M E M O R A N D U M

Date: February 16, 2017

TO: All Faculty Senate Members

FROM: Keith Koons
                Chair, Faculty Senate

SUBJECT: **Faculty Senate Meeting on February 23, 2017**

Meeting Date: Thursday, February 23, 2017

Meeting Time: 4:00 - 6:00 p.m.

Meeting Location: Student Union Key West, Room 218

A G E N D A

1. **Call to Order**

2. **Roll Call**

3. **Approval of Minutes of** *January 26, 2017*

4. **Announcements and Recognition of Guests**

5. **Report of the Provost**

6. **Old Business**

   None.

7. **New Business**

   - Resolution 2016-2017-15 Dr. John C. Hitt's 25th Presidential Anniversary

   - Resolution 2016-2017-16 Declaration of Support for the Advisory Council of Faculty Senates Resolution in Opposition to Carrying Weapons or Firearms on State University Systems Campuses or Facilities

   - Resolution 2016-2017-17 Faculty Senate Bylaw Change, Restore Section IV.I. Resolutions – Discussion only

   - Institutionalizing the Collective Impact – Strategic Plan – *Lisa Guion Jones*

8. **Committee Reports**

   - Budget and Administrative Committee – *Pradeep Bhardwaj*

   - Personnel Committee – *Stephen King*

   - Parking Advisory Committee – *Ahmad Elshennawy*

   - Undergraduate Council – *Kelly Allred*

   - Graduate Council – *Jim Moharam*

9. **Other Business**

10. **Adjournment**

Faculty Senate Meeting
Minutes of
January 26, 2017

Keith Koons, chair, called the meeting to order at 4:03 p.m. The roll was circulated for signatures.

MINUTES
Motion to approve the minutes of November 17, 2016 was made and seconded. The minutes were approved as recorded.

RECOGNITION OF GUESTS
Maureen Binder, Associate Vice President and Chief HR Officer
Shelia Daniels, Human Resources Executive Director
Ashley Longoria, Human Resources Benefits Manager
Paul Newman, Human Resources Assistant Benefits Manager
Shaun Eskamani, Senior Vice President, CAPTRUST
Alexis George, Journalism Student
Kristy McAllister, Coordinator, Academic Affairs Information and Publication Services
Lucretia Cooney, Assistant Director of Faculty Excellence

ANNOUNCEMENTS
Dr. Koons welcomed Peter Jacques as an interim senator for Spring 2017 while Myunghee Kim is on sabbatical.

Apportionment for the 2017-2018 Senate is complete. General faculty (1501) increased by 90 from 2016-2017; by 202 since 2015-2016. The call for elections was sent to each colleges last Friday.

Automatic updates to the Constitution and Bylaws have been completed to reflect Resolutions 2016-2017-1 thru -8, and -11. Title changes were also completed to reflect the official titles: vice president for Research and dean of the College of Graduate Studies, vice provost for Teaching and Learning and dean of the College of Undergraduate Studies, and vice president for Information Technologies and Resources and chief information officer. A bad link/reference was removed from Section IV. Meetings of the Senate D. Regular Meeting. The link/reference incorrectly referenced "special meetings". The updated Faculty Constitution and Bylaws are available on the Senate website.

OLD BUSINESS
None.

REPORT OF THE PROVOST
The provost sends his regrets as he was in Tallahassee today at the Board of Governors meeting and at the Central Florida Board for the individual of the year. Ronnie Korosec reporting on behalf of the provost.

Provost College Visits
The provost is enjoying the half day college visits as part of institutionalizing the Collective Impact – Strategic Plan. The provost has already completed visits at the College of Arts and Humanities, Rosen College for Hospitality Management, College of Business Administration, and the College of Health and Public Affairs. Upcoming visits include:
- Burnett Honors College – January 27
- College of Engineering and Computer Science – February 9
- The College of Sciences – February 10
- College of Education and Human Performance – March 20
- College of Medicine – April 3
- College of Optics and Photonics – April 17
- College of Nursing – April 20

Collective Impact – Strategic Plan
The implementation teams are meeting regularly. The Marchioli Collective Impact Strategic Planning Awards have been announced and are comprised of two awards in the area of innovation and ideation.

The innovation award recognizes existing ideas already making an impact. One nominee will be selected each Fall and Spring semester for the next three years. The innovation award is $1,000 cash to any non-unit faculty or staff member, or a $1,000 grant for in-unit faculty or staff that can be used for travel, teaching, or research. The deadline to enter is January 31, 2017.

The ideation award crowd-sources the best ideas from faculty and staff. Awards are $2,500, $1,000, and $500 cash to any non-unit faculty or staff member, or a $1,000 grant for in-unit faculty or staff that can be used for travel, teaching, or research. The deadline to enter is February 3, 2017. See the website http://www.ucf.edu/strategic-planning/ for details.

Diversity and Inclusion Commitment
On January 10, a joint statement by United Faculty of Florida union and UCF administration was emailed by Dr. Hitt renewing our commitment to diversity and inclusion; ensuring UCF is a place where free and open exchange of ideas can thrive. Dr. Korosec quoted the email by reading:
> *"We all must ensure UCF's campuses are safe and hospitable environments for all students, employees, residents, and visitors. UCF is a community that continually strives to honor the dignity of all people."*
Dr. Korosec encouraged everyone to read the full statement which can be found at http://www.uffucf.org/.

Deferred Action for Childhood Arrivals (DACA) Program
Dr. Hitt and approximately five hundred other presidents signed a letter directed to the incoming U.S. Presidential administration to support and encourage the administration to extend DACA. The Faculty Excellence January newsletter provides details regarding the

signed statement (https://www.pomona.edu/news/2016/11/21-college-university-presidents-call-us-uphold-and-continue-daca) and a listing of related support services (http://www.sdes.ucf.edu/community).

UCF Ranking
For the first time in UCF history, the university is ranked in the top 100 institutions in the National Science Foundation's Research and Development Expenditures ranking list. UCF is ranked 99. Research expenditures are included in three of the twelve State preeminence metric using NSF data. The provost provided an update to the Board of Governors on January 13 and would share the presentation with the Senate, if interested.

Florida Board of Governors Meeting
The Board of Governors requested the University of Central Florida represent Florida's large research universities by responding to the higher education appropriations subcommittee to address the impact of a 10% reduction in State funding. This projection is completed annually by the legislature, and no cuts have been planned. For the University of Central Florida, a 10% reduction represents about $26 million in recurring State appropriations (not including performance or preeminence funding). Should a budget reduction occur, the provost indicated *"we would protect our students and the quality of their education first, avoiding cuts to construction and student success initiatives, such as advising and financial aid."* Among the hypothetical cuts presented included: reductions in discretionary funding (travel, technology, lab renovations or repairs), a reduction of about 10% to legislative earmarks, on-site regional campus operations, halting faculty growth, and the reduction of non-faculty personnel (current vacancies).

NEW BUSINESS
Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women
The resolution was introduced by Linda Walters on behalf of the Personnel Committee. The university is lagging in the availability of nursing mother rooms. The resolution contains all the Federal guidelines. Including all campuses, the university currently has seven lactation rooms. To accommodate the number of faculty and staff, the university would have to triple the number of rooms, not including women students. Existing rooms are utilized, but the main campus rooms are all located near the science buildings. Increasing the number of rooms is a family friendly priority. Due to the long walk to current locations and frequency throughout the day, this is a productivity and retention issue. The goal of the resolution is to increase the number of rooms in new buildings or retrofit existing buildings.

Motion to approve Resolution 2016-2017-12 Availability of Lactation Rooms for UCF Women. Since the resolution is brought forward from the Personnel committee, no second is needed.
Vote: 1 opposed, remaining in favor; motion passes.

Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy

The resolution was introduced by Stephen King, chair of the Personnel Committee. The resolution is in response to UCF Policy 3-008.2 Employment of Relatives. The Personnel Committee identified one section that singled out research and principal investigators as the only area where you can't have a direct or indirect relationship. The resolutions asks that the last sentence in section B.h. be stricken to allow the potential conflict to be submitted to the Research Conflict of Interest Committee to determine if a mitigation plan and monitoring is appropriate.

Question: The Research Conflict of Interest Committee is meeting and is currently reviewing several cases. The committee has a policy and forms to resolve issues. Maybe this resolution should wait?
Answer: The resolution goes to administration for them to handle. I don't see any reason to not go forward.

Question: Why was research singled-out?
Answer: We asked the same question in November. Still deciphering an email received an hour ago.

