A collection of symbolic objects including a chessboard, medals, a compass, and glasses. The chessboard is in the top left, with several pieces visible. Two medals are prominently displayed: one with a red ribbon and a white star, and another with a blue ribbon and a white star. A compass is in the bottom left, and a pair of glasses is in the bottom center. The background is a light, textured surface.

Strategic Planning Process: 2001-2006 Strategic Initiatives and Objectives

Strategic Planning Council Review

December 5, 2001



Purpose of Today's Meeting

- ◆ Overview of the SP review process
 - Approach
 - Involvement
- ◆ Revised Mission, Vision, Values
- ◆ Identify major areas of strategic focus
- ◆ Review “Strategic Initiatives”
- ◆ Example of Objectives
- ◆ Example of Actions
- ◆ Discussion

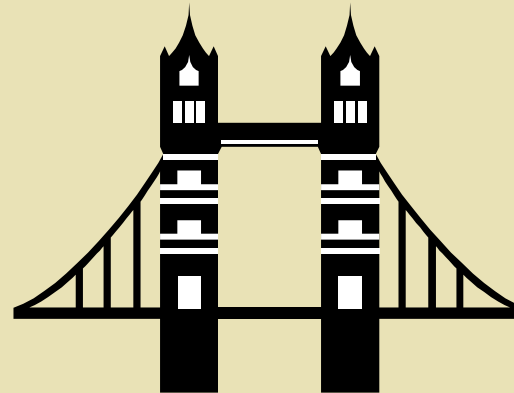


Strategic Planning Process

- ◆ Existing UCF Strategic Plan
 - *Charting the Course 1996-2001*
- ◆ Strategic Planning Council
 - University Committee (Faculty Senate)
 - Dr. Essam Radwan, Chair
 - Executive Committee revised the Mission, Values, Vision
- ◆ Dual approach to more detailed analysis
 - Unit strategic planning reviews—bottom up
 - Focus groups—cross-cutting
- ◆ Involvement
 - Strategic Planning Council
 - Faculty, staff, administrators, students
- ◆ Purpose is to identify *strategic initiatives and objectives*

