University of Central Florida

Pathways to Prominence
Becoming the Nation’s
Leading Metropolitan Research University

Strategic Plan: 2002-2007
Pathways to Prominence
Becoming the Nation’s Leading Metropolitan Research University

Pathway One: Enhance UCF’s Academic Mission
- Promote Excellence in Undergraduate Education
- Increase Prominence in Graduate Studies
- Foster Excellence in Research and Creative Activities
- Promote Visual and Performing Arts

Pathway Two: Serve the Central Florida Metropolitan Region
- Contribute to Regional Economic Development
- Expand Access to Educational Excellence
- Enhance Collaboration
- Expand Partnerships with Schools

Pathway Three: Strengthen UCF’s Services and Processes
- Increase Operational Excellence
- Enhance UCF Community
- Increase Visibility
- Enhance University Resources
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MESSAGE FROM THE PRESIDENT

Growth, change, and increasing quality are hallmarks of the University of Central Florida, evident in our undergraduate and graduate programs, athletic programs, research accomplishments and advances in creative activities, increasingly diverse, high-quality student population, and expanding partnerships in the metropolitan region, as well as nationally and internationally.

The previous strategic plan was Charting the Course toward these accomplishments. It described a number of strategic directions that have guided academic and administrative actions that provided the opportunities for our students, faculty members, and staff members to excel.

In charting the course to be a great metropolitan university, we recognized that the metropolitan university label was inadequate to contain our aspirations. We are a metropolitan research university that fully serves and supports the metropolitan region and engages in research, creative activities, and generation of knowledge that has a much broader impact. The key to success as a metropolitan research university is maintaining the balance between accessible, high-quality undergraduate education and the research accomplishments of scholars who are supported by outstanding graduate programs.

Our vision for the University of Central Florida is that it becomes the nation's leading metropolitan research university. The goals that were established in the previous strategic plan remain unchanged. Accomplishing these goals will realize our vision that we:

• 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

Becoming the nation’s leading metropolitan research university requires that we perform at an outstanding level and that we are recognized for that level of performance. Thus, our destination will be characterized by prominence. The 2002-2007 UCF Strategic Plan focuses on this destination and identifies twelve Pathways to Prominence that will serve as our guide over the next years. These pathways are specific strategic initiatives that will be used to direct university activities and are certainly not the only things that we do of importance. We believe, however, that those areas will lead to breakthroughs in prominence.

The development of this strategic plan has been a broad-based effort throughout the university. I want to thank the Strategic Planning Council for its leadership and skill in developing a comprehensive, yet focused plan for moving the university toward the recognition that it deserves. I urge all of the members of the UCF community—students, faculty members, staff members, alumni, partners, and friends—to join in supporting us as we follow these Pathways to Prominence.

John C. Hitt
President
December 2002
MESSAGE FROM THE CHAIR

The UCF Strategic Planning Council (SPC) is pleased to present the 2002-2007 UCF Strategic Plan: Pathways to Prominence. This plan offers a framework for the University of Central Florida to realize its vision of becoming the “nation’s leading metropolitan research university recognized for its intellectual, cultural, technological, and professional contributions and renowned for its outstanding programs and partnerships.”

Pathways to Prominence acknowledges the effectiveness of the goals in Charting the Course, the previous five-year strategic plan and builds on that foundation to identify the most significant opportunities that will guide the momentum of progress at UCF for the next five years.

The Strategic Planning Council reaffirms that the five goals of the previous strategic plan remain vitally important for our next five years. These goals remain our focus: to offer the best undergraduate education, to achieve international prominence in graduate study and research, to provide international focus to our curriculum and research, to become more inclusive and diverse, and to be America’s leading partnership university.

To further define the actions that will continue to achieve these goals, the Strategic Planning Council has identified twelve Strategic Initiatives that are detailed in this report to guide UCF to greater prominence. The goal is to implement these initiatives and bring added value that distinguishes UCF as the nation’s leading metropolitan research university.

Significantly important to developing this plan is the breadth of participation at every level to reflect the vision of internal and external stakeholders alike. The Strategic Planning Council specifically designed a comprehensive and inclusive communication process to capture the contributions from each academic and administrative unit. The deans and vice presidents consolidated these unit reviews and presented their recommendations to the president, provost, and Strategic Planning Council. The strategic initiatives were presented to the university community, modified, and approved by the Board of Trustees.

There are many individuals whose insight, wisdom, and efforts have contributed greatly to the development of the new strategic plan. They deserve our thanks for their commitment to the university and for identifying the Pathways to Prominence. In particular, the university is indebted to Dr. Essam Radwan, the previous chair of the SPC who initiated this planning effort, and to the SPC Executive Committee whose weekly meetings provided an opportunity for molding the form and content of the final plan. The members of that committee have laid the bricks and stones that form our Pathways to Prominence. We welcome you on our journey.

Lyman A. Brodie
Chair
IMAGINATION AND OPPORTUNITY

Remember a time in American education when there were no state universities. Institutions such as Harvard, Yale, and small liberal arts colleges were elitist enterprises and the average person had no opportunity to attain a higher education.

Now remember a time in American education when the movement to democratize education took root and a new kind of institution—the land grant university—was founded.

Through the Morrill Act of 1862, each member of a state’s congressional delegation received 30,000 acres of land that could be sold to establish institutions of higher education to prepare “the industrial classes” for the various professions of life. The study of agricultural, engineering and military sciences would form the core of the curriculum, but, the legislation noted, “not to the exclusion of” the arts and humanities.

The land grant mission then expanded to include the development of agricultural experiment stations and the cooperative extension system. With the production and application of knowledge merged, the United States was on its way to becoming a major manufacturing and world power.

Think back for a moment to our soldiers returning from World War II to an economy that could not provide jobs or houses—and remember the vision our government had to provide them with higher education.

The G.I. Bill was the catalyst responsible for changing the size, and soon the direction, of America’s educational institutions. Colleges and universities with enrollments of hundreds became institutions serving thousands of students. These new students, fundamentally changed by their experience abroad, changed the nature of American education in equally fundamental ways. The successes of this so-called “greatest generation” resulted in the widespread prosperity the U.S. enjoyed after the war—a prosperity that triggered a rethinking of social norms and altered society in significant and monumental ways.

As the enrollment of U.S. colleges and universities grew after World War II, so did the nation’s metropolitan areas. The jobs graduates sought were to be found in the cities, and, over time, area leaders looked to the educational system to help shape the future of their economies, manage growth, and enhance the quality of life for their neighborhoods and communities.

A university whose purpose was to meet the higher educational needs of a metropolitan region was the logical extension of the land grant mission. Today, the metropolitan universities serve substantial population centers, identify with their regions
proudly and by deliberate design, and respond to local educational and research needs while striving for national excellence in selected academic programs and research areas.

