Collective Impact
Strategic Planning Purpose

To set the university’s trajectory for the next 20 years, define unique areas of opportunity to have a greater positive impact on lives and livelihoods throughout the region, and provide a significant return on investment of personal and institutional resources from the collective impact of those engaged.
Organizing Framework

Steering Committee

- Philosophy
- Distinctive Impact
- Value
Data Gathering Summary

8 Stakeholder Meetings
600+ Participants
3,334 Student Survey Responses
30+ Data Requests Fulfilled
1 City Mayor and staff
1 County Mayor and staff
1 EDC Board Chair, CEO, and Team
Consistent Themes

- Strong community pride in UCF
- Enthusiasm about UCF’s future
- Pride in Direct Connect and commitment to access
- Understanding of economic impact (present and future)
- Desire by alumni to increase engagement
- A lot of focus on innovation and UCF’s critical role
- Desire to have UCF more widely recognized for its strengths
- Strong community focus on career readiness of graduates
- Recognition of importance of strong faculty to success
Innovators Conversation

Don’t replicate!

10 December 2015
Historical Context

Five Waves of American Higher Education

Wave
1. Colonial colleges
2. State public colleges (18th-19th centuries)
3. Land grant universities (applied research)
4. Top 100 research-intensive universities
5. New 21st century model
Aspiration Calibration

Current Trajectory

New Trajectory

Time
February Status
Assembling the Components

- Define your current self
- Define the self you aspire to be
- Define and measure how you will get there

<table>
<thead>
<tr>
<th>Access</th>
<th>Local and global impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scale</td>
<td>Faculty excellence</td>
</tr>
<tr>
<td>Innovation</td>
<td>Undergraduate experience</td>
</tr>
<tr>
<td>Partnership</td>
<td>Graduate student experience</td>
</tr>
<tr>
<td>Leadership</td>
<td>Interdisciplinary</td>
</tr>
<tr>
<td>Speed and energy</td>
<td>Alumni engagement</td>
</tr>
<tr>
<td>New</td>
<td>Economic model</td>
</tr>
<tr>
<td>Research Quality</td>
<td>...</td>
</tr>
</tbody>
</table>
Impact
Impact Drivers

Scale x Excellence = Impact
Impact Matrix

Scale

Excellence
Impact Matrix

Higher Education

<table>
<thead>
<tr>
<th>Scale</th>
<th>Excellence</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Indira Gandhi National Open U.</td>
<td></td>
</tr>
<tr>
<td>University of Phoenix</td>
<td></td>
</tr>
<tr>
<td>Arizona State</td>
<td></td>
</tr>
<tr>
<td>Florida</td>
<td></td>
</tr>
<tr>
<td>Ohio State</td>
<td></td>
</tr>
<tr>
<td>Michigan</td>
<td></td>
</tr>
<tr>
<td>Univ. of Toronto</td>
<td></td>
</tr>
<tr>
<td>Univ. of Tokyo</td>
<td></td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td></td>
</tr>
<tr>
<td>University of Cambridge</td>
<td></td>
</tr>
<tr>
<td>Technion</td>
<td></td>
</tr>
<tr>
<td>Harvard</td>
<td></td>
</tr>
<tr>
<td>Rollins</td>
<td></td>
</tr>
<tr>
<td>Williams</td>
<td></td>
</tr>
<tr>
<td>Hundreds of Struggling Small Colleges</td>
<td></td>
</tr>
</tbody>
</table>

For Illustration Only
Scale x Excellence = Impact
Planning Hierarchy

- Vision
- Mission
- Goals
- Promise
- Metrics
- Strategies
Our Impact

We are here to make a better future for our students and society. We use the power of scale and the pursuit of excellence to solve tomorrow’s greatest challenges. Through discovery, learning and partnerships, we transform lives and livelihoods.
Our Mission

Through a new model embracing scale and excellence, UCF will be:

- the catalyst for students of all backgrounds to be knowledge entrepreneurs building a better world;
- the home for exceptional faculty challenging the boundaries of traditional disciplines;
- the innovative partner driving economic, social and cultural vitality;
- the research leader leveraging our distinctive strengths to solve local and global challenges.
Our 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 Promise

- Harness the power of scale to transform lives and livelihoods.
- Deploy our distinctive assets to solve our greatest challenges.
- Create partnerships at every level that amplify our impact and reputation.
- Attract and cultivate exceptional faculty, students and staff whose collective differences strengthen us.
- Innovate operational and financial models to transform higher education.
Review Process

Approach:
• Iterative, with multiple drafts
• Key milestone reviews
• No surprises

Updates and Reviews
• University Senior Leadership (3/22)
• Faculty Senate Strategic Planning Council (3/25)
• Faculty Senate (3/31)
• Dean’s Council (4/8)
• Collective Impact Commissions (4/19)
• BOT Strategic Planning Committee (5/2)
• Board of Trustees (5/26)