Strategic Thinking

NOW

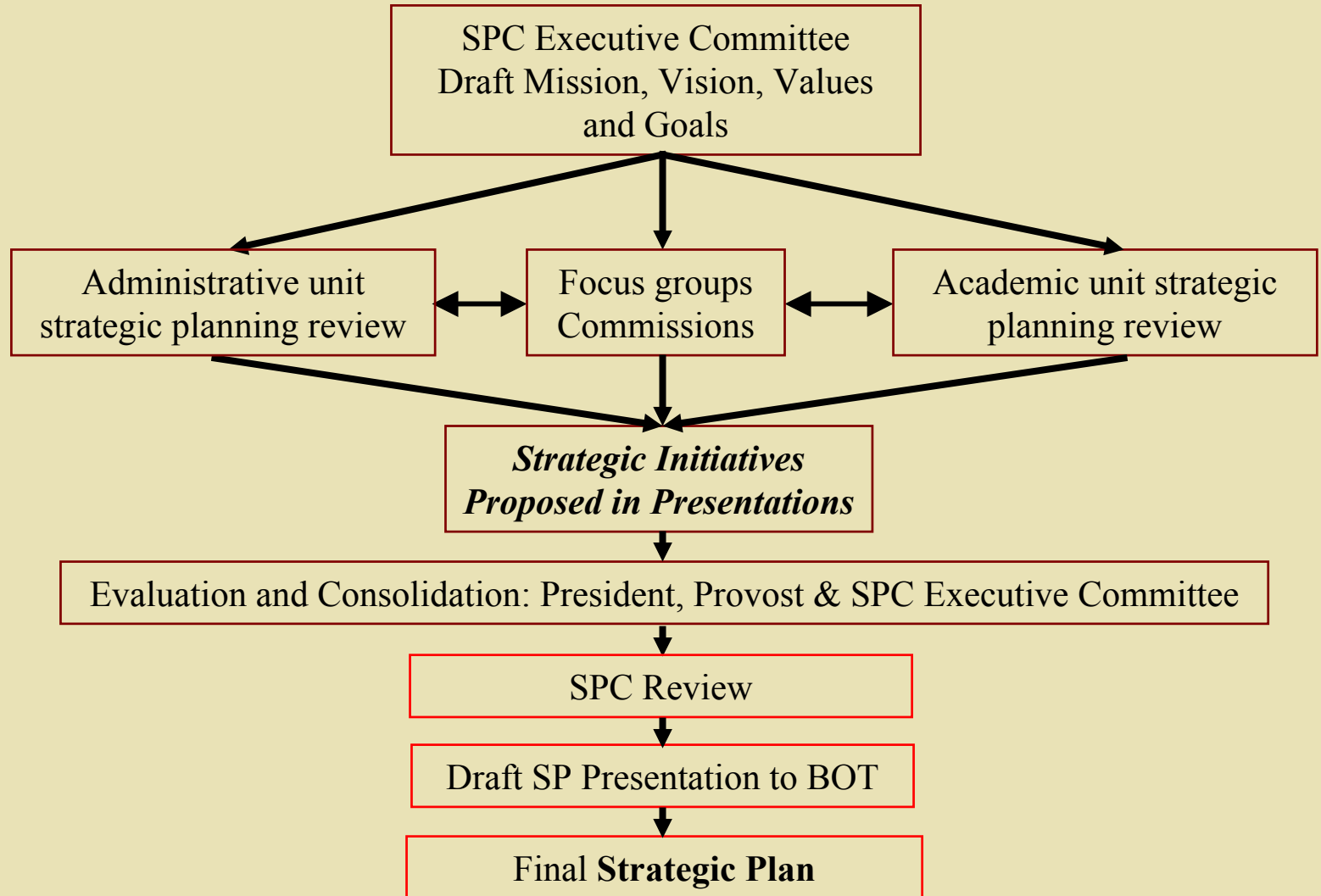


FUTURE

CRITICAL ISSUES

The leading
Metropolitan
Research
University

Strategic Plan Update Process Overview





“Metropolitan Research University” —Working Concept

- ◆ Metropolitan
 - Serve surrounding communities, their diverse and expanding populations, their connecting technological corridors, and their international partners
- ◆ Research
 - Conduct research and creative activities that support the metropolitan region
 - Conduct broad-based research and creative activities that establish a major presence and recognition
 - Conduct research and creative activities in key areas that achieve national and international prominence



Draft UCF Mission

- ◆ The University of Central Florida is a public multi-campus metropolitan research university, dedicated to serving its surrounding communities with their diverse and expanding populations, technological corridors, and international partners.
- ◆ The mission of the university is to offer high quality undergraduate and graduate education, student development, and continuing education; to conduct research and creative activities; and to provide services that enhance the intellectual, cultural, environmental, and economic development of the metropolitan region, address national and international issues in key areas, establish UCF as a major presence, and contribute to the global community.



Draft UCF Core Values

- ◆ Integrity, scholarship, creativity, community, and excellence are the core values that guide our conduct, performance, and decisions.