Comment: If the resolution is passed, a conflict can still be denied. As the language stands, a fair hearing won't be allowed.

Comment: In all cases of potential nepotism, the relationship has to be identified, a plan developed and submitted to a committee to be evaluated. As the policy stands the one category of research can't even be considered. The Personnel Committee would like potential research conflicts to be considered. Dr. King read the two sentences in section B.h. that is contradictory:

> *"in those instances when a research project requires unique skills or attributes of an individual that is not available in another candidate besides that of the employee's relative, a plan to mitigate and monitor the conflict of interest must be submitted to the Research Conflict of Interest Committee for review and approval. Under no circumstances will a principal investigator be permitted to directly or indirectly supervise his or her relative."*

Dr. Klonoff, Vice President for Research was recognized. The policy reflects the need to respond to Federal funding agencies that require the university to have a policy by indicating the principal investors do not directly supervise a spouse. The reason why research was singled-out is because we are also regulated by external funders and this represents best practices.

Comment: We have numerous couples that work together on research projects. There are procedures for working together, it doesn't need to be banned. This is a significant recruiting issue.

Comment: If the spouses are co-principal investigators it isn't an issue. The issue is a principal investigator hiring a spouse for a different role that causes a problem.

Comment: The "unique skills" specified in the policy presents a problem when trying to establish a team and is a high standard that is hard to reach and prove.

Dr. Klonoff clarified that the issue is "supervised". This is a specific relationship where an individual has control over and makes decisions on salary or workload. This doesn't impact co-principal investigators.

Question: The supervised situations can be turned down. Why wouldn't anyone have the right to appeal?
Answer: The Research Conflict of Interest Committee will review an appeal if submitted.

Comment: Multiple people in different colleges are interpreting the sentence differently and are being enforced differently.   This is preventing a potential project even going to the committee. Removing the sentence will allow a project to go forward and be submitted to the committee for decision.

Comment: Regardless of a department chairs decision, the faculty can submit the proposal to the committee for appeal and the committee will look for ways to overcome the conflict. The process has only been in place since last year. We need to follow the process.

Comment: We can't appeal if the chair denies the project in the beginning. It won't move forward.

Comment: In several areas, we don't receive Federal funds for research grants. Even though these other funding sources may have lower standards, this policy still prevents any and all from proceeding, whether Federal funds or other sources.

Comment: The sentence needs to be in the policy for Federal requirements. The issue seems to be management interpreting the sentence and handling situations differently. Maybe the resolution needs to focus on management.

Dr. Koons indicated that the resolution is focused on research. read lines 20 – 24 of the Be it Resolved: *"In particular, employment of skilled researchers on a research project should not be singled out as the sole instance in which family members cannot utilize the mitigation procedures open to all other cases involving the employment of relatives. Therefore the second sentence of paragraph h in the Employment of Relatives Policy 3-008.2 should be removed from that policy."* Dr. Koons reminded the senators that all resolutions of the Senate are advisory in nature. Since this resolution asks for a change to a university policy, there is a thorough process to add or revise a policy.

Comment: The question will never be raised if the resolution is not passed. The question needs to be raised.

Motion to approve Resolution 2016-2017-13 Fair and equal enactment of the UCF Employment of Relatives Policy. Since the resolution is brought forward from the Personnel committee, no second is needed.
Vote: 2 opposed, 1 abstention, remaining in favor; motion passes.

Resolution 2016-2017-14 Guidelines for Academic Structure at the University of Central Florida
William Self introduced the resolution. This was a joint effort with Fernando Rivera that started last year. We were asked to build a set of definitions and guidelines for academic structure to guide decision making at the university. We requested the best practices from the Education Advisory Board (EAB). The University of Central Florida has no guidelines for academic structure. We have used language that is flexible and defined an interdisciplinary school as an academic unit. The guidelines are a forward looking document and not a tool for the university to restructure. Centers and Institutes are not included in the document since the Board of Governors has set regulations and policies. The resolution asks for these guidelines to be used as a tool for administration. A previous 2004-2005-5 resolution, approved by a previous provost already indicates that faculty will have oversight on structural changes to academic units. The current administration is in support of the 2004-2005-5 resolution.

Motion and second to approve Resolution 2016-2017-14 Guidelines for Academic Structure at the University of Central Florida.
Vote: 1 opposed, remaining in favor; motion passes.

University of Central Florida Faculty Retirement Options
Dr. Koons introduced Maureen Binder Associate Vice President and Chief Human Resource Officer. A handout was provided. Ms. Binder introduced Shelia Daniels, Executive Director of Human Resources. The changes to retirement options are only the UCF voluntary retirement 403(b) plan. Changes were motivated by a low retirement readiness and the Employee Retirement Income Security Act (ERISA) changes regarding public plans fiduciary responsibilities. Discussed the typical gap in retirement funds. Reminded everyone to consider the cost of health insurance when planning for retirement, since the premium can be up to $1,500 per month.

Informed the group that CAPTRUST helped UCF develop an investment philosophy statement, create a charter, and evaluate the plans. CAPTRUST will also offer non-bias advice to employees. A UCF 403(b) Investment Committee was formed and decided to consolidate the vendor options effective April 1, 2017 to Fidelity, TIAA, and VALIC. These vendors have each reduced fees by 1.9%. Going forward, these three vendors will be the only option for continuing contributions. Human Resources will not require employees to move their funds, but will no longer be allowed to make contributions to the vendors no longer on the list. If employees do not make a selection, the default vendor will be TIAA in April. Everyone was encouraged to go ahead and change to one of the three vendors. Transition guides will be sent by the three providers.

Question: I established an alternative account, but I make four or five contributions. I can't tell which contribution is the 403(b) on my pay stub. Can payroll make it clear which one is the 403(b)?
Answer: The name of the provider should be listed if outside of State University System Optional Retirement Program (ORP).

Question: I have a valid 403(b), can open a second one?
Answer: Yes, as long as you don't exceed the maximum contribution.

Shaun Eskamani, Senior Vice President, CAPTRUST congratulated UCF for the being the first large public institution in Florida to take action to improve fiduciary oversight and partnering with CAPTRUST. The investment offerings include four tiers based on investor experience. The last tier is self-directed funds.

Question: Self-directed funds were not going to be offered back in August, is this new?
Answer: Based on feedback we added the option for each provider. Plans across the board also offer a Roth IRA.

Question: What is the investment vehicle?
Answer: Mutual funds.
Comment: I encourage you to reconsider and open up stocks since stocks out-perform mutual funds.
Response: For legal reasons those types of investments through a 403(b) are not allowed.

Question: CAPTRUST is a fee based advisory firm. Who is paying the fee?
Answer: UCF pays CAPTRUST a level fee directly; not individual investors.

Question: What criteria was used to reduce fees?
Answer: Qualitative and quantitative based on fees, platform structures, and participant experience.

Question: There are potentially hundreds of funds available in the self-directed brokerage. The funds indicate performance, but performance of a fund is strongly connected to the performance of management. Will we have access to Morningstar or some other rating tool?
Answer: Each of the three providers provide fact sheets on the funds, but Morningstar is not available since it is a corporate or individual license.

Contact the Benefits section if your department would like a presentation. Dr. Koons thanked the team for the presentation.

LIAISON COMMITTEE REPORTS

Budget and Administrative – Pradeep Bhardwaj

The committee met twice since the last Senate meeting. We looked at the evaluation process for the Cluster Hire proposals. The evaluation is done using the Idea Rubric and the Collaboration Readiness Rubric. We also looked at staff hiring for faculty. Twenty-five positions have been budgeted with salaries and benefits up to $60,000 each. Templates for writing proposals are available through Academic Affairs and descriptions of job specific titles can be obtained through Human Resources.

Parking Advisory Committee – Ahmed Elshennawy

Committee met in November and this past Monday. UCF is not considered a bike friendly campus. Bike routes and bike lanes will be established as road improvements are made. The League of American Bicyclists evaluate and recognize bicycle friendly universities and communities. UCF may consider applying for the Bronze level. Also discussed golf carts. UCF does not meet the requirements for a golf cart community. A draft policy is under development. Currently gym carts and agriculture vehicles are to be used only by utilities personnel. Eventually, UCF will move away from golf carts, utility vehicles and others. Committee did not approve any resolution regarding reducing faculty parking fees since it meant cutting the faculty fee by $60 and increasing staff parking by $60. UCF currently has three HEV charging stations; three additional stations are being purchased for $10,000.