Metropolitan universities are major intellectual and creative resources for their geographical regions—and contribute to their economic development, social health, and cultural vitality. Faculty members and professional staff members develop creative partnerships with public and private enterprises, such as businesses and social service organizations, and establish close working relationships with elementary, middle, and secondary schools to maximize the effectiveness of the area’s educational system.

These universities shape and adapt their curricula, research programs, and policies to enhance their communities. They provide leadership through teaching, research, and professional outreach, and they link basic investigation with practical application to address the social, educational, cultural, and economic issues in their regions.

The University of Central Florida is one of these “new” metropolitan universities. Because of the imagination and vision of its founders, UCF has become one of the most promising institutions of this type over its short forty-year history. This strategic plan recognizes how far UCF has come—and demonstrates what it will take to achieve its vision to become the nation’s leading metropolitan research university. It is a plan that captures the imagination and describes the Pathways to Prominence for our institution.

BUILDING A NEW UNIVERSITY

The need for a university in the central part of Florida was evident as early as the late 1950s. Forecasts predicted tremendous growth in the area’s population and the emerging space exploration activities at nearby Cape Canaveral helped fuel the demand for engineering and technical education in the region. Founded in 1963 as Florida’s seventh public state university, Florida Technological University (FTU) began preparations to welcome students into four colleges: Business Administration, Education, Natural Sciences, and Humanities and Social Sciences. The Legislature authorized the creation of the College of Engineering in 1966.

On October 7, 1968, FTU opened its doors and began offering classes to an initial enrollment of 1,948. That same year faculty at area campuses in Cocoa and Daytona Beach started serving students in those communities. On December 6, 1978, in order to more accurately reflect its mission as a university—as well as the institution’s expanding range of academic programs—the Florida Legislature approved changing the name to the University of Central Florida.

Enrollment at UCF grew as fast as the university could expand facilities, offerings, and services. Today, UCF is one of the largest of the eleven schools in the State University System of Florida, housing six colleges (Arts and Sciences, Business Administration, Education, Engineering and Computer Science, Health and Public Affairs, and The Burnett Honors College), the School of Optics/CREOL and the Rosen School of Hospitality Management. Led by the Florida Board of Governors and administered by a local Board of Trustees, UCF is accredited by the Southern Association of Colleges and Schools. The university’s president is responsible for the institution’s operation and management, performance, fiscal accountability, and compliance with federal and state laws, and rules of the Florida Board of Governors.

UCF’s ability to educate a skilled workforce to meet the needs of the local economy has been one of the key factors in the area’s unprecedented prosperity in its core sectors of hospitality and tourism as well as financial services and construction. The university is also critical to the area’s growing high-technology industry—and is literally at the center of Florida’s High Tech Corridor. As one of the creators of the Corridor, along with the University of South Florida and Cirent/Agere Systems, Inc., UCF is a proven leader in promoting and developing high-tech growth in the region.

In partnership with industry, UCF has developed world-class centers and institutes in the areas of photonics, simulation and modeling—and the Central Florida Research Park adjacent to the university is ranked as one of the top ten such facilities in the nation. Optium, a spinout of technology developed at the School of Optics/CREOL, attracted $50 million in capital investment and occupies more than 30,000 square feet of space in the Park for its optical telecom business.

A general description of the university and the characteristics of the current UCF student body, faculty, staff, facilities, and funding are summarized on the university’s Web site at http://pegasus.cc.ucf.edu/~irps/character/current.html.
A UNIVERSITY FOR ITS TIME

Imagine a university where you could stroll down the sidewalks, see the founding faculty members, the founding president, and many of the staff members who helped open its first buildings—and ask them about the excitement they felt in starting a new institution. Imagine a university that would double its enrollment, double the size of its faculty, and increase its staff by fifty percent. Imagine a university where faculty would teach almost one million credit hours per semester, triple the number of research contracts and grants awarded, add new degree programs, and expand course delivery to twenty-one instructional locations while increasing the quality and retention of its students.

Now imagine this happening during the past ten years. This is what has taken place at the University of Central Florida—a new university increasing in size and growing in prominence; dedicated to forming partnerships in order to provide access to the gifts of education; engaged in its community; and active as a key partner in its region’s economic and social development.

UCF is a university of and for its community. It is not like Michigan State or Florida State—large research universities located in small cities. It is not like St. John’s or New College—four-year liberal arts schools tucked away in “college towns” with little distraction from great books and campus life. It is not even like Wayne State or Columbia—urban institutions located in the middle of a blighted area of a large city that is challenged by crumbling infrastructure and suburban flight. It is neither an educational behemoth that dominates its town nor an ivory tower unconnected to its neighbors.

As a metropolitan research university, UCF plays a key role in the economic development, and overall quality of life of its region. As active partners with area businesses, educational institutions, health and safety agencies, and arts organizations, UCF faculty members conduct applied research relevant to the region and deserving of international recognition. UCF students get real-world experience through their educational programs, and most remain to work in Central Florida after graduation. They become leaders in the community and use what they learned to improve the quality of the metropolitan area.

UCF students are distinctive in their backgrounds and approach to learning. In addition to successfully managing the triple demands of employment, family, and school, they also contribute to the daily life of the immediate region through their educational experiences—cooperative education, service learning, volunteerism, leadership programs, internships, and participation in action research.

In the universities of yesterday, students had to travel to the main campus to earn their degrees; if they wanted to study agriculture, they took courses through the land grant university’s extension service. At UCF, the “classroom experience comes to you.” UCF faculty members, renowned for their teaching, advising, research, and community service, are committed to providing access to a college education throughout the metropolitan region.

In addition to offering courses on the main campus in Orlando, UCF faculty routinely travel to the university’s twenty-one educational sites that comprise its regional campus system to assure reasonable educational access to all of the region’s citizens, including those who are place bound. The growing number of courses available online is a reflection of the faculty’s dedication to integrating technology into the curriculum to meet the needs of today’s time-starved student.

On any given day, you will find UCF faculty working in the area’s elementary, middle, and high schools; performing in its theatres; playing music in its small towns and large concert halls; conducting tourism research for its hospitality industry; or working with representatives from local and state government to tackle traffic and environmental problems. They also travel to industry conferences throughout the world to tell their fellow researchers about the exciting developments coming out of their laboratories and into Central Florida’s communities.

Providing the best customer-based service possible to UCF students is what drives the efforts of the university’s administrative staff. Imagine a system that lets you apply, enroll, pay, take courses, and earn degrees without stepping onto a campus. It’s just part of “business as usual” at UCF thanks to staff members who are committed to find ways to do what they do better, smarter, faster, and more efficiently in order to meet the needs of today’s students. Using technology to provide self-service convenience to students in a variety of areas, such as buying textbooks and parking decals, frees up staff to provide individualized attention as well as quick answers.