Draft UCF Vision

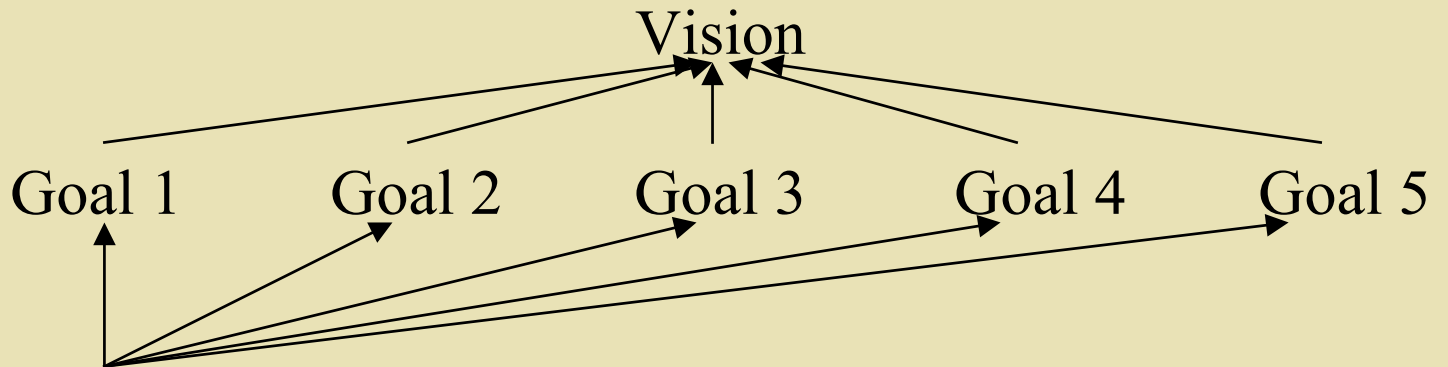
- ◆ The University of Central Florida will be the *leading metropolitan research university*, recognized for its vital intellectual, cultural, technological, and professional contributions to the metropolitan region, and renowned for its outstanding programs and partnerships.



Current SP Goals for UCF

- ◆ Offer the best undergraduate education available in Florida
- ◆ Achieve international prominence in key programs of graduate study and research
- ◆ Provide international focus to our curricula and research programs
- ◆ Become more inclusive and diverse
- ◆ Be America's leading partnership university

Relationships



Strategic Initiative 1

Objective

Action

Action

Objective

Action

Action



What is a Strategic Initiative?

- ◆ Areas of focus of effort that will make major contributions to achieving one or more UCF goals
- ◆ Strategic initiative is supported by objectives and actions with measurable targets (amount and time)



What is *Strategic* for UCF?

- ◆ Proposed Strategic Initiatives (225)
 - Focus Groups 72
 - Academic areas 112
 - Administrative areas 31
 - President's Commissions 10
- ◆ SPC Executive Committee
 - Evaluation 33
 - Consolidation **12**



Proposed Strategic Initiatives

- ◆ Excellence in Undergraduate Education
- ◆ Prominence in Graduate Studies
- ◆ Excellence in Research and Creative Activities
- ◆ Access to Educational Excellence
- ◆ Increased Visibility
- ◆ Enhanced Collaboration
- ◆ Expanded Partnerships with Schools
- ◆ UCF Community
- ◆ Operational Excellence
- ◆ Visual and Performing Arts
- ◆ Enhanced Resources
- ◆ University-based Governance



Excellence in Undergraduate Education

- ◆ 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.



Prominence in Graduate Studies

- ◆ UCF will increase its emphasis on graduate and professional education, building a culture of excellence in order to achieve international prominence in selected areas of graduate study.



Excellence in Research and Creative Activities

- ◆ UCF will expand the necessary infrastructure and rewards to support high quality, high impact, and multi-disciplinary research and creative activities to achieve international recognition.



Access to Educational Excellence

- ◆ UCF will improve access to educational opportunities that meets the needs of a diverse population of students.



Increased Visibility

- ◆ UCF will enhance marketing and public relations efforts to elevate its local, national, and international reputation as a leading metropolitan research institution.



Enhanced Collaboration

- ◆ UCF will increase its efforts to create, encourage, and facilitate internal and external opportunities for collaboration.



Expanded Partnerships with Schools

- ◆ UCF will increase its university-wide involvement in K-12 education.



UCF Community

- ◆ UCF will foster an inclusive and supportive environment that values the contributions of students, faculty members, and staff members to the UCF community.



Operational Excellence

- ◆ UCF will enhance operational excellence by exceeding internal and external customer expectations on all campuses, utilizing communications, technology, and human resources as key enablers.



Visual and Performing Arts

- ◆ UCF will offer high-quality visual and performing arts education, research, and creative activities.



Enhanced Resources

- ◆ UCF will increase funding and support from external sources.