Personnel Committee – Stephen King

We have requested a new salary study based on gender within UCF. We have met with Paige Borden and waiting for results.

Graduate Council – Zixia Song

All committees continue to complete routine business.

Undergraduate Council – Kelly Allred

All committees continue to complete routine business.

OTHER BUSINESS

None.

ADJOURNMENT

Motion to adjourn made and seconded. The committee adjourned at 5:35 p.m.

2016-2017-16 Declaration of Support for the Advisory Council of Faculty Senates Resolution in Opposition to Carrying Weapons or Firearms on State University Systems Campuses or Facilities

Whereas, the Advisory Council of Faculty Senates (ACFS) works toward better and higher quality educational opportunities in the institutions of higher education in the State University System (SUS) of Florida and serves as a mechanism to discuss issues of importance to higher education in Florida; and

Whereas, the ACFS is concerned about the safety and welfare of students, faculty, staff and visitors to the State University System campuses and/or facilities and has a duty to adopt policies promoting safe environment; and

Whereas, there have been numerous instances of unauthorized firearm use for either assault or suicidal purposes at American universities in recent years, including at the University of Central Florida (2013) and Florida State University (2014); and

Whereas, the ACFS opposes any legislation that would allow any individual other than sworn law enforcement officers to carry weapons or firearms on any State University System campuses and/or facilities; and

CONCURS with the position of the vast majority of education and law enforcement professionals, that as an essential element of an overall school safety plan, firearms on campus should be carried only by trained law enforcement officers; therefore

BE IT RESOLVED that the UCF Faculty Senate joins with the ACFS and strongly opposes any legislation that enables individuals other than sworn law enforcement officers to carry weapons or firearms on any State University System campuses and/or facilities.

Approved by the Advisory Council of Faculty Senates on January 27, 2017.

Provost Forums
Student Success

> Our mission is to transform lives and livelihoods through the power of education. In everything we do, we must ensure our students' growth as scholars, informed citizens and engaged community members.
>
> **A. DALE WHITTAKER,** PROVOST AND EXECUTIVE VICE PRESIDENT

OUR PROMISES

1 Harness the power of scale to transform lives and livelihoods.

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

3 Deploy our distinctive assets to solve society's greatest challenges.

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

5 Innovate academic, operational, and financial models to transform higher education.
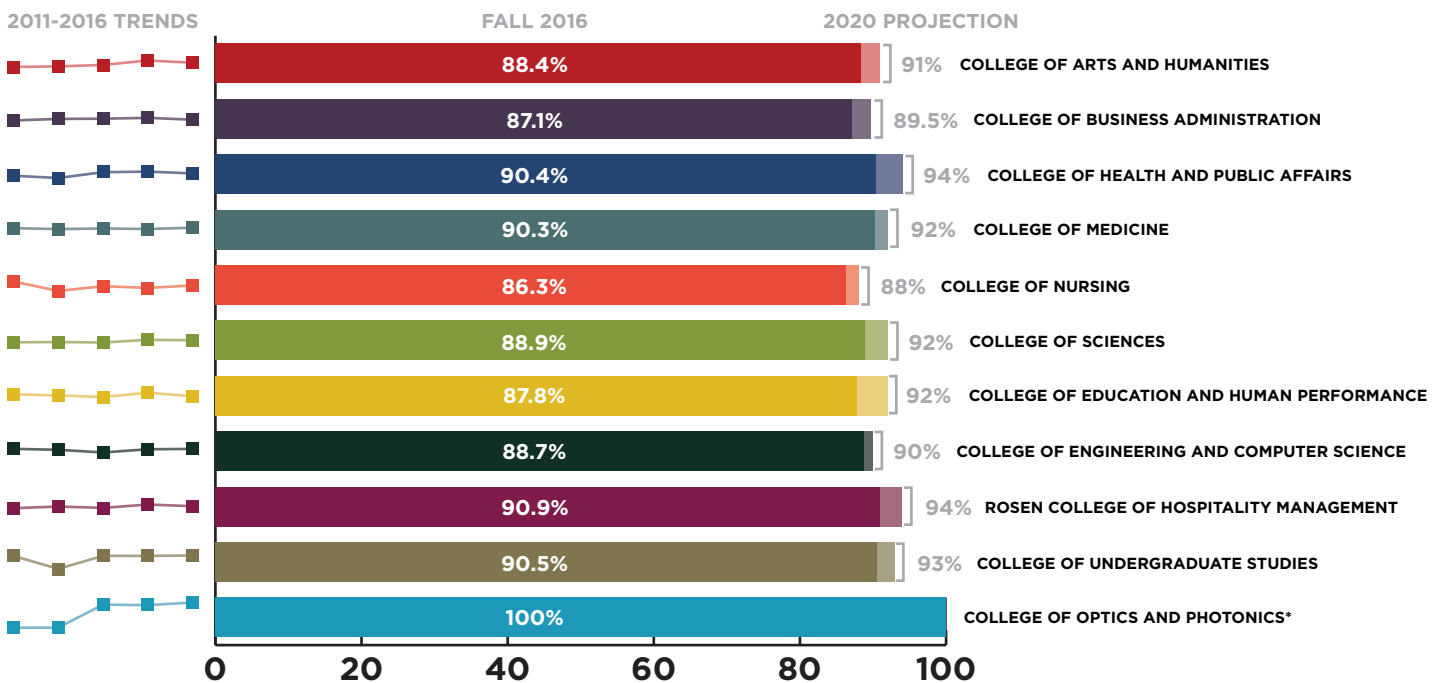
KEY METRIC

FIRST-YEAR RETENTION RATE

Achieve a first-year FTIC retention rate of 92 percent by 2020.

UNIVERSITY TOTAL

88.8% FALL 2016	**92%** 2020 TARGET

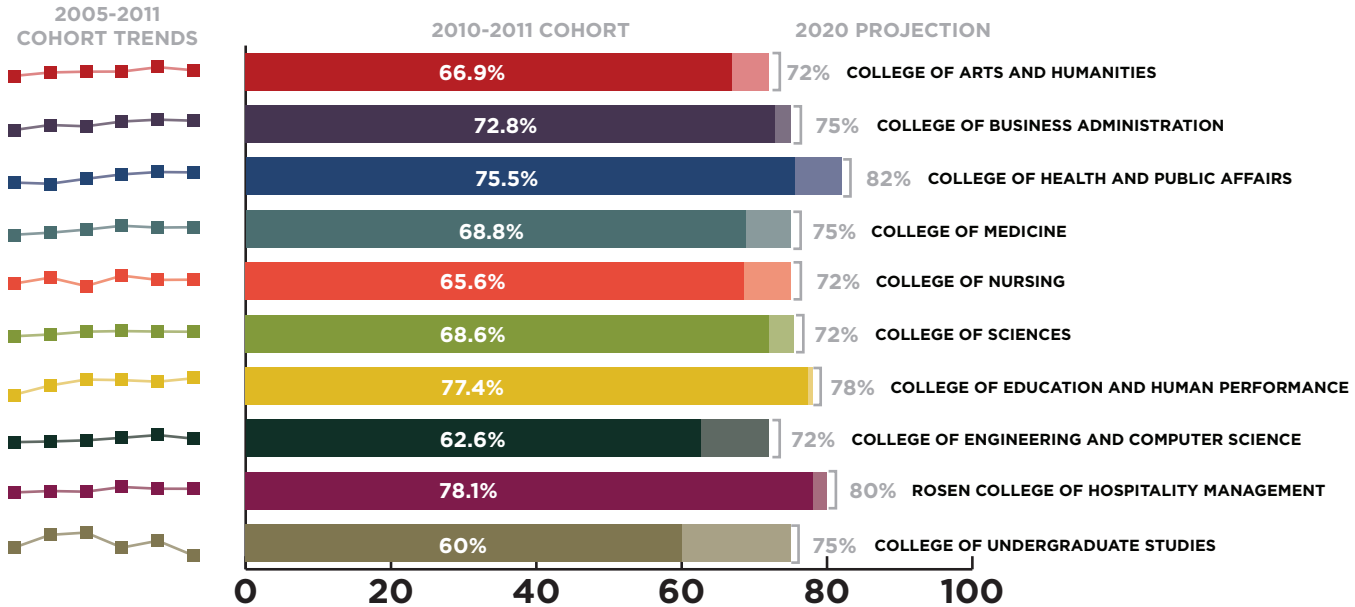| 2011-2016 TRENDS	FALL 2016	2020 PROJECTION	
	88.4%	91%	COLLEGE OF ARTS AND HUMANITIES
	87.1%	89.5%	COLLEGE OF BUSINESS ADMINISTRATION
	90.4%	94%	COLLEGE OF HEALTH AND PUBLIC AFFAIRS
	90.3%	92%	COLLEGE OF MEDICINE
	86.3%	88%	COLLEGE OF NURSING
	88.9%	92%	COLLEGE OF SCIENCES
	87.8%	92%	COLLEGE OF EDUCATION AND HUMAN PERFORMANCE
	88.7%	90%	COLLEGE OF ENGINEERING AND COMPUTER SCIENCE
	90.9%	94%	ROSEN COLLEGE OF HOSPITALITY MANAGEMENT
	90.5%	93%	COLLEGE OF UNDERGRADUATE STUDIES
	100%		COLLEGE OF OPTICS AND PHOTONICS*

0   20   40   60   80   100

Data unavailable until 2013.