The University of Central Florida is indeed on a path from promise to prominence. Strategic planning helps the institution focus its efforts to achieve its objectives and realize its vision to become the nation’s leading metropolitan research university.
UCF’S CONTRIBUTIONS TO THE METROPOLITAN REGION

As a metropolitan research university, UCF shapes and adapts its curricula, research programs, and policies to meet the needs of Central Florida. Strengths in optics and lasers, computer and information sciences, engineering, materials science, space payloads, simulation and training, hospitality, and film are a direct reflection of current and proposed activities crucial to the well-being of the metropolitan region in the near- and long-term.

UCF’s commitment to economic development, partnerships, and community quality of life is well demonstrated. Scheduled to open for classes in January, 2004, the Rosen School of Hospitality Management will be housed in a 159,000-square-foot building/campus—complete with 22 classrooms, working kitchens, computer laboratory, dining room, beverage (beer and wine) laboratory, and a 400-seat performance theatre and auditorium—located on a 20-acre site in the heart of Central Florida’s tourist corridor.

In 2002, UCF’s Florida Solar Energy Center received a $5.43 million award from NASA for hydrogen research to support its Space Launch Initiative and the Kennedy Space Center’s Spaceport of the Future.

The UCF Technology Incubator (UCFTI), housed in a 64,000-square-foot facility, currently serves 36 technology-based enterprises—which in turn have created approximately 300 jobs with an average annual salary of $68,000. Sponsorship from the City of Orlando and Orange County made possible the expansion of the UCFTI into downtown Orlando to better serve its growing client base.

When the region was in danger of losing the Cirent Semiconductor plant—and its planned expansion—to Madrid, Spain, UCF joined with the University of South Florida, Cirent representatives, the local business community, and the state in a successful effort to persuade the company to remain and expand in the area. Out of that effort grew the Florida High Tech Corridor—an initiative of UCF, the University of South Florida, and Cirent (Agere Systems) that now includes eleven community colleges, a dozen economic development organizations, and many of the area’s high-tech companies.

The Corridor, which stretches from Tampa/St. Petersburg to the Space Coast, is home to more than 158,000 employees working at nearly 6,800 companies—and the metropolitan region is already receiving dividends from this important investment. For example, the 50 fastest-growing technology companies in the Corridor have an average five-year growth rate of 664 percent—and five of those companies, including the top two, are located in Orlando.

In 2002, UCF ranked second among the Florida universities, and 38th among the 84 schools included in the annual technology review conducted by the Massachusetts Institute of Technology. The rankings showcase the most productive schools in the nation in terms of technological inventions and are based, in part, on the number of patents received and the “current impact” of the institution’s research. UCF ranked first among all universities in the Southeast in current impact, outperforming schools such as the University of Florida, Duke University, the University of South Carolina, and Georgia Tech.

In addition to its tourism, high-tech, and business initiatives, including the Small Business Development Center, UCF’s partnerships also enrich the educational, artistic, and cultural lives of its neighbors in Central Florida. The following is a sample of the many ways the university’s students, faculty members, and staff members impact the communities in which they live.

• The College of Engineering and Computer Science directs and conducts women in engineering programs at local high schools.

• College of Education faculty manage SUNLINK—the electronic catalog that provides Florida’s teachers and students access to more than 16 million books, magazines, journals, and other records housed throughout the state’s public school system.

• In 2001-2002, more than 200 undergraduate education students volunteered 15,732 hours of service to 153 nonprofit community organizations and area schools.

• Engineering faculty members mentor students in the microelectronics engineering magnet program at Evans High School and the robotics club at Lake Howell High School, and teach courses in the engineering magnet program at Edgewater High School.

• Partnerships with Valencia Community College, the Osceola County School District, and the Orange County Public Schools prepare non-instructional personnel to become elementary and exceptional education teachers.
• In 2001-2002, more than 600 UCF students taught volunteer classes in business and commerce in local schools in the Junior Achievement Program.

• The University of Central Florida Community Counseling Clinic provides free individual, couple, and family counseling sessions to more than 1,000 clients each year.

• The School of Nursing staffs twelve community nursing centers throughout the region—and its innovative undergraduate curriculum has been showcased nationally by the American Association of Colleges of Nursing as a model of responding to the health needs of Central Floridians.

• The Communicative Disorders Clinic provides speech, language, and hearing services to more than 550 people each year.

• The UCF Center for Autism and Related Disabilities (CARD) provides training workshops, support groups, and technical assistance for families and professionals, as well as intervention for children, in a seven-county area. More than 1,300 individuals, from age 2 to adults, are served annually by the center.

• The Institute for Simulation and Training conducts simulation-assisted chemical and biological hazards exercises in cooperation with Orange and Seminole counties’ fire and rescue units.

• Each year The Burnett Honors College students host more than 50 Hillcrest Elementary School fifth graders when they come to campus to spend a “Day at UCF.” Honors students also volunteer more than 1,000 hours for the school’s extended day program.

• The new $9.4 million, 67,000 square-foot building addition to the Lake Sumter Community College South Lake Campus is a joint facility with UCF that allows students with associate degrees to continue their education in specific four-year programs.

• The Urban Teaching Residency Project is a partnership between UCF, two other state universities, and the public schools that provides extensive support and assistance to beginning teachers in urban schools.

• The Tangelo Park Project offers educational and social services and guarantees access to education, including post-secondary study, to residents of a disadvantaged, predominantly African-American neighborhood in Orlando. UCF is also taking a leadership role in the cultural life of Central Florida. Through the Partners in Art for Visual Education (PAVE) School Outreach Program, Art Department faculty visit schools where there are no art teachers or art programs and hold hands-on workshops in visual arts, fine arts, drawing, painting, sculpture, and printmaking. The Gift for Music program, a partnership with Walt Disney World, sends music and education majors into inner-city elementary and middle schools to teach 500 children to play the violin, viola, or cello—with instruments and lessons provided at no cost.

Currently in development, in conjunction with the City of Orlando, private enterprise, and private donors, is the Florida Center for Arts and Education (FCAE). This exciting complex of theatres and music halls, designed with the community in mind, will be built downtown and will serve as a venue for music and theatrical performances by area and touring symphony orchestras as well as ballet, theatre, and dance companies. The FCAE will also house UCF’s graduate programs in the performing arts, and its outreach activities will serve the area’s elementary, middle, and high school students.

A new master’s program in musical theatre—the result of a special partnership that includes the university, the federal government, the State of Florida, the professional Seaside Music Theater, and the City of Daytona Beach—will be showcased at the city’s Lively Arts Center. The Center will also house a magnet school in the arts for the Volusia County School District, built on oceanfront land provided by the City of Daytona Beach.