University-based Governance

- ◆ UCF will work with the new governance structure to optimize opportunities to achieve excellence.



Proposed Strategic Initiatives

- ◆ Excellence in Undergraduate Education
- ◆ Prominence in Graduate Studies
- ◆ Excellence in Research and Creative Activities
- ◆ Access to Educational Excellence
- ◆ Increased Visibility
- ◆ Enhanced Collaboration
- ◆ Expanded Partnerships with Schools
- ◆ UCF Community
- ◆ Operational Excellence
- ◆ Visual and Performing Arts
- ◆ Enhanced Resources
- ◆ University-based Governance



What is an Objective?

- ◆ Focused activity that directly supports a strategic initiative
 - Limited number
- ◆ Objectives will be supported by actions that are measurable
 - Actions will have identified targets and timeframes



Excellence in Undergraduate Education

- ◆ 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.
 - **Objective 1.1:** Improve university-level *coordination and integration* of the undergraduate curriculum
 - **Objective 1.2:** Improve *recruitment* of a high quality, diverse student population
 - **Objective 1.3:** Improve *retention and graduation* of students
 - **Objective 1.4:** Increase *collaboration* among all of the units and individuals in the university that enhance the UCF Experience
 - **Objective 1.5:** Increase faculty and undergraduate student interactions by increasing the efficacy and rewards for *faculty and student engagement*
 - **Objective 1.6:** Define the *Undergraduate UCF Experience* and provide all undergraduates with significant learning opportunities, personal development, and positive life transforming experiences



Prominence In Graduate Studies

- ◆ UCF will increase its emphasis on graduate and professional education, building a culture of excellence in order to achieve international prominence in selected areas of graduate study.
 - **Objective 2.1:** Improve *marketing, fund-raising, resource allocations, and other operational concerns* of the university to reflect the increased priority of graduate education
 - **Objective 2.2:** Identify UCF programs that are near *national* prominence and implement a *coordinated strategy* to assist selected programs to achieve national stature and benchmark against nationally recognized programs
 - **Objective 2.3:** Identify UCF programs that are near *international* prominence and implement a *coordinated strategy* to assist selected programs to achieve international stature and benchmark against internationally recognized programs
 - **Objective 2.4:** Increase *graduate enrollment* as a percent of total university enrollment



Prominence In Graduate Studies

- ◆ UCF will increase its emphasis on graduate and professional education, building a culture of excellence in order to achieve international prominence in selected areas of graduate study.
 - **Objective 2.5:** Improve *recruitment* of a high quality, diverse student population
 - **Objective 2.6:** Develop *new graduate programs* in identified areas of need and opportunity
 - **Objective 2.7:** Target development of *new Ph.D. programs to enhance research capability* in selected areas
 - **Objective 2.8:** Enhance *access to graduate education* by implementing new approaches, mechanisms, and formats for course and program delivery
 - **Objective 2.9:** Develop funding mechanisms that will provide nationally competitive *financial support* packages for graduate assistants and adequate resources to fund graduate programs



Excellence in Research and Creative Activities

- ◆ UCF will expand the necessary infrastructure and rewards to support high quality, high impact, and multi-disciplinary research and creative activities to achieve international recognition.
 - **Objective 3.1:** Strengthen the *support structure for multi-disciplinary* research and creative activities
 - **Objective 3.2:** Enhance research capabilities by offering *Ph.D. degrees in selected key disciplines*
 - **Objective 3.3:** Attract top quality graduate students by *increasing institutional and funded research support*
 - **Objective 3.4:** Increase *physical research infrastructure* (space and equipment base)
 - **Objective 3.5:** Improve *research productivity* by increasing faculty involvement in funded research and recruiting new faculty with strong funded research capabilities



Excellence in Research and Creative Activities

- ◆ UCF will expand the necessary infrastructure and rewards to support high quality, high impact, and multi-disciplinary research and creative activities to achieve international recognition.
 - **Objective 3.6:** Increase *opportunities for research and creative activities* by expanding involvement in corporate, governmental, and international partnerships
 - **Objective 3.7:** Create *new research opportunities* by better integrating existing centers with appropriate campus units and establishing new centers
 - **Objective 3.8:** Achieve recognition and research resources through expanded *technology transfer and commercialization* of research products