KEY METRIC

6-YEAR GRADUATION RATE

Increase FTIC 6-year graduation rate to 75 percent by 2020.
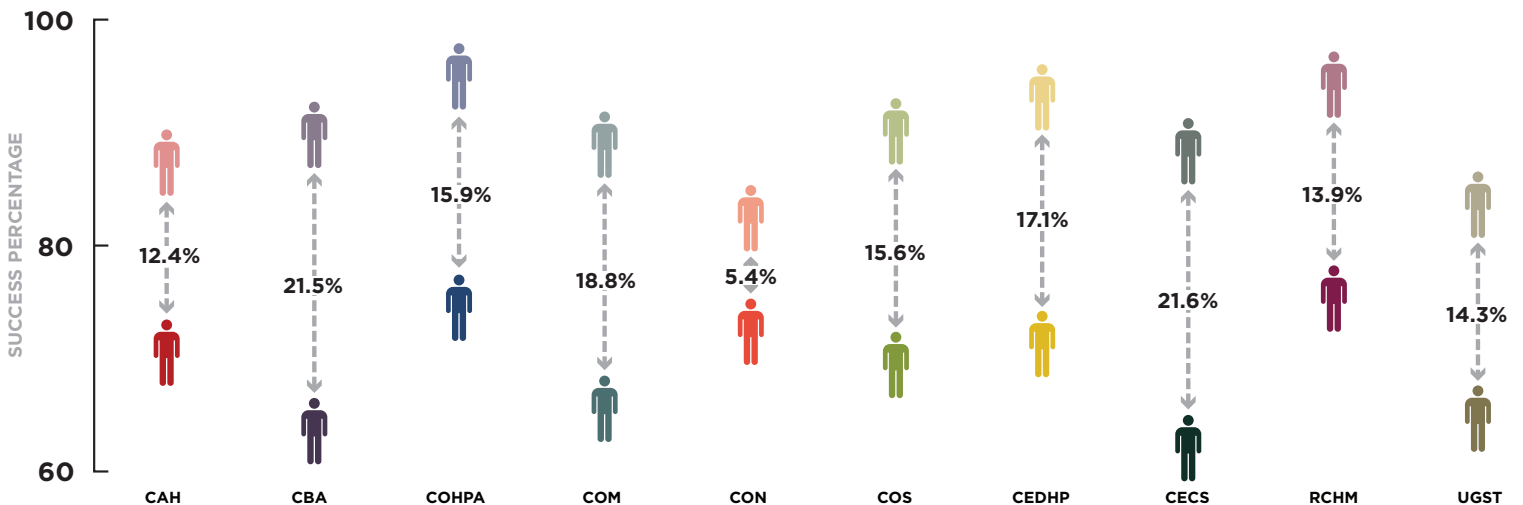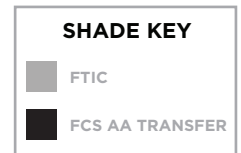
UNIVERSITY TOTAL

69% FALL 2016   **75% 2020 TARGET**

2005-2011 COHORT TRENDS   **2010-2011 COHORT**   **2020 PROJECTION**

	2010-2011 COHORT	2020 PROJECTION	College
	66.9%	72%	COLLEGE OF ARTS AND HUMANITIES
	72.8%	75%	COLLEGE OF BUSINESS ADMINISTRATION
	75.5%	82%	COLLEGE OF HEALTH AND PUBLIC AFFAIRS
	68.8%	75%	COLLEGE OF MEDICINE
	65.6%	72%	COLLEGE OF NURSING
	68.6%	72%	COLLEGE OF SCIENCES
	77.4%	78%	COLLEGE OF EDUCATION AND HUMAN PERFORMANCE
	62.6%	72%	COLLEGE OF ENGINEERING AND COMPUTER SCIENCE
	78.1%	80%	ROSEN COLLEGE OF HOSPITALITY MANAGEMENT
	60%	75%	COLLEGE OF UNDERGRADUATE STUDIES

0   20   40   60   80   100

KEY METRIC

RISING JUNIOR COHORT

Eliminate the success gap between FTICs and FCS AA transfers by 2020.

UNIVERSITY TOTAL

16.2% GAP FALL 2016 → **0% GAP 2020 TARGET**

SHADE KEY

FTIC

FCS AA TRANSFER

SUCCESS PERCENTAGE

100

80

60

CAH	CBA	COHPA	COM	CON	COS	CEDHP	CECS	RCHM	UGST
12.4%	21.5%	15.9%	18.8%	5.4%	15.6%	17.1%	21.6%	13.9%	14.3%

RESOURCES

Student Success Collaborative (SSC) Campus

UCF partnered with the Education Advisory Board (EAB) on a new predictive analytics platform, SSC Campus, that will help us turn transactional data into actionable insight. It helps advisors and faculty monitor students' performance in real-time to improve the number of students attaining degrees, reduce time to degree, and reduce excess credit hours.

Contact **Dr. DeLaine Priest** at *DeLaine.Priest@ucf.edu*.

Pegasus Path

The Pegasus Path is a comprehensive mapping tool that personalizes students' blueprint to graduation. It aggregates data from multiple sources, including the SSC Campus tool and coursework requirements from UCF's myKnight Audit to help students realize their progression toward degree completion in real-time.

Contact **Dr. Harrison Oonge** at *Harrison.Oonge@ucf.edu*.

Update on Institutionalizing the Collective Impact Strategic Plan

Lisa Guion Jones, Ed.D.
Professor of Education
Associate Provost for Strategy and Special Assistant to the President

UCF

Overview of Institutionalization

❑Institutionalizing the new Collective Impact strategic plan entails **weaving the plan into the fabric of UCF**.

❑UCF must make necessary changes to **align with and support achievement of metrics** listed in the strategic plan.

❑Institutionalization is achieved when **decisions and behaviors are guided by the plan**.

UCF

Key Components of Institutionalization

❑**Alignment**
"I can't change the direction of the wind, but I can adjust my sails to always reach my destination." — Jimmy Dean

❑**Co-Ownership and Connectivity**
"The strength of the team is each individual member. The strength of each member is the team." — Phil Jackson

❑**Collective Thinking**
"None of us is as smart as all of us!" — Ken Blanchard

❑**Collective Action**
"Upon the conduct of each depends the fate of all." — Alexander the Great

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Alignment

❑ **Budget Model**

❑ **Challenge 2020**

❑ **IT Project Management**

Co-Ownership and Connectivity

❑**Provost's Retreat**

❑**Provost Forums**

❑**Provost's College Visits**

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Collective Thinking

1 **Pan-University Thematic Teams**
105 UCF faculty and staff across five thematic teams

2 **Metric Leaders**
12 leaders – identified as primary leads in the strategic plan

3 **Engage Students**
Provide opportunities for students to help us "collectively think" about how we will reach the metrics

4 **Engage Faculty and Staff**
Involve faculty beyond the 105 that serve on the Thematic Teams

5 **Recognize Faculty and Staff**
Established Collective Impact award

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Engage Students

❑ **Meetings with SGA Leadership**

❑ **Guest Lecturer for UCF strategic planning & org. dev. courses**

❑ **Fall 2016 Survey**

849 students completed the survey

46.2% FTIC and **47.6%** Transfer Students (6.2% did not indicate)

Over **60%** of the respondents were female, and the ethnic and racial breakdown of respondents mirrored the UCF undergraduate student population

Results were shared with Thematic Team 1 to inform their action planning

UCF

Engage Faculty and Staff

❑ Meeting with, sharing information to gain feedback, and obtaining ideas

  ❑ Faculty Senate updates and Faculty Senate's Strategic Planning Council

  ❑ "Think Tank" during 2016 Winter Faculty Development Conference & proposal submitted for Summer Conference

❑ Marchioli Collective Impact Ideation Competition to crowd-source great ideas campus wide to help UCF reach its strategic goals and metrics.