The strategic planning process at UCF embraced the current, and significant, metropolitan dimension of the university’s mission—and the resulting strategic initiatives and objectives seek to enhance the role the institution plays in its region. Reaching a new level of prominence as the nation’s leading metropolitan research university will demand a strengthened commitment to the community, and an increased involvement by everyone at UCF.
STRATEGIC PLANNING AT UCF

The Strategic Planning Council (SPC) is a reporting committee of the Faculty Senate that provides recommendations to the university president on strategic planning issues. In developing the 1996-2001 plan, the SPC used a task force structure to identify the issues and develop the strategies and directions for the university.

There is widespread agreement that Charting the Course played a significant role in moving the university forward. That document identified actions, provided specific direction, reflected anticipated challenges and opportunities, and offered justifications for subsequent efforts at all levels of the university. Moreover, the plan provided a rationale for supporting many special initiatives critical to achieving the university’s goals. Charting the Course was an important evolutionary point in strategic planning and a critical step in defining the university’s Pathways to Prominence.

A particularly important recommendation of that process was the establishment of a presidential commission to examine the status of women at the university, and a second commission to assess the status of racial and ethnic minorities. Their recommendations are summarized in the attached appendices and the findings were carefully considered by the SPC in the development of the 2002-2007 strategic plan.

The SPC wanted to have a clearly inclusive approach when developing Pathways to Prominence. The plan reflects information provided by top-down (focus groups and commissions) and bottom-up structures (strategic planning reviews by academic and administrative units) to reveal the major issues and potential strategic initiatives that could move UCF forward. Feedback from all corners of the university community was encouraged and the process produced 225 specific strategic initiatives. The SPC then synthesized the recommendations and identified twelve strategic initiatives, representing particular areas of focus, to direct UCF’s future activity as the institution strives to become the nation’s leading metropolitan research university.

The following summary of the 2002-2007 UCF Strategic Plan: Pathways to Prominence includes the objectives established for each initiative. A detailed implementation plan includes further detail describing the actions planned to achieve the objectives.
IDENTITY

The University of Central Florida is a metropolitan research university committed to the discovery, transmission, and application of the knowledge that energizes land grant and liberal arts institutions. Cognizant of their obligation to serve their surrounding regions, metropolitan universities cultivate a close relationship with their urban centers as well as their suburbs, often acting as catalysts for change. Institutions such as UCF must be on the cutting edge of education not only to serve traditional, college-age students, but also to meet the needs of those who must continually re-educate themselves to meet the challenges of a changing workplace and society.

UCF’s curriculum combines theory and practice, faculty members relate scholarship to application, and students benefit from a learning environment that emphasizes current impact—and imagination. The UCF community provides leadership to area schools, municipalities, business, and industry—particularly the entertainment, hospitality, and high-tech sectors—and many other organizations concerned with the well-being of the Central Florida metropolitan region.

Although Central Florida is the primary beneficiary of the university’s activities, recognition for high-quality research efforts and creative endeavors often reach far beyond the region. National and international recognition is what distinguishes a metropolitan university from a leading metropolitan research university—and that attention adds value to both the institution and the region it serves.

MISSION

The mission of the University of Central Florida clearly establishes the institution as a metropolitan research university.

UCF’s 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; 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.

VALUES

The UCF values comprise the guiding principles that direct the actions of the university, its students, and its employees.

UCF’s Values

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

These values have been incorporated into the UCF Creed that prescribes behavior for members of the UCF community.

CREED

UCF’s Creed

Integrity

I will practice and defend academic and personal honesty.

Scholarship

I will cherish and honor learning as a fundamental purpose of my membership in the UCF community.

Community

I will promote an open and supportive campus environment by respecting the rights and contributions of every individual.

Creativity

I will use my talents to enrich the human experience.

Excellence

I will strive toward the highest standards of performance in any endeavor I undertake.

VISION

In the context of its mission, UCF’s vision describes the desired end state—prominence.

UCF’s Vision

The University of Central Florida will be the nation’s leading metropolitan research university recognized for its intellectual, cultural, technological, and professional contributions and renowned for its outstanding programs and partnerships.

GOALS

The university established five goals in the previous strategic plan. They have high recognition and recall among the university community and have been embedded in the evaluation and planning processes. The goals continue to express what it will take to achieve the university’s vision and therefore remain our focus.
UCF’s 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.

STRATEGIC INITIATIVES

Twelve strategic initiatives form the foundation of the 2002-2007 UCF Strategic Plan—and define the university’s Pathways to Prominence. The following sections provide background information about each initiative, outlining the objectives that support each activity.

Pathway One: Enhance UCF’s Academic Mission

Strategic Initiative 1: Promote Excellence in Undergraduate Education

Strategic Initiative 2: Increase Prominence in Graduate Studies

Strategic Initiative 3: Foster Excellence in Research and Creative Activities

Strategic Initiative 4: Promote Visual and Performing Arts

Pathway Two: Serve The Central Florida Metropolitan Region

Strategic Initiative 5: Contribute to Regional Economic Development

Strategic Initiative 6: Expand Access to Educational Excellence

Strategic Initiative 7: Enhance Collaboration

Strategic Initiative 8: Expand Partnerships with Schools

Pathway Three: Strengthen UCF’s Services and Processes

Strategic Initiative 9: Increase Operational Excellence

Strategic Initiative 10: Enhance UCF Community

Strategic Initiative 11: Increase Visibility

Strategic Initiative 12: Enhance University Resources

PATHWAYS TO PROMINENCE

Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.
— Robert Frost
The Road Not Taken

Frost’s poem contains other truths—we cannot travel all the roads, it is difficult to determine which paths to choose, but choose we must, and when we look back, we hopefully will clearly see the relationship between choices we made today and where we find ourselves tomorrow.

Unlike the former U.S. Poet Laureate, who traveled alone and who happened upon only two different “roads” from which to choose, UCF is a community of travelers who must reach the same destination—even as they move along many, and diverse, routes.

The twelve strategic initiatives described in this plan focus the university’s human, financial, and technological resources in selected areas of its mission to help UCF achieve the next level of prominence as a metropolitan research university. The emphasis is on making a true difference in the life of the region and finding new, and better, ways to serve our internal and external communities.

Three basic themes run throughout the twelve initiatives: 1) enhance UCF’s academic mission; 2) serve the Central Florida metropolitan region; and 3) strengthen UCF’s services and processes.

Four of the initiatives—undergraduate education, graduate education, research and creative activities, and new developments in the visual and performing arts—are tied to our academic mission.

Enhancing economic development, expanding access to UCF’s educational programs, collaboration, and partnerships with schools will be the focus of service to the Central Florida metropolitan region.

The remaining four initiatives—achieving operational excellence; attaining a greater sense of community among our students, faculty members, and staff members; increasing visibility for the university; and securing enhanced resources—will help UCF better serve its students as well as its community.