Access to Educational Excellence

- ◆ UCF will improve access to educational opportunities that meets the needs of a diverse population of students.
 - **Objective 4.1:** Improve *enrollment planning and management* to meet the needs at all campuses, centers, and sites
 - **Objective 4.2:** Identify and improve *services* to meet the needs of a diverse population of students at all campuses, centers, and sites
 - **Objective 4.3:** Improve access to educational offerings and information by better utilizing appropriate *technology*
 - **Objective 4.4:** Improve access to a “UCF community” by creating a *welcoming environment* at all campuses, centers, and sites that invites participation
 - **Objective 4.5:** Improve the *balance between access and quality* in support of students from the Metropolitan region



Access to Educational Excellence

- ◆ UCF will improve access to educational opportunities that meets the needs of a diverse population of students.
 - **Objective 4.6:** Increase the *percent of racial and ethnic minority students*
 - **Objective 4.7:** Enhance the university experience for *transfer students* through efforts to create seamless articulation by discipline with community colleges
 - **Objective 4.8:** Improve the *articulation and partnership activities* related to AS degree programs
 - **Objective 4.9:** Conduct *joint recruitment and advisement* sessions at area high schools with community colleges



Increased Visibility

- ◆ UCF will enhance marketing and public relations efforts to elevate its local, national, and international reputation as a leading metropolitan research institution.
 - **Objective 5.1:** *Communicate* UCF's strengths internally and externally (locally, nationally, and internationally)
 - **Objective 5.2:** Create effective *marketing and public relations* plans that encompass all formats of media through internal and external partnerships of units at various levels
 - **Objective 5.3:** Continue to *develop and promote a high profile intercollegiate athletic program*



Enhanced Collaboration

- ◆ UCF will increase its efforts to create, encourage, and facilitate internal and external opportunities for collaboration.
 - **Objective 6.1:** Strengthen the *culture of interdisciplinarity, collaboration, and partnerships*
 - **Objective 6.2:** Create an *infrastructure* that encourages, rewards, and coordinates collaboration
 - **Objective 6.3:** Build on existing partnerships and *augment* collaboration with the public and private sectors
 - **Objective 6.4:** Expand collaborative *academic, research, and service links* regionally, nationally, and internationally



Expanded Partnerships with Schools

- ◆ UCF will increase its university-wide involvement in K-12 education.
 - **Objective 7.1:** Forge *stronger partnerships* with schools and community organizations to foster school improvement and enhance the achievement of K-12 students
 - **Objective 7.2:** Establish *interdisciplinary, university-wide forums* with members from each college to address needs of K-12 education
 - **Objective 7.3:** Create *statewide initiatives* through the UCF Academy for Teaching, Learning, and Leadership in K-12 settings



UCF Community

- ◆ UCF will foster an inclusive and supportive environment that values the contributions of students, faculty members, and staff members to the UCF community.
 - **Objective 8.1:** Increase efforts to attract, retain, and address the needs of a *diverse student population*
 - **Objective 8.2:** Enhance the *sense of community* among students, faculty members, and staff members
 - **Objective 8.3:** *Recognize* the contributions of individuals to the university
 - **Objective 8.4:** Create an *inclusive environment* with mutual respect where all students, faculty members, and staff members are sensitive to racial, ethnic, cultural, global, gender, levels of ability, and other issues
 - **Objective 8.5:** Improve *morale and expertise* by providing expanded opportunities for faculty and staff development
 - **Objective 8.6:** Increase morale and commitment to the university by assuring *competitive compensation* of employees
 - **Objective 8.7:** Develop a *welcoming, inclusive, vibrant, and intellectually stimulating campus* for all students, faculty, staff, alumni, and visitors