- **Over 90 entries**, about 67 usable with ideas listed
- All ideas will be shared with the Thematic Teams to inform their work
- Thematic Teams select finalists, separate selection committee to select winners
- 1st place = **$2,500**, 2nd = **$1,000**, 3rd = **$500** cash (staff or non-unity faculty) or grant (in-unit faculty)

UCF

Recognize Faculty and Staff

❑ **Marchioli Collective Impact Innovation Award**
Developed and implemented an innovative program, project, or initiative that has produced documented outcomes/impacts related to a metric in the strategic plan

Awards
$1000 to one recipient each academic semester for the first three years

Inaugural Recipient
Dr. Jennifer Kent-Walsh, Associate Professor, Communication Sciences, COHPA. **She will do a session soon!**

2017 Selection Committee
8 faculty and staff, 1 observer

Next Call for Nominations
September 2017

Nomination forms available at **http://www.ucf.edu/strategic-planning/**

UCF

Collective Action

❑**Each of Us**

Each individual throughout the organization focuses on how he or she contributes to achieving the metrics outlined in the strategic plan and works toward it in some way every day.

❑**Some of Us**

Each unit at UCF, in collaboration with our partners, undertakes actions in specific focus areas in which it excels in a way that supports and is coordinated with the actions of other units through a mutually reinforcing plan of action (i.e., UCF Institutionalization Plan) to achieve institutional level metrics.

❑**All of Us**

Collective action leads to aligning independent and unit-level actions to achieve common strategic goals
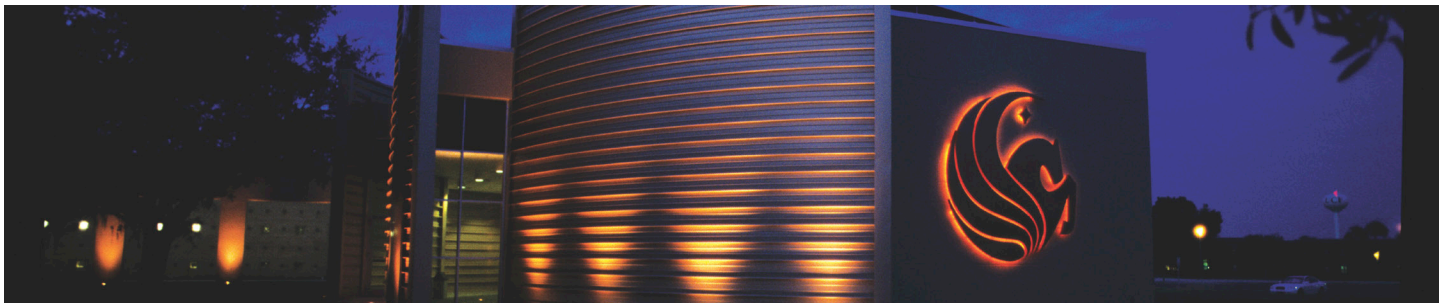
UCF

Q&A

INSTITUTIONALIZATION GUIDEBOOK

OVERVIEW

UCF is one of the great success stories in higher education. As President Hitt says, "the best is yet to come." No university becomes world-class by chance. The difference is strategy. The UCF Collective Impact Strategic Plan outlines deliberate metrics accompanied by bold strategies to achieve the metrics. Collective Impact provides the strategy for becoming a preeminent institution that transforms lives and livelihoods. Without execution, however, strategy is useless. Thus, UCF began the process of institutionalizing the new strategic plan shortly after its approval by our Board of Trustees.

In very broad terms, institutionalization is identifying and embedding changes that will help ensure the institution's long-term success. More specifically, institutionalizing the new Collective Impact Strategic Plan entails weaving the plan into the fabric of UCF. To do this, UCF must make necessary changes to existing and/or develop new initiatives, programs, policies, procedures, models, systems, and structures that align with and support achieving the strategic plan metrics. Certainly, leaders at all levels play an integral role in institutionalizing the strategic plan and making the necessary changes within their sphere of influence. Institutionalization is achieved when individual decisions are guided by the Collective Impact Strategic Plan. Ideally, each individual throughout the organization focuses on how he or she contributes to achieving the metrics outlined in the strategic plan and works toward it in some way every day.

In essence, institutionalizing the strategic plan involves making changes in what we do and the way we do it with the goal of maximizing our scale and excellence to create the greatest impact for our students and society. What specifically must we change? What specific actions must we take to implement the strategies, and what resources will be needed to carry out those actions? What outcomes and impacts can we expect to achieve by taking those actions, and when will those results be realized? Implementation planning addresses these and other questions. Thus, implementation planning also is an important part of institutionalizing the strategic plan. The end product of our implementation planning process will be a UCF Collective Impact Five-Year Implementation Plan that is executed and our progress toward the metrics outlined in the plan will be monitored, tracked, and reported.

The implementation planning process can vary from institution to institution. If you look across the higher education landscape, you will see varying processes being used. Some institutions stop at the strategic plan and never get to the full implementation of that plan. As President Hitt stated, UCF did not develop a strategic plan to be "tossed on a shelf and forgotten." Other institutions' implementation processes have involved each college or unit completing separate implementation plans, which are then published on a website. Some institutions go a step further to cut and paste the different unit plans to create a single document. Yet, these methods miss the opportunity for information sharing, integration, collaboration, and maximizing synergies across the entire campus. Additionally, some institutions' implementation plans are developed by a handful of senior leaders, or by engaging a small team of individuals. This type of implementation planning fails to gain ideas, insights, and input from individuals throughout the institution.

The implementation framework and processes designed for UCF seek to address the aforementioned limitations and honor the spirit of co-ownership and collective action with our partners to create collective academic, economic, social, and cultural impact in the region, state, and beyond. This guidebook provides details about the implementation planning framework, processes, planning tools, different roles and expectations, and timeline.

FIVE-YEAR IMPLEMENTATION FRAMEWORK AND PROCESSES

Implementation Planning Teams and Roles

Our aim is connectivity, co-ownership, and collective action. We will have three levels of teams: a) cross-functional Thematic Teams, b) Metric Leaders Institutionalization Team, and c) Core Support Team. The most essential teams during the implementation planning stage are the Thematic Teams that will refine strategies and develop action plans to achieve the corresponding metrics for each theme/focus area.

This represents a more decentralized, empowerment approach. Figure 1 provides an overview, which is followed by a detailed description of each team and its role.
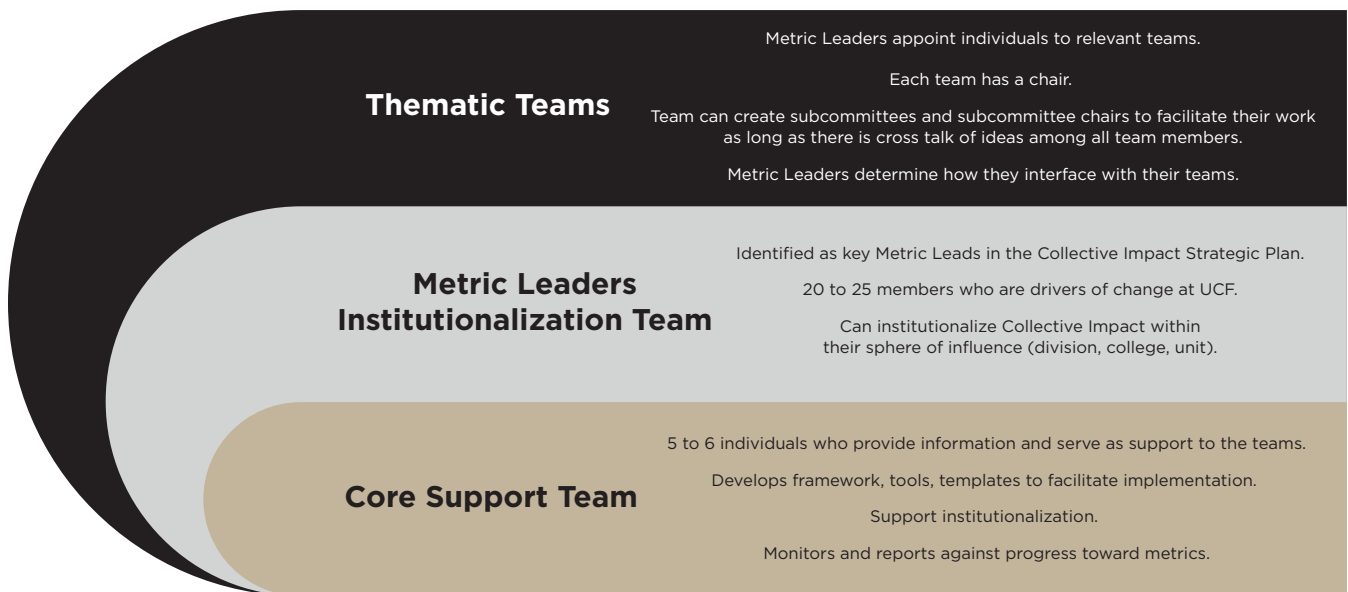
Thematic Teams

Metric Leaders appoint individuals to relevant teams.