These three themes and twelve strategic initiatives are UCF’s Pathways to Prominence.
Pathway One:
Enhance UCF’s Academic Mission
In just under four decades, UCF has grown from a technological university with limited programs to a major metropolitan research institution with an extensive array of undergraduate, and selected graduate, degree offerings. This growth, accompanied by a continual increase in the quality of the student body, is complemented by the national recognition received by the faculty at the university, as well as at its centers and institutes, for their research and creative activities. This new strategic plan promotes programs of potential prominence, supports work in the sciences, develops a more significant presence in the arts, and extends the university’s research and creative activities.

Promote 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 that makes their education at UCF distinctive from that offered by other universities.

**Increase Prominence in Graduate Studies**

UCF will increase its emphasis on high-quality graduate education, providing professional education to meet the needs of the metropolitan area while achieving international prominence in engineering, optics, education, and the physical, biological, social, environmental, and space sciences, as well as other selected programs.

**Foster Excellence in Research and Creative Activities**

UCF will expand the necessary infrastructure and rewards to support high-quality, high-impact research and creative activities that serve the cultural, economic, educational, and social needs of the region, state, and nation. Existing and emerging industries will be supported by disciplines that include computer science, dynamic
media, education, modeling and simulation, materials, photonics, and nano, life, and space sciences.

**Promote Visual and Performing Arts**
UCF will offer high-quality visual and performing arts education, research, and creative activities that will enhance the attractiveness of the metropolitan area as a location for business and industry.

**Pathway Two: Serve the Central Florida Metropolitan Region**
The University of Central Florida was originally established to create a technological engine to support the area's space-related industry and initiatives. Partnerships and service to the metropolitan region have been the focal points of the university’s efforts since its founding.

Today, the university’s leadership in the Florida High Tech Corridor and other research partnerships supports the region’s economic development, and the strategic alliances formed with other organizations that enrich Central Florida's educational, artistic, and cultural quality of life. Four initiatives in the new strategic plan are related directly to enhancing the economic development of the region, expanding access, increasing collaboration, and strengthening associations with area schools.

**Contribute to Regional Economic Development**
UCF will strengthen its leadership role in, and contributions to, the economic development and diversification of the Central Florida metropolitan region.

**Expand Access to Educational Excellence**
UCF will improve access to high-quality educational opportunities that meet the needs of all students and cultivate a reputation as an accessible, student-friendly institution dedicated to excellence.

**Enhance Collaboration**
UCF will focus its efforts to create, encourage, and facilitate opportunities for collaboration internally and with public- and private-sector partners that address the goals of the university and its surrounding metropolitan region.

**Expand Partnerships with Schools**
UCF will increase its university-wide involvement in K-12 education to become Florida's leading K-12 partnership university.

**Pathway Three: Strengthen UCF’s Services and Processes**
The university in recent years has been trying to meet the demands of rapid growth with staffing levels adequate for a much smaller enrollment. This growth, while challenging the university’s ability to provide the necessary services, results in the adoption of cutting-edge, innovative approaches to providing services and streamlining processes.

The four strategic initiatives in this third pathway relate to strengthening our services and processes to achieve operational excellence throughout the university; attaining a greater sense of community among our students, faculty members, and staff members; increasing the visibility of UCF; and securing enhanced resources for the university.

**Increase Operational Excellence**
UCF will enhance operational excellence by exceeding internal and external stakeholder expectations at all instructional locations to gain a competitive advantage through a reputation as a customer-friendly environment.

**Enhance UCF Community**
UCF will foster an inclusive and supportive environment that values students, faculty members, and staff members and their contributions to the UCF community, resulting in increased diversity and improved employee morale.

**Increase Visibility**
UCF will enhance marketing and public relations efforts to elevate its local, national, and international reputation as a leading metropolitan research institution by becoming more visible through heightened marketing of its strengths, documenting and publicizing the quality of its programs and research with targeted groups, and enhancing athletics.

**Enhance University Resources**
UCF will increase funding through partnerships and support from external sources.

The University of Central Florida’s mission is comprehensive, its vision ambitious, its goals challenging, and its core values unambiguous. The UCF strategic plan is a map for the future of the institution—and the three Pathways to Prominence built today will make all the difference in shaping the UCF of tomorrow.
PATHWAY ONE: ENHANCE UCF’S ACADEMIC MISSION

Strategic Initiative 1: Promote Excellence in Undergraduate Education

Providing a high-quality undergraduate education is central to UCF’s mission—and the university’s undergraduate program is thriving. The fall 2002 undergraduate headcount of 32,217 was an increase of more than 42 percent from fall 1996. From 1996-97 to 2001-02, the number of bachelor’s degrees awarded annually increased by nearly 21 percent to 6,142.

The quality of the students continues to improve. The fall 2002 incoming freshman class had an average SAT score of 1167 and a GPA of 3.8. Student satisfaction with the UCF academic experience is also rising—from 86.7 percent in 1996-97 to 93.3 percent in 2001-02.

Achieving the goal of providing the best undergraduate education in Florida requires that this objective be revisited in the context of the mission of a metropolitan research university. The UCF EXPERIENCE identifies what all undergraduates, whether entering as freshmen or transfers, should achieve and experience during their time at UCF. Defining and delivering this experience is the foundation of the first strategic initiative.

Strategic Initiative 1

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 that makes their education at UCF distinctive from that offered by other universities.

The following objectives outline the specific efforts needed to achieve excellence in undergraduate education:

- Define the undergraduate UCF EXPERIENCE and provide all undergraduates with significant learning opportunities, personal development, and a positive life transforming environment that affects the UCF EXPERIENCE.
- Improve university-level coordination and integration of the undergraduate curriculum.
- Enhance the recruitment of a high-quality, diverse student population.
- Improve retention and graduation of students.
- Increase collaboration among all of the units and individuals in the university to enhance excellence in undergraduate education.
- Increase and improve faculty and undergraduate student interactions.

Strategic Initiative 2: Increase Prominence in Graduate Studies

For a metropolitan research university such as UCF, graduate programs serve multiple needs. They provide the advanced education needed to support the region’s economy and quality of life—and also play a key role in the development of research and creative activities that have current impact and international significance.

Graduate education opportunities continue to grow at both the master’s and the doctoral levels; in fall 2002, graduate students represented nearly 17 percent of the university’s total enrollment. This growth has been accompanied by the development of high-quality, niche programs consistent with UCF’s emphasis on focus and selectivity.

In order for UCF to become the nation’s leading metropolitan research university, a major effort is necessary to obtain recognition and prominence in the area of graduate education—and this is the basis for the second strategic initiative.