Operational Excellence

- ◆ UCF will enhance operational excellence by exceeding internal and external customer expectations on all campuses, utilizing communications, technology, and human resources as key enablers.
 - **Objective 9.1:** Improve all *services* to internal and external customers
 - **Objective 9.2:** Improve *operational excellence and administrative efficiencies* through greater use of technology, quality improvement efforts, assessment, and strategic use of data
 - **Objective 9.3:** Improve the *physical infrastructure* of the university through more efficient use of present space and new construction
 - **Objective 9.4:** Enhance the *financial system and management* through new technology and enlightened accountability
 - **Objective 9.5:** Create an infrastructure of *compatible technology* that supports university-wide information sharing



Operational Excellence

- ◆ UCF will enhance operational excellence by exceeding internal and external customer expectations on all campuses, utilizing communications, technology, and human resources as key enablers.
 - **Objective 9.6:** Improve *data quality, accuracy, integrity, and accessibility* to enhance planning and management
 - **Objective 9.7:** Enhance the *technology infrastructure* to assure state-of-the-art communications, information storage and transfer, and research and instruction capability
 - **Objective 9.8:** Improve *responsiveness* to changing needs and responsibilities of the university by adapting organizational structures
 - **Objective 9.9:** Empower front-line employees to provide *excellent service*



Visual and Performing Arts

- ◆ UCF will offer high-quality visual and performing arts education, research, and creative activities.
 - **Objective 10.1:** Strengthen the *support structure* for the visual and performing arts
 - **Objective 10.2:** Expand *community partnerships* to increase the visibility and support of visual and performing arts initiatives
 - **Objective 10.3:** Create *funding initiatives* to establish a visual and performing arts research center
 - **Objective 10.4:** Enhance the *emphasis* on visual and performing arts as part of the university's metropolitan mission
 - **Objective 10.5:** Develop a strategic plan for the *Florida Center for the Performing Arts and Education*



Enhanced Resources

- ◆ UCF will increase funding and support from external sources.
 - **Objective 11.1:** Increase the *endowment*
 - **Objective 11.2:** Obtain significant increases in external funding by developing a structure that encourages *interdisciplinary and cooperative initiatives*
 - **Objective 11.3:** Obtain *sustainable sources of external funding* from sponsoring agencies, such as NSF's Engineering Research Center
 - **Objective 11.4:** Increase *alumni support*




University-based Governance

- ◆ UCF will work with the new governance structure to optimize opportunities to achieve excellence.
 - **Objective 12.1:** *Reengineer business processes* no longer mandated at the state level, such as benefits, payroll, and financial systems
 - **Objective 12.2:** Identify *opportunities to improve processes* posed by devolution of powers
 - **Objective 12.3:** Educate UCF's Board of Trustees on key issues to provide them with the information they need to serve as *advocates and spokespersons* for the university



Action Plans

- ◆ Key to achieving objectives
- ◆ Focused efforts
- ◆ Measurable
- ◆ Example for engagement objective for the *Excellence in Undergraduate Education* strategic initiative



Objective 1.5: Increase faculty and undergraduate student interactions by increasing the efficacy and rewards for faculty and student engagement

Action 1.5.1: Continue support for faculty at all levels (grad, adjunct, full-time) to be more effective teachers by providing teacher training, supportive assessment tools, classroom technology, and information about the changing nature of our students using mechanisms such as the Faculty Center for Teaching and Learning and Course Development

Action 1.5.2: Revise current reward programs such as the Teaching Incentive Program to recognize faculty for exceptional efforts outside as well as inside the classroom