Each team has a chair.

Team can create subcommittees and subcommittee chairs to facilitate their work as long as there is cross talk of ideas among all team members.

Metric Leaders determine how they interface with their teams.

Metric Leaders Institutionalization Team

Identified as key Metric Leads in the Collective Impact Strategic Plan.

20 to 25 members who are drivers of change at UCF.

Can institutionalize Collective Impact within their sphere of influence (division, college, unit).

Core Support Team

5 to 6 individuals who provide information and serve as support to the teams.

Develops framework, tools, templates to facilitate implementation.

Support institutionalization.

Monitors and reports against progress toward metrics.

FIGURE 1: OVERVIEW OF IMPLEMENTATION PLANNING TEAMS

Collective Impact Thematic Teams

Thematic Team 1: Student Access, Success, and Prominence
Metric Leaders: Dr. Maribeth Ehasz and Dr. Elizabeth Dooley

Thematic Team 2: Strengthening Our Faculty and Staff
Metric Leader: Dr. Cynthia Young

Thematic Team 3: Growing Our Research and Graduate Programs
Metric Leader: Dr. Elizabeth "Liz" Klonoff

Thematic Team 4: Creating Community Impact Through Partnerships
Metric Leader: Dr. Thad Seymour, Jr. • Co-Leaders: Dr. Mike Frumkin, Mr. Jeffrey Moore and Dr. Lisa Jones

Thematic Team 5: Leading Innovation in Higher Education
Metric Leaders: Mr. Mike Morsberger, Dr. Joel Hartman, Mr. Bill Merck

All of the metrics related to a thematic area have been grouped together regardless of which promise they fall under. This approach provides more focus and encourages us to look across metrics for synergies across the promises.

This approach also allows us to assemble individuals from across campus with specialized expertise in a given focus area to produce our collective best thinking.

The roles and responsibilities of the Thematic Team will be as follows:

Participate in a retreat session on November 16, 2016 where they will be provided their charge, supporting templates and tools, as well as data and additional information to help them assess "low-hanging fruit." During the retreat, team members will learn how to use resources and implementation planning tools available to them to carry out their work, such as an Action Plan Template, Prioritization Tool, and others.

Thematic Teams, in consultation with the Metric Leaders, will determine the structure of their teams (Chairs and Subcommittee Chairs as they deem appropriate). The chair of each team will serve to keep the team on task, ensure that everyone has an opportunity to provide input, and remain engaged.

Develop an action plan for their respective theme area: Using existing priority metrics and strategies outlined in the Collective Impact Strategic Plan, Thematic Teams will develop specific actions (e.g. initiatives, programs, projects, tactics, etc.) that can be undertaken to achieve the metrics. Through in-depth discussions and analysis, the actions will be determined in four primary ways.

1 The Thematic Team will determine existing university-level initiatives and programs that have a track record of success at UCF or nationally (if it is a new initiative or program) of moving the needle on a priority metric.

2 The Thematic Teams will examine model initiatives, programs, and/or best practices from other top institutions that have proven results for one of UCF's priority metrics and determine the applicability and replicability at our institution.

3 The teams will identify effective initiatives, programs, or best practices at the college or unit level that can be scaled up university-wide. This will mean each unit representative determining which actions already exist and bringing those forward for discussion and consideration. For example, some colleges or units may have developed or begun creating action plans in response to the Challenge 2020 or the Collective Impact Strategic Plan, and they can bring forward these action steps as relevant. This includes not just bringing up ideas for action from units, but rather having discussions around those ideas to yield new and different ideas. Not all of the actions brought forward by a unit will be included in a university-level implementation plan; only those deemed scalable and most impactful for the metric will be included. Of course, units should continue working toward actions not included in the university implementation plan, as they deem appropriate.

4 The Thematic Teams are challenged to push the boundaries of conventional thinking to uncover novel ideas which, while not tested, have high probability for success.

For each action, the Thematic Teams will determine what other internal collaborators and external partners will be needed, resources required, and start date, as well as expected outcomes and impacts. The outcomes will be broken down by those attainable within 18 months (starting with "low-hanging fruit" to create momentum) and those that will take three years.

The impacts will be those that will be achieved in five years. We do not want the teams to get bogged down in trying to figure out how their outcomes and impacts will be measured. The Core Support Team will work intensely on refining all outcomes and impacts when necessary and developing a monitoring and tracking system to measure progress.

The Thematic Teams will also share any noteworthy impediments or challenges (policy, structural barriers, resources, etc.) and what can be done to address those. It is not as helpful to just bring a problem without providing potential solutions. Also, each Thematic Team will be encouraged to stretch their thinking beyond financial resources and not use it as a default barrier. An Action Planning Template will be provided for each priority metric that includes all of the aforementioned desired information.

Thematic Teams must submit their final draft action plan to their respective Metric Leaders by February 28, 2017. The Metric Leaders can solicit rough drafts on a schedule determined by the Metric Leader(s).

While the main work of each team will be completed upon approval of the UCF Implementation Plan, members serve as liaisons to their units to keep their unit informed and engaged. They may also be called upon to provide advice and insights during different phases of the process of executing the implementation plan.

The Thematic Team members will be selected by members of the Metric Leaders Institutionalization Team. This encourages cross-functional teamwork and draws from expertise across the institution.

Metric Leaders Institutionalization Team

To encourage an ongoing culture of co-ownership, collective action, and accountability, most of the individuals identified as "leads" in Collective Impact Strategic Plan will constitute the Metric Leaders Institutionalization Team.

The role and responsibilities of the Metric Leaders will be as follows:

A subset of the overall team has been designated as Metric Leaders of a particular Thematic Team. Metric Leaders will provide support and resources to their respective Thematic Team(s) to aid the team in completing its task. The Core Support Team will also provide information and support to the Thematic Teams upon request.

Metric Leaders will be asked to attend the first meeting of their related Thematic Teams. Metric Leaders will attend any subsequent meetings at their discretion and interface with their teams as they deem appropriate.

Metric Leaders are in a support and advisory role to the teams. Metric Leaders review drafts of action plans and submit the final draft for their Thematic Team to the Metric Leaders Institutionalization Team.

The role and responsibilities of all Metric Leaders Institutionalization Team (5-year commitment) are:

Appoint someone from their unit to serve on each of the relevant thematic teams as they deem appropriate. Remember, the Thematic Teams will write an action plan for each themed area. Therefore, first and foremost, membership on this team should be primarily faculty and senior staff who are very knowledgeable about the thematic area and play significant roles in the success of associated metrics. It is also strongly recommended that the individual is an opinion leader who is well respected by their colleagues because they will serve as strategic plan institutionalization liaisons in their respective units upon completion of the main task of developing the action plan. Other desirable attributes include team players, creative and out-of-the-box thinkers, progressive and future-oriented, etc.

Review Action Plans from each of the five Thematic Team to:

- ensure that they are aligned to the Collective Impact Strategic Plan and will lead to reaching the priority metrics.
- make recommendations for enhancements.
- search for synergies and missed opportunities for collaboration across teams.
- search for impediments to achieving the action plan not listed (such as organizational structure, policies, procedures, management decisions, etc.) and recommend ways to address any barriers so that actions are implemented.

Integrate the five Thematic Team Action Plans to create one UCF Collective Impact Implementation Plan.

Submit the final draft of UCF Implementation Plan to Core Support Team for final editing and formatting only. The final plan will be formatted with action plans for each priority metric listed under its respective promise from the Collective Impact Strategic Plan.