Strategic Initiative 2

UCF will increase its emphasis on high-quality graduate education, providing professional education to meet the needs of the metropolitan area while achieving international prominence in engineering, optics, education, and the physical, biological, social, environmental, and space sciences, as well as other selected programs.

The following objectives outline the specific efforts needed to achieve prominence in graduate and professional education:

- Improve the coordination and management of graduate education, as well as the marketing, fund-raising, resource allocation, and other operational activities of the university to reflect the increased priority of graduate education.
- Identify UCF programs that are near national or international prominence and implement a coordinated strategy to assist selected programs to achieve national or international stature.
- Develop new graduate programs in identified areas of need and opportunity.
• Enhance access to graduate education by implementing new approaches, mechanisms, formats, and sites for course and program delivery.

• Increase graduate enrollment as a percentage of total university enrollment.

• Improve recruitment of a high-quality, diverse student population.

• Enhance the visibility of graduate education by increasing outreach and partnership activities.

Strategic Initiative 3: Foster Excellence in Research and Creative Activities

The efforts of the faculty members in the colleges, institutes, and centers, combined with the leadership provided by the Office of Research, have resulted in record levels of research funding and contributions. Total sponsored research awards more than doubled in the past six years, surpassing the $75 million mark in 2002.

Much of this research, in areas such as photonics, engineering, and modeling and simulation, has a clear regional impact and increasingly reinforces the growing high-tech presence in the metropolitan area. To reach an even higher level of prominence, more must be done to support these efforts. The third strategic initiative addresses what is needed to accomplish this goal.

Strategic Initiative 3

UCF will expand the necessary infrastructure and rewards to support high-quality, high-impact research and creative activities that serve the cultural, economic, educational, and social needs of the region, state, and nation. Existing and emerging industries will be supported by disciplines that include computer science, dynamic media, education, modeling and simulation, materials, photonics, and nano, life, and space sciences.

The following objectives outline the specific efforts needed to achieve excellence in research and creative activities:

• Strengthen the support structure for research and creative activities, including multidisciplinary and interdisciplinary research.

• Enhance research capabilities and offer Ph.D. degrees in selected key disciplines.

• Attract a diverse pool of top-quality graduate students by increasing institutional and funded research support.

• Increase the infrastructure for physical research and creative activities.

• Improve research productivity by increasing faculty involvement in funded research and recruiting new faculty with strong funded research capabilities.
• Increase opportunities for research and creative activities by expanding involvement in corporate, governmental, and international partnerships.

• Create new research and economic development opportunities by better integrating existing centers with appropriate campus units and by establishing new centers.

• Enhance recognition and economic development through expanded technology transfer and commercialization of research products.

**Strategic Initiative 4: Promote Visual and Performing Arts**

The arts, including the visual arts, performing arts, and entertainment-related programs, represent major growth areas for UCF in terms of the number of educational programs, the availability of performance space, faculty recruitment, and regional and national recognition. The alliances forged with the cultural organizations in the metropolitan region provide significant learning opportunities for UCF students and a significant employment market for alumni.

UCF students and faculty are active members of these vibrant arts alliances and it is well demonstrated that the arts can have a significant impact on the economy, as well as the quality of life, of the metropolitan region. The need to promote growth and ensure quality in this area motivates the fourth strategic initiative.

**Strategic Initiative 5**

UCF will offer high-quality visual and performing arts education, research, and creative activities that will enhance the attractiveness of the metropolitan area as a location for business and industry.

The following objectives outline the specific efforts needed to achieve quality in visual and performing arts and entertainment:

• Create an integrated vision for all disciplines and sites that comprise the UCF arts community.

• Enhance the emphasis on visual and performing arts as part of the university’s mission commensurate with the magnitude of the arts and entertainment industry in the metropolitan area.

• Strengthen the support structure for the visual and performing arts.

• Expand community partnerships to increase the visibility and support of visual and performing arts initiatives.

**PATHWAY TWO: SERVE THE CENTRAL FLORIDA METROPOLITAN REGION**

**Strategic Initiative 5: Contribute to Regional Economic Development**

Supplying the community with a highly trained, motivated workforce is the obvious contribution any metropolitan university can make to its region. A leading metropolitan research university, however, is both a catalyst and a magnet for economic development and diversification.

UCF’s faculty and programs attract industry, research, and venture capital dollars to Central Florida. Start-up companies in the high-tech sector receive a wide range of services from the UCF Technology Incubator. The Central Florida Research Park, adjacent to the university’s main campus, is ranked among the top ten in the nation and the Florida High Tech Corridor is recognized as a world-class public-private partnership model.

UCF must continue to be a leader in regional planning activities if its full potential as a leading metropolitan research university is to be realized. The fifth strategic initiative addresses this increased involvement.

**Strategic Initiative 5**

UCF will strengthen its leadership role in, and contributions to, the economic development and diversification of the Central Florida metropolitan region.

The following objectives outline the specific efforts needed to strengthen UCF’s leadership role in economic development and diversification in the metropolitan region:

• Serve as a key partner and resource in the creation and implementation of plans for economic development and diversification in the metropolitan region.

• Enhance tracking and networking of alumni, particularly those employed in leadership positions in disciplines key to the area’s economic development and diversification.

• Develop interdisciplinary partnerships that combine the strengths of the College of Business Administration with other disciplines within the university to enhance economic development and diversification in the region.

• Enhance UCF’s role in regional planning and development.
• Enhance educational programs that significantly contribute to the development and diversification of the metropolitan region.

**Strategic Initiative 6: Expand Access to Educational Excellence**

Access is key to the success of a leading metropolitan research university. UCF offers an array of programs, sites, and delivery methods, ranging from seminars in traditional classrooms on the main campus and courses offered at regional instructional locations to programs offered online.

While the number of first-time freshmen is increasing, upper-level transfers continue to represent a large percentage of the undergraduate population; the university currently enrolls more than 25 percent of Florida's community college graduates.

The university values inclusivity, not just diversity, as measured by such factors as race, ethnicity, and disability. Many programs are already in place that ensure access and support for a diverse student body.

The challenge for the future is to expand access to UCF in the face of two challenges: 1) a rapidly growing metropolitan area population and 2) increased interest from students throughout the state and nation in attending the university. The focus on access is the basis for the sixth strategic initiative.

**Strategic Initiative 6**

UCF will improve access to high-quality educational opportunities that meet the needs of all students and cultivate a reputation as an accessible, student-friendly institution dedicated to excellence.

The following objectives outline the specific efforts needed to expand access to educational opportunities at UCF:

• Increase access by enhancing coordination of enrollment planning, management, and programming to meet the needs of all students at all UCF instructional locations.

• Identify and improve services to meet the needs of a diverse population of students at all instructional locations.

• Improve access to educational offerings and information resources by better utilizing appropriate technology.

• Evaluate enrollment patterns to determine if UCF is meeting the needs of its service area.