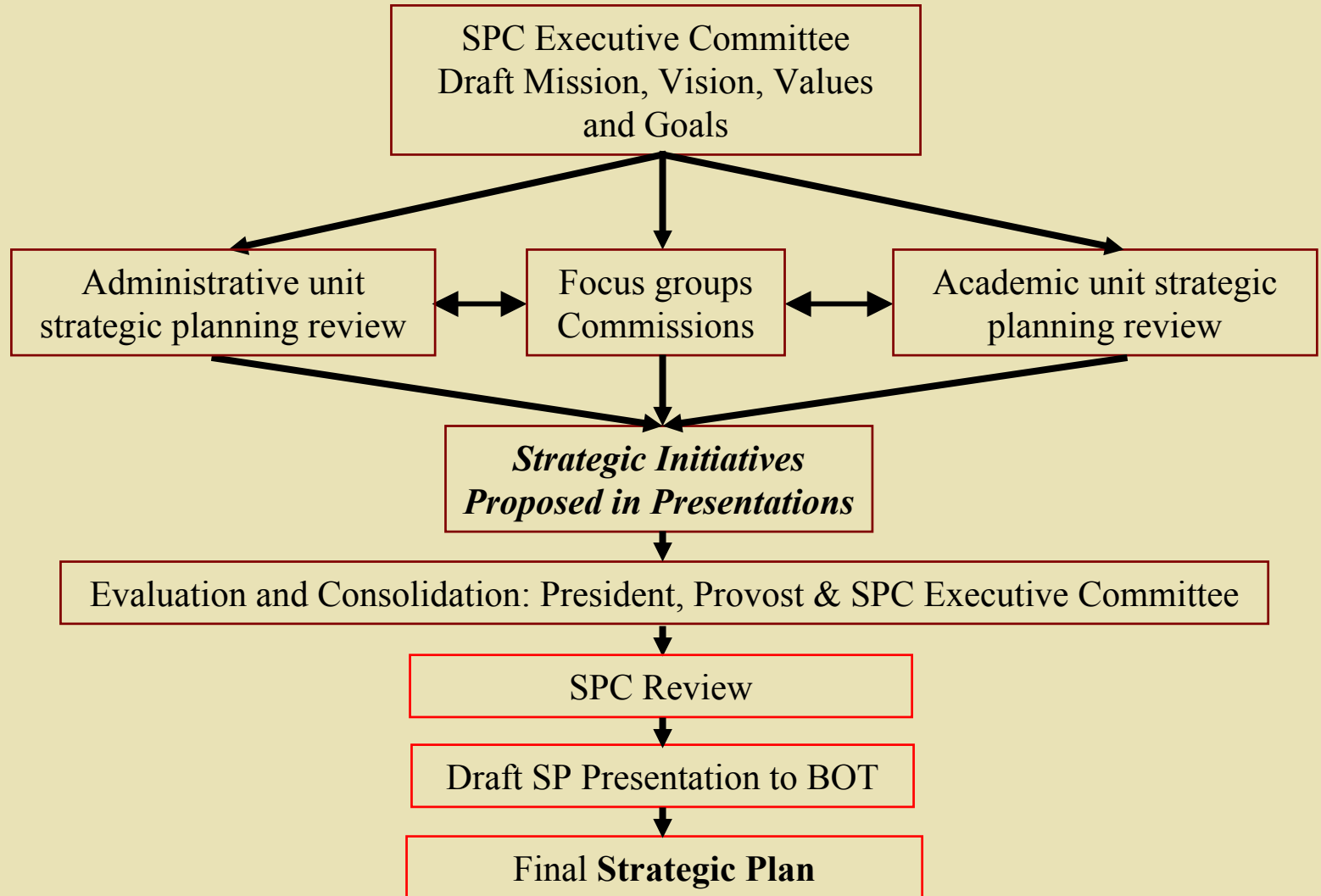
Action 1.5.3: Enhance current reward programs to reward faculty, staff, and administrators for exceptional efforts in support of the defined UCF experience

Action 1.5.4: Broaden programs that educate students as to their responsibilities as learners

Action 1.5.5: Develop a variety of co-curricular opportunities for student engagement with faculty

Action 1.5.6: Increase involvement of students in faculty research and creative activities

Strategic Plan Update Process Overview





Summary

- ◆ Significant University-wide effort (18 months) involved in developing the Strategic Initiatives and Objectives
- ◆ New focus on becoming the *leading metropolitan research university*
- ◆ Strategic initiatives and objectives provide direction for giant steps to achieve that vision

Questions and Discussion



December 5, 2001

Strategic Initiatives

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