Hold an information session in their unit, once UCF Implementation Plan has been approved, to share overview of the implementation plan, build excitement and energy about our future, and share how each role is important to helping us fulfill our promises. The Core Support Team will assist in developing consistent talking points and messages that can be used.

Serve as a change agent in their unit to keep unit informed and engaged over the years (e.g. provide updates on early successes at unit level once a year, perhaps drilling down to show how achieving early success was directly related to what changes the faculty and staff made in their unit that contributed to the collective), as well as identify innovators from their unit to recommend for recognition in the Collective Impact Awards Program. Essentially, Metric Leaders Institutionalization Team members are drivers of change by ensuring an ongoing culture of strategic thinking, action, assessment, and accountability.

Review the progress report at 18-month, 3-year, and 5-year milestone points to determine whether outcomes were achieved or not achieved and areas of progress or no progress. In cases where little to no progress has been made, this team will lead in assessing contributing and causal factors. A small group of leaders may be pulled together as an ad hoc committee to discuss concerns, issues, and action steps to move forward in such cases. Please note that annual reports also will be generated by the Core Support Team. However, the 18-month and 3-year milestones will serve as check points for more in-depth analysis to determine if we are on target for achieving the metrics and more rigorous assessment of contributing and causal factors. These milestones also trigger trend analysis and forecasting to determine if we are on target to achieve the 5-year targets. The Core Team will provide information and serve in a support role to assist with this process.

Review progress and projection reports and conduct an environmental scan in their area of leadership and update the implementation plan if necessary. In time of rapid change, this process keeps our institution's eyes on the external environment to note changes that could positively or adversely affect our implementation plan moving forward. This should occur in Year 5. The team will look overall at our progress on the metrics and project whether we are on target to achieve 20-year targets outlined in the Collective Impact Strategic Plan. The Core Support Team will provide assistance in developing a document to inform the university community of potential external threats and new opportunities, which metrics we've accomplished or seem on target for, and which areas may need recalibration or refinement. This team also may recommend revisions to the Collective Impact Strategic Plan. The Core Team will provide information and serve in a support role to assist with all of the aforementioned tasks.

Complete their official work at the end of the fifth year, because institutionalization of the 2016 plan should have been achieved to the point where this type of infusion and coordination should have already occurred. It will be simply the way we operate.

Metric Leaders Institutionalization Team Members

Team members are those individuals listed as key leaders in the Collective Impact Strategic Plan and other "drivers" of change within their sphere of influence at different levels within the institution. Provost and Executive Vice President, Dale Whittaker, will serve as senior advisor to the team.

The members of the team, in random order, are as follows:

Maribeth Ehasz
Vice President for Student Development and Enrollment Services

Deborah German, MD
Vice President for Medical Affairs and Dean of the College of Medicine

Elizabeth "Liz" Klonoff
Vice President for Research and Dean of College of Graduate Studies

Joel Hartman
Vice President for Information Technologies and Resources

Mike Morsberger
Vice President for Advancement and CEO of the UCF Foundation, Inc.

Grant Heston
Vice President for Communications and Marketing

William Merck
Vice President for Administration and Finance

Jeffrey Moore
Dean, College of Arts and Humanities

Paul Jarley
Dean, College of Business Administration

Alvin Wang
Dean, The Burnett Honors College

Pamela "Sissi" Carroll
Dean, College of Education and Human Performance

Michael Georgiopoulos
Dean, College of Engineering and Computer Sciences

Michael Frumkin
Dean, College of Health and Public Affairs

Mary Lou Sole
Dean, College of Nursing

Bahaa Saleh
Dean, College of Optics and Photonics

Abraham Pizam
Dean, Rosen College of Hospitality Management

Michael Johnson
Dean, College of Sciences

Elizabeth Dooley
Vice Provost for Teaching and Learning/Dean, College of Undergraduate Studies

Cynthia Young
Vice Provost for Faculty Excellence & International Affairs and Global Strategies

Tracy Clark
Associate Provost for Budget, Planning and Administration
Associate Vice President for Finance

Thad Seymour, Jr.
Vice Provost for UCF Downtown

Jeff Jones
Vice Provost for Regional Campuses

Lynn Hepner
Faculty Senate Strategic Planning Council Chair

Chester Kennedy
CEO, International Consortium for Advanced Manufacturing Research

The team will ultimately decide the frequency of their meetings. It is recommended that meetings be monthly from January through April 2017 as the implementation plan is being developed.

Core Support Team

The role and responsibilities of the Core Support Team are as follows:

- Advance the institutionalization of the Collective Impact Strategic Plan, such as helping focus the campus community on implementing the plan within their sphere of influence and, continuously seeking ways to further institutionalize the plan.
- Conduct a retreat to orient Thematic Teams.
- Attend the first meeting of Thematic Teams and be available to the teams as requested.
- Provide information and support to the Thematic Team and Metric Leaders Institutionalization Team upon request.
- Provide feedback and advice on institutionalization efforts.
- Review documents, processes, etc. and provide constructive feedback for improvement.
- Do final review, edits, and formatting of UCF Implementation Plan.
- Submit the final draft of UCF Implementation Plan to the Provost and Executive Vice President
- Develop a monitoring and tracking system.
- Prepare progress reports and updates.

Core Support Team Members:

Lisa Guion Jones
Chair and Associate Provost for Strategy and Special Assistant to the President

Ronnie Korosec
Associate Provost and Chief of Staff for Academic Affairs

Paige Borden
Associate Provost for Academic Program Quality and Associate Vice President for Institutional Knowledge Management

Christine Dellert
Assistant Vice President for Strategic Communications and Marketing

Manoj Chopra
Professor and Assistant Director for Strategic Planning

Advisors and Collaborators for Core Support Team:

Thad Seymour, Jr.
Vice Provost for UCF Downtown

Lynn Hepner
Faculty Senate Strategic Planning Council Chair

Debbie Pope
USPS Staff Council President

Trustee Chris Clemente
Student Government Association President

Julie Stroh
Senior Associate Vice President for Advancement, Alumni Engagement and Annual Giving

Jonathan Chapin
Graduate Student Association President

Lyman Brodie
Executive Associate Dean, College of Arts & Humanities

Robert Porter
Executive Academic Director, Executive Development Center

Melissa Francisco
Strategic Initiatives & Engagement Lead, Executive Development Center

Patrice Lancey
Assistant Vice President for the Office of Operational Excellence and Assessment Support

Liaisons to Core Support Team (Designated by Metric Leaders):

Kerry Welch
Liaison for Student Development and Enrollment Services

Kayae-Alese Green
Liaison for Finance and Administration

Implementation Planning Tools and Templates

- Conceptual Framework for Implementation Planning (Attachment A)
- List of Priority Metrics by Thematic Team (Attachment B)
- Action Plan Template (Attachment C)
- Action Step Prioritization Template (Attachment D)
- Timeline for Implementation Planning (Attachment E): The first 20% of a strategic plan's life determines its success. Therefore, this timeline outlines steps toward the development of the UCF Implementation Plan to occur by March 28, 2017.
- Collective Impact Faculty Ideation Competition (Attachment F)
- Collective Impact Student Survey (Attachment G)

Monitoring, Tracking, and Reporting

Monitoring and Tracking

- A monitoring and tracking system is planned to achieve seamless alignment across the different levels of implementation of the Collective Impact Strategic Plan.
- A commercial software program specializing in monitoring and tracking of organizational strategic plans will be selected after evaluating the capabilities of several available programs. The software will use a cascading, top-down approach to track the various levels of the plan, such as promises, focus areas, metrics, strategies, actions, and outcomes. The purchase of commercial software is contingent upon the availability and provision of funds.
- The software will allow for easy input of data necessary for tracking the progress of various strategies, metrics, and actions.
- It will provide real-time tracking of the progress through the use of critical milestones and their levels of achievement over time. There will also be a provision to provide weights to more important activities in the overall plan and to identify the risk levels associated with significant departures from planned achievement levels of these milestones.
- The system will clearly identify the roles and responsibilities associated with each step of implementation and track accountability.
- A common online environment will allow easier communication across the campus on required information, accountability, and levels of achievement particularly across multiple units.
- This monitoring and tracking system will bring campus-wide and community constituents into a common endeavor increasing levels of interaction and engagement.
- Information and training sessions will be organized to facilitate onboarding of the software for use on campus.