• Enhance student diversity.

• Enhance efforts to create seamless articulation with Florida community colleges.

**Strategic Initiative 7: Enhance Collaboration**

UCF’s special distinctiveness may well be its commitment to, and success in, developing strategic partnerships. Today, collaboration describes virtually every aspect of the university’s internal operations—and external partnerships are the hallmark of UCF’s success as a leading force in the metropolitan region.

Research partnerships lead to the creation of new companies as discoveries move out of the laboratories into the marketplace. Collaborations with area schools enrich the learning experiences of students. The community benefits from outreach activities in nursing, hospitality, engineering, theatre, and other disciplines. UCF’s Metropolitan Center for Regional Studies is taking a lead role in identifying opportunities for additional, as well as innovative, alliances throughout the area.

The increasing emphasis on multidisciplinary and interdisciplinary programs and research and creative activities necessitates that UCF find ways to strengthen and maximize collaboration within the university and with the communities it serves. The importance of partnerships is the motivation behind the seventh strategic initiative.

**Strategic Initiative 7**

UCF will focus its efforts to create, encourage, and facilitate opportunities for collaboration internally and with public- and private-sector partners that address the goals of the university and its surrounding metropolitan region.

The following objectives outline the specific efforts needed to increase collaboration and partnerships:

• Strengthen the culture of interdisciplinarity, collaboration, and partnerships particularly across colleges.

• Create an infrastructure that encourages, rewards, and coordinates collaboration.

• Build on existing partnerships and augment collaboration with the public and private sectors.
• Expand regional, national, and international collaborative efforts in teaching, research, and service.

• Develop expertise in the emerging state-level power structure and influence policy formulation through active and coordinated participation.

**Strategic Initiative 8: Expand Partnerships with Schools**

The delivery of K-12 education remains a serious concern for the growing Florida population. The impact of schools on the lives of Florida’s children continues to increase as demonstrated by the recent amendment to the state’s constitution requiring the development of the delivery of pre-K education for four-year olds. The region’s schools also play a major role in the assimilation of people from other countries of origin into 21st century Florida.

The College of Education received special recognition from its national accreditation body for its successful partnerships at the regional and state level. The UCF Academy for Teaching, Learning and Leadership is a statewide initiative to foster new approaches to improve the quality of K-12 education.

School systems will benefit from increased involvement by the UCF community. For example, domestic and international diversity have been infused throughout the curriculum to prepare future and current teachers to meet the realities of the region’s diverse population. Finding creative ways to expand partnerships with schools that benefit both the university and K-12 education in the metropolitan region is the basis for the eighth strategic initiative.

**Strategic Initiative 8**

UCF will increase its university-wide involvement in K-12 education to become Florida’s leading K-12 partnership university.

The following objectives outline the specific efforts needed to expand partnerships with schools:

• Create a university infrastructure that will strengthen involvement in K-12 education.

• Enhance strategies within the university to ensure campus-wide involvement in K-12 education.

• Forge stronger external partnerships with schools and community organizations to foster school improvement and enhance the achievement of K-12 students.

• Facilitate university-wide initiatives in K-12 settings through the UCF Academy for Teaching, Learning and Leadership.

**PATHWAY THREE: STRENGTHEN UCF’S SERVICES AND PROCESSES**

**Strategic Initiative 9: Increase Operational Excellence**

Operational excellence was one of the strategic directions highlighted in the previous strategic plan—and the many efforts associated with its implementation helped propel UCF to a position of national recognition in several areas including the use of technology and institutional effectiveness. The problem-solver and PeopleSoft transition teams improved scores of business practices. The university has also made major strides in consolidating and modernizing its information systems, as well as recognizing the potential of making strategic use of data.

There are, however, many additional challenges and opportunities that require increased diligence and commitment as well as the strategic use of people, technology, and communication. The need for a continued focus on operational excellence underscores the ninth strategic initiative.

**Strategic Initiative 9**

UCF will enhance operational excellence by exceeding internal and external stakeholder expectations at all instructional locations to gain a competitive advantage through a reputation as a customer-friendly environment.

The following objectives outline the specific efforts needed to increase operational excellence:

• Improve all services to internal and external stakeholders.

• Improve operational excellence and administrative efficiencies through greater use of technology, improved communications, and strategic use of data.

• Strengthen the physical infrastructure of the university through more efficient use of present space and new construction.

• Enhance the financial system and management through new technology and enlightened accountability.

• Improve data quality, accuracy, integrity, and accessibility to enhance planning, management, and strategic use of data.
- Enhance the technology infrastructure to assure state-of-the-art communications, information storage and transfer, research and instruction capability, and university-wide sharing of information.

- Improve responsiveness to changing needs and responsibilities of the university by adapting organizational structures.

- Augment the capability of frontline employees to provide excellent service.

- Reengineer identified policies and procedures as appropriate.

**Strategic Initiative 10: Enhance UCF Community**

Community is one of the core values of the university. Its foundation is the promotion of an inclusive, open, and supportive campus environment where understanding, mutual respect, and fairness underlie all of our actions. This view of community recognizes and appreciates that our students, members of the Board of Trustees, faculty members, staff members, alumni, parents, partners, friends, and associates are diverse in many ways—including but not limited to ethnicity, gender, nationality, abilities, orientation, educational discipline, age, and socioeconomic background.

Effectively supporting diversity is naturally challenging, but UCF is committed to creating an environment of support, where understanding, shared purpose, and a commitment to doing the right things for the greater good are hallmarks of the UCF EXPERIENCE. Community at UCF is an environment that fosters the growth and education of its students—and that has appropriate employment policies and practices that ensure the development and fair treatment of its faculty members and staff members.

Becoming the nation’s leading metropolitan research university requires that the university recognize the importance of all who contribute to its success. The tenth strategic initiative discusses what is necessary to establish a greater sense of community.

**Strategic Initiative 10**

UCF will foster an inclusive and supportive environment that values students, faculty members, and staff members and their contributions to the UCF community, resulting in increased diversity and improved employee morale.

The following objectives outline the specific efforts needed to enhance the UCF community:

- Develop a welcoming climate and enhance the sense of community among students, faculty members, and staff members.

- Create an inclusive environment that encourages respect for the various dimensions of human diversity.

- Recognize the role of employment policies relative to morale and commitment to the university.

- Develop an intellectually stimulating campus community that highlights UCF’s commitment to diversity and inclusiveness.

- Expand strategies to attract, retain, and address the needs of a diverse student population.

- Cultivate an environment where student perceptions, needs, experiences, and outcomes are assessed on a regular basis and the results are used to improve programs and services.

- Enhance strategies to attract and retain a diverse faculty.

- Enhance strategies to attract and retain a diverse A&P and USPS staff.

