student scholarships.

## Infrastructure

Transform technology across the entire enterprise to meet the current and future needs of the university and its constituents. Maximize efficiency across units by optimizing resource allocation, organizational structures, and streamlining workflows to accommodate a five-year enrollment target of 20K students.

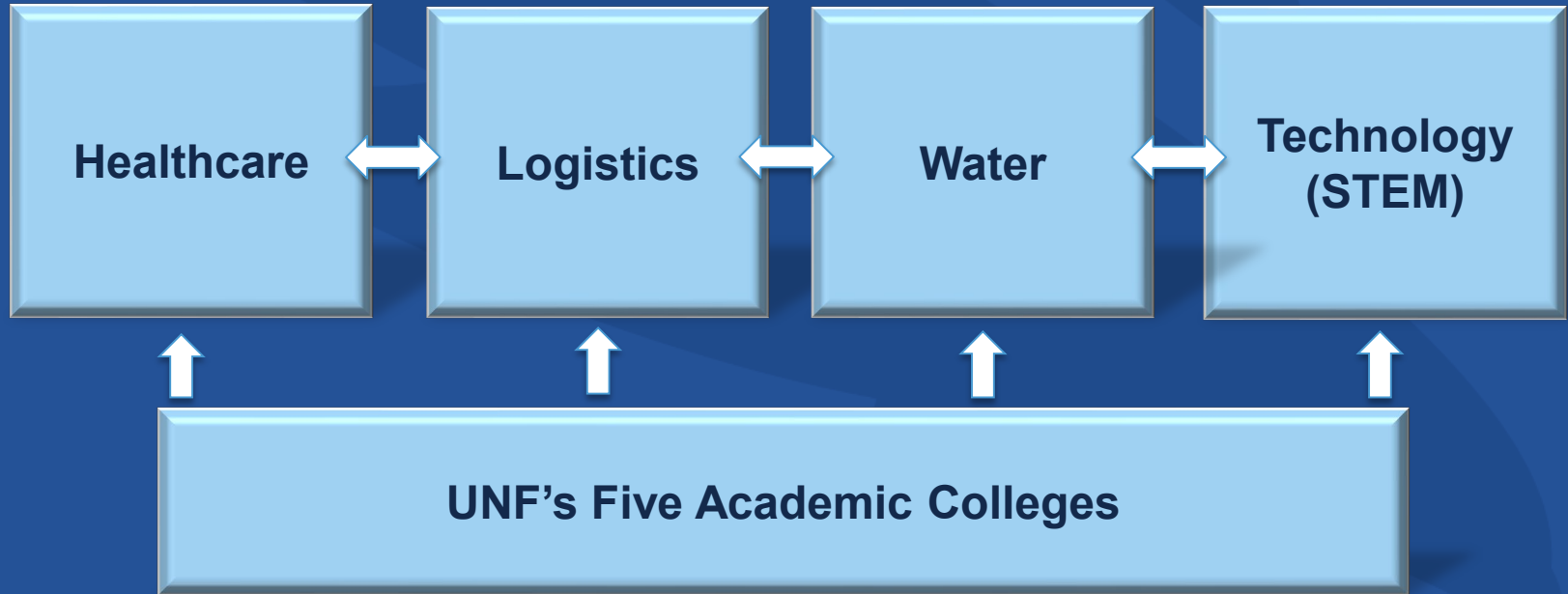
## Marketing and Communication

Develop a unified brand strategy, consistent visual identity, and successful media deployment to elevate UNF's reputation as a world-class brand. Included is an internal communication strategy that informs the campus community and promotes a culture of engagement and collaboration.

# Areas of University Distinction

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“Matching Competencies to Needs, Students to Jobs”



# Tracking Success and Driving Behaviors

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## SUS Performance-Based Funding Metrics

### ***UNF's Goal:***

Achieving “excellence” and not just “improvement”  
Targeted ambition of being a “10” on each metric

### ***Specific Areas of Immediate UNF Emphasis (accessibility, affordability, completion):***

Metric 3, Net Tuition & Fees per 120 Hours (cost of education)

Metric 4, Four-Year Graduation Rate

Metric 5, Academic Progress Rate (second-year retention)

Metric 7, University Access Rate (percentage of UGs with Pell grants)

## Other, Internal UNF Metrics

Student Engagement Scores

Student Wellbeing Assessments

Faculty Wellbeing Assessments

## Other, External Recognition Metrics

National Rankings of UNF (short-term goal of Top 100, public university)

National Rankings of UNF Programs

# UNF Student Promise

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With students as its focus, UNF will pursue UNIQUE approaches to:

- ✓ Experiential Learning:
  - Projects
  - Internships
  - International immersion
  - Business and community partnerships
- ✓ Precision Advising, Counseling, and Teaching
- ✓ Faculty Engagement, Student Research
- ✓ Character Development, Problem-Solving
- ✓ Graduate School Pathways
- ✓ Continue to Produce Graduates to Support Florida's Future Talent Needs