Reporting

- Data collected during the monitoring and tracking process will be analyzed and presented in the form of customized Dashboards for review at different levels.
- Additionally, reports will be prepared where information pertinent to the various metrics are presented to the Board of Trustees, the President, and other members of the leadership team.
- Reports can also be customized to be shared with external constituents through the Collective Impact website.

Collective Impact Institutionalization Strategies

Aligning the institution to support the strategy and its implementation involves:

- Visible commitment of executive leadership to the Collective Impact Strategic Plan and its Implementation Plan once developed.
- Demonstrated commitment and focus by core leadership (e.g. Challenge 2020).
- Examining, modifying, and/or revising policies, procedures, models, systems, and structures that can impede progress toward achieving the metrics outlined in the strategic plan.
- Creating new policies, procedures, models, systems, and structures that support the Collective Impact Strategic Plan (e.g. The new UCF Budget Model links incentives with desired outcomes from the Collective Impact Strategic Plan.)
- Aligning unit plans with the Collective Impact Strategic Plan to the greatest extent possible.
- Strategically identifying, securing, and deploying internal and external resources to support actions in the implementation plan.
- Reinforcing a culture of collaboration, shared ownership, collective action, and accountability at all levels.
- Affirming the characteristics of UCF that support this bold change effort such as our can-do spirit, energetic disposition, forward-thinking/futuristic views, etc.

Face-to-Face Campus Engagement involves:

- Internal and External Speeches
- Provost Retreats
- Provost Forums
- College Visits
- Meetings with Deans, Directors, and Chairs
- Hold/host information session in units (maybe do as brown bag lunch)
- Presenting at the Board of Trustees Strategic Planning Subcommittee annually and/or by request
- Update Vice Presidents, as desired
- Presentation at Dean's Council periodically
- Update Faculty Senate, Faculty Senate Strategic Planning Council, USPS Staff Council, and Student Government Association as requested
- Presenting at Academic Leadership Academy and other events

Written Communication to Engage Internal and External Audiences involves:

- Provost Updates (emails to faculty/staff)
- Enhanced, transparent strategic planning website that includes the full strategic plan, implementation plan, summaries, metric tracking, accountability reports, recognition and awards, as well as highlight early successes achieved toward metrics
- Collective Impact collateral – full report, excerpts for distribution
- Media releases

Recognition, Awards and Celebration involves:

- Creating a Collective Impact Awards Program: Recognition and celebration of efforts that advance our impact and encourages continued momentum toward fulfilling the promises of the Collective Impact Strategic Plan. The details of the award program will be announced by November 30, 2016.
- Metric Leaders Institutionalization Team should examine whether recognition for exceptional work related to Collective Impact can be incorporated into existing university awards and events at all levels.

Collective Impact Glossary of Key Terms

General Terms

Collective Action: Each unit at UCF, in collaboration with our partners, undertakes actions in specific focus areas in which it excels in a way that supports and is coordinated with the actions of other units through a mutually reinforcing plan of action (i.e. UCF Implementation Plan) to achieve institutional-level metrics. Thus, collective action leads to aligning independent actions to achieve common goals.

Institutionalization: Institutionalizing the new Collective Impact Strategic Plan entails weaving the plan into the fabric of UCF. To do this, UCF must make necessary changes to and/or develop new initiatives, programs, policies, procedures, models, systems, and structures that align with and support achievement of metrics listed in the strategic plan. Institutionalization is achieved when individual decisions are guided by the plan.

Implementation: Implementation is the process of prioritizing and focusing metrics from the Collective Impact Strategic Plan, then planning, designing, and executing specific initiatives, programs, and actions to implement strategies that achieve the priority metrics. The product of this process is an implementation plan that is executed, and progress toward the metrics in the plan is monitored, tracked, and reported. Implementation is a part of institutionalization.

Definition of Key Metrics and Priority Focus Metrics

Increasing Student Access, Success, and Prominence

Lead large Florida metropolitan areas in the percentage of the population with a bachelor's degree: As tracked by the U.S. Census Bureau's American Community Survey.

Achieve Top 5 ranking among Orlando EDC peer regions of the percentage of population with a bachelor's degree or higher: As tracked by the U.S. Census Bureau's American Community Survey.

Enroll a student population whose family incomes reflect the distribution of the region: Fall enrollment data compared to U.S. Census Bureau.

First-year retention of 92%: Summer-Fall Full-time, FTIC as reported to the Integrated Postsecondary Education Data System (IPEDS).

Six-year graduation rate of 75%: Summer-Fall Full-time, FTIC as reported to the Integrated Postsecondary Education Data System (IPEDS).

Top 10 ranking among public universities for the number of National Merit Scholars: As reported by the National Merit Scholarship Corporation's annual report.

Strengthening Our Faculty and Staff

Increase the number of National Academy members on the faculty to six: Based on the university affiliations posted to the Academy membership directory.

Reach 1,200 full-time tenured and tenure-track faculty members: Total count of fall semester faculty members with tenure of tenure-track appointments.

At least 65% of all faculty members with assigned instructional duties are tenured or tenure-track: Percentage of full-time faculty members with tenure or tenure-track appointments. Includes most colleges, plus IST and Nano. Excludes UGST, GRDST, and Honors.

Increase the number of philanthropically endowed professorships and chairs from 64 to 80: Total count as of the end of each fiscal year based on information from the UCF Foundation.

Achieve 25% in new hires of under-represented groups among tenured and tenure-track new hires: Percentage of under-represented minorities (Black, Hispanic, Multiracial, Native American, and Pacific Islander) of new tenured and tenure-track hires.

Growing Our Research and Graduate Programs

Reach at least 200 post-doctoral research appointees: As reported on the National Science Foundation/National Institutes of Health Annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

Double research awards from $133M to at least $250M: As reported by UCF's Office of Research and Commercialization.

Achieve 200 patents awarded over three years: Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar-year period.

Expand to 10,000 graduate students: Total graduate students, including MD students, enrolled in the fall semester.

Achieve research-focused graduate degrees to 25%: Ratio of thesis and dissertation degrees to all graduate degrees (annual academic year).

Innovations in Higher Education

Build the UCF Foundation endowment to $175 million: As reported on the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

Increase annual alumni giving donors from approximately 15,000 to 30,000: As reported to the Council for Aid to Education's Voluntary Support of Education survey.

Public university national ranking: A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, Forbes, Kiplinger, Washington Monthly National University, and Center for Measuring University Performance.

Author and Contributors

This guidebook was authored by Lisa Jones with invaluable contributions from
Christine Dellert, Manoj Chopra, Paige Borden, and Ronnie Korosec. Layout and design by Yohanna Reis.

1   **Resolution 2016-2017-15 Dr. John C. Hitt's 25th Presidential Anniversary**

2   **Whereas**, President John C. Hitt has served the university since March 1, 1992; and

3   **Whereas**, the university has made great advances under his leadership including an expansion
4   of programs, facilities, student access, faculty hires and achievements; and

5   **Whereas**, President Hitt recognizes the importance of Faculty Governance; and

6   **Whereas**, Dr. and Mrs. Hitt have made generous contributions and have tremendously
7   impacted the University of Central Florida and the Central Florida community; therefore

8   **Be it Resolved** that the University of Central Florida Faculty Senate is proud to congratulate and
9   thank Dr. and Mrs. Hitt on 25 years of service to the University of Central Florida.

Resolution 2016-2017-17 Faculty Senate Bylaw Change, Restore Section IV.I. Resolutions

Whereas, when the *Faculty Constitution* was separated into two separate documents, *Faculty Constitution* and *Bylaws*, language regarding the process of adopting Senate resolutions was inadvertently left out of the *Bylaws*; and

Whereas, currently the language regarding the process of adopting Senate resolutions is contained in the Faculty Handbook; therefore

BE IT RESOLVED that the *Bylaws* of the *Faculty Senate Constitution* be amended as follows to restore the Resolution language by inserting a new I. Resolutions, under Section IV. Meetings of the Senate:

   I.   Resolutions
        As the elected body of the general faculty, the Faculty Senate may formulate its opinion upon any subject of interest to the university and adopt appropriate resolutions. Resolutions addressing those areas of authority legally reserved to the president and Board of Trustees are advisory. Each resolution adopted by the Faculty Senate is forwarded to the provost and executive vice president who shall act upon the recommendation within 60 days. The provost and executive vice president shall have veto power over any resolution by the Senate. The veto with rationale shall be communicated in writing to the Faculty Senate and the chair of the Faculty Senate. The Senate, by a two-thirds majority vote, may appeal to the president any resolution vetoed. A decision by the president is final.