**Strategic Initiative 11: Increase Visibility**

The reputation of UCF’s programs continues to improve and the general awareness of the institution and its contributions to the metropolitan region is increasing. The university, a leader among the state universities and recognized as such in the Florida Legislature, is also recognized nationally by various organizations as an excellent educational value.

Focused efforts for particular programs and activities have generated increased awareness about the leadership role UCF plays in the region, but there is a lingering perception that this awareness could be broadened. Achieving recognition as the nation’s leading metropolitan research university requires increased visibility—the basis for the eleventh strategic initiative.

**Strategic Initiative 11**

UCF will enhance marketing and public relations efforts to elevate its local, national, and international reputation as a leading metropolitan research institution by becoming more visible through heightened marketing of its strengths, documenting and publicizing the quality of its programs and research with targeted groups, and enhancing athletics.
The following objectives outline the specific efforts needed to increase visibility and recognition:

- Expand and enhance efforts to increase general awareness about UCF as a metropolitan research university with key segments of the general public.
- Build, strengthen, and reinforce awareness of UCF’s strengths and programs of prominence.
- Build, strengthen, and reinforce UCF’s leadership position as America’s partnership university.
- Continue the efforts of the athletics division to develop and promote a high-profile intercollegiate athletic program.

**Strategic Initiative 12: Enhance University Resources**

The previous eleven strategic initiatives demand various types of action. Implementation of these actions requires resources—and “doing more” generally requires more. In some areas, “doing better” will mean working smarter and more efficiently.

The university currently has the second lowest ratio of total expenditures per student among the universities in the Florida State University System—and will continue to pursue efficiency and quality through the operational excellence initiative. Efforts related to expansion of activities, however, will require more resources.

Having the capability and flexibility to respond to new opportunities requires additional operating and endowment resources beyond state funding. An assessment of ways to support new opportunities is the basis for the twelfth strategic initiative.

**Strategic Initiative 12**

UCF will increase funding through partnerships and support from external sources.

The following objectives outline the specific efforts needed to increase university resources:

- Obtain significant increases in external funding by encouraging interdisciplinary and cooperative initiatives.
- Obtain sustainable sources of external funding from sponsoring agencies.
- Develop mechanisms to support UCF’s fund-raising efforts to increase alumni support as outlined in the UCF Foundation’s strategic plan.
- Develop mechanisms to support the UCF Foundation’s fund-raising efforts to increase the endowment as outlined in its strategic plan.
THE FUTURE OF UCF

The vision of becoming the nation’s leading metropolitan research university reflects our current understanding of UCF as an educational institution and community leader—and the promise of what it can, and will, become.

UCF is indeed the university of the future—flexible, imaginative, responsive, and relevant. The 2002-2007 UCF Strategic Plan: Pathways to Prominence provides clear direction to the university. This strategic plan is not a dream, but rather a realistic approach that will lead the institution from promise to prominence.

UCF Regional Campus System

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APPENDIX A:
President’s Commission on the Status of Women
The President’s Charge
The President’s Commission on the Status of Women was established to assess and recommend policies, practices, and procedures that improve and ensure an equitable educational, professional, and social environment in which the full participation of women is supported and the contributions of women are valued. In addition, the Commission was to work closely with the Strategic Planning Council to ensure that gender, racial, ethnic, and other elements of human diversity were addressed. More specifically, the Commission was to provide guidance and leadership in infusing diversity throughout the strategic plan to support the overall goal of becoming a more inclusive and diverse community.

Recommendations
The Strategic Planning Council considered the recommendations presented in Women of UCF: Status 2000, the July 2001 report of the Commission on the Status of Women when developing this plan. Selected critical recommendations include the following:

• Create a Women’s Research/Resource Center.
• Implement the detailed recommended actions identified in the full report including, but not limited to the following:
  - Design one “climate” instrument to be administered annually to students, faculty members, and staff members and report the results to the UCF community.
  - Assess the degree to which gender pay inequities exist in departments and units.
  - Conduct organizational and individual assessments to determine what is causing the glass ceiling to form and create balanced practices that will support advancement opportunities for women, with the ultimate goal of removing the glass ceiling.
  - Develop a single, more complete, campus-wide policy on sexual harassment, implement programs to prevent sexual harassment in the workplace, and conduct an educational campaign to disseminate information about sexual harassment.
  - Provide focused diversity training that will ensure fair treatment of women and minorities in the hiring and negotiation process, ensure gender balanced search committees, and pursue a more diverse pool of applicants.
  - Provide and encourage mentoring for female and minority students, faculty members, and staff members.
  - Increase female employees’ awareness of career advancement possibilities.
  - Ensure that opportunities for research leave or course reductions for research are equitably distributed and employees are compensated for increasing skills and duties.
  - Develop family friendly policies that extend to students, as well as faculty members and staff members, and evaluate the impact of parenthood on the “tenure clock.”
• Actively recruit and then retain women, including ethnic minority and nontraditional students, interested in pursuing traditionally male-dominated academic programs.
• Ensure that curricula are gender-inclusive and integrate teaching teams so students see diverse role models.
• Ensure that faculty members conduct classes and treat students in ways that promote gender equity.
• Extend the tenure of the Commission on the Status of Women to monitor implementation of the recommended actions.

APPENDIX B:
President’s Commission on the Status of Racial and Ethnic Minorities
The President’s Charge
The President’s Commission on the Status of Racial and Ethnic Minorities was established to assess and recommend policies, practices, and procedures to improve and ensure an equitable educational, professional, and social environment in which the full participation of racial and ethnic minorities is supported and their contributions are valued. In addition, the Commission was to work closely with the Strategic Planning Council to ensure that gender, racial, ethnic, and other human diversity issues were addressed. More specifically, the Commission was to provide guidance and leadership in infusing diversity throughout the strategic plan to support the overall goal of becoming a more inclusive and diverse community.

Recommendations
The Strategic Planning Council considered the recommendations presented in the August 2001 report of the President’s Commission on the Status of Racial and Ethnic Minorities when developing this plan. The Commission identified themes relevant to the ethnic and racial minority groups at UCF and recommended the following:

• Designate the Office of Diversity Initiatives as the repository for information on diversity activities to provide an accurate profile of UCF’s commitment to racial and ethnic diversity.
• Provide adequate funding, personnel, space, and a permanent location for the Office of Diversity Initiatives.
• Restructure the university’s approach to diversity to clearly delineate domestic diversity from global diversity.
• Establish a list of official data related to ethnic and racial minorities that should be collected centrally.
• Implement a leadership-training program that prepares minority employees to apply for supervisory positions in all employee classifications.
• Continue the Provost’s Faculty Diversity Enhancement Program and consider implementing similar programs for other employee groups.
• Examine the curriculum, especially the General Education Program, to strengthen and increase the number of university designated diversity courses.