THE DECADE AHEAD

and

A STRATEGY FOR ENHANCING UF RANKINGS
The University of Florida will be a premier university that the state, nation and world look to for leadership.

Our Aspiration

The University of Florida will be a premier university that the state, nation and world look to for leadership.

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W. Kent Fuchs

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Pamela S. Soltis
Cory M. Yeffet
As we seek to reach our highest shared aspirations for the University of Florida, these goals and objectives set forth a path that both enlivens our current strengths and establishes a bold new future. I look forward to joining everyone in our university community as we follow this path toward becoming one of the very best universities in the world."

W. KENT FUCHS
President, University of Florida

The President’s Task Force on Goals engaged the broader university community in a wide-ranging discussion to guide UF’s future for the next decade. “These resulting goals and objectives set a tone for excellence in all that we do.”

WINFRED M. PHILLIPS
Task Force Chair

UF’s progress in the last decade demonstrates what can be achieved by state leaders, administrators, faculty and students all working in concert. “Through this partnership over the next decade UF will become one of the nation’s truly great universities helping to lead the state’s economic development and to improve the lives of its citizens.”

JOSEPH GLOVER
Provost, Senior Vice President

An exceptional academic environment that reflects the breadth of thought essential for preeminence, achieved by a community of students, faculty and staff who have diverse experiences and backgrounds

Objective
UF students, faculty and staff with increasingly diverse demographic and geographic characteristics

Objective
A university climate that is inclusive, supportive and respectful to all

Objective
Diverse, robust educational and interdisciplinary areas of excellence

Objective
Increased Globalization to enhance our effectiveness as world citizens

OUR GOALS AND OBJECTIVES //
OUR GOALS AND OBJECTIVES //

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An outstanding and accessible education that prepares students for work, citizenship and life

Objective
A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience

Objective
Services that are accessible and available in a timely fashion that support students’ health, development and well-being, thereby improving their academic and personal growth and success

Objective
Academic programs that promote effective and accessible learning through innovation

Objective
High quality student-faculty interactions in mentored research

3

Faculty recognized as preeminent by their students and peers

Objective
An increased number of high-impact scholarly publications and creative works

Objective
An increased professional and public visibility of UF faculty

Objective
An increased faculty participation in professional service and leadership

Objective
A nurturing and invigorating academic and professional environment for all faculty across the research, teaching and service missions of the university
**Objective**
Increased engagement and outreach of UF programs leading to positive impacts in such areas as health, the economy, environment and community.

**Objective**
Improved communication leading to increased public awareness of and value placed on UF programs and their impact on society.

**Objective**
Increased technology translation and entrepreneurial activities.

**Objective**
A strengthened public engagement of the university’s programs with local, national and international communities.

**Objective**
Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world’s citizens.

**Objective**
Documented advances in productivity and recognition of UF research programs.

**Objective**
Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.

**Objective**
Increased extramural and intramural funding that enhances both basic and translational research.

**Objective**
Processes and systems that facilitate excellence in research and scholarship.
Alumni who are successful in their careers and in life and who are proud to be graduates of the University of Florida

Objective
Alumni who make significant contributions to their professions and society

Objective
Alumni who engage with and support the university’s educational, research and service missions

Objective
A campus with updated facilities, including modern research laboratories, classrooms to support state-of-the-art teaching and learning, contemporary residence halls, and high-quality technology infrastructure

Objective
An efficient and effective administration that provides superior business services to the campus community, proactively streamlines processes to minimize burden and redundancy, incentivizes excellence through budget appropriations and attracts and retains talented staff through ongoing professional development opportunities and competitive compensation

Objective
An attractive, sustainable and safe campus that offers a high quality of life to faculty, staff, students, alumni and the community, making UF a desirable place to visit, live, work and play
To build and maintain a great university that can take its place among the ten or twelve great state universities of the country is a monumental task and a grave responsibility. Anything less than that status for the University of Florida would place the State herself in an inconspicuous place among the great states of the Union.”

PRESDIENT J. HILLS MILLER
Inaugural Address, 1948

... A state that has catapulted to a position among the top ten in population in the nation in the last ten years, if it is to reach its full potential in realms other than size, warrants a university among the top ten in the nation.

PRESIDENT ROBERT MARSTON
Inaugural Address, 1975

... We will be among the nation’s top-five public research universities. And, we will be the nation’s number one public university for comprehensive excellence ...

PRESIDENT KENT FUCHS
Inaugural Address, 2015
Categorization of Institutions

- 34 PUBLICS
- 60 AAU
- 115 HIGHEST RESEARCH
- 334 DOCTORAL
- 4,664 INSTITUTIONS

Latest UF National Rankings

- Times Higher Education Graduate Employability
  - Value Colleges – Top 50 Best Value Colleges
  - Educate to Career (ETC) College Rankings Index
  - Forbes Best Value Colleges
  - New York Times – College Access Index
  - Kiplinger’s Best College Values (In-state)
  - Business Insider 50 Best Colleges in America
  - U.S. News & World Report Best Colleges – National Universities
  - Money Magazine – Best Colleges for Your Money
  - Forbes Top Colleges
  - Washington Monthly – National Universities
  - Washington Post – Combined Rankings
  - Wall Street Journal/Times Higher Education – U.S. Ranking

1st
1st
3rd
3rd
6th
7th
8th
9th
10th
10th
10th
11th
Ensembles of Metrics

U.S. News Metrics

- 6-year graduation rate
- Retention rate
- Peer assessment survey
- HS counselor ratings
- Financial resources/student
- Faculty compensation
- SAT
- HS standing in top 10%
- Acceptance rate
- Class size
- % faculty with terminal degree
- % faculty full-time
- Student-faculty ratio
- Graduation rate performance
- Alumni giving rate

Metrics that Matter

- Student-faculty ratio
- Total revenue per student
- Endowment
- National Academy
- Faculty awards
- Total research expenditures
- Research doctoral degrees
- Licenses/options
- Startups
- 4-year graduation rate
- 6-year graduation rate
- SAT

Performance Funding

- % BAs enrolled or employed
- Median wages of BAs enrolled full-time
- Average cost to the student
- 6-year graduation rate
- Academic progress rate
- % BAs in strategic emphasis areas
- % undergraduates with Pell Grants
- % graduate degrees in strategic emphasis areas
- Number of faculty awards
- 4-year graduation rate*

AAU Membership Indicators

- Federal research
- Membership in National Academies
- Faculty honors and awards
- Citations
- USDA, state and industry research funding
- Doctorates awarded
- Postdoctoral appointees
- Undergraduate education

*anticipated
### U.S. News Ranking Criteria, Weights and Strategy

<table>
<thead>
<tr>
<th>RANKING INDICATOR</th>
<th>WEIGHT*</th>
<th>STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate academic reputation</td>
<td>22.5%</td>
<td>Branding campaign</td>
</tr>
<tr>
<td>Peer assessment survey</td>
<td>66.7%</td>
<td>Increased recruitment out-of-state</td>
</tr>
<tr>
<td>High school counselors’ ratings</td>
<td>33.3%</td>
<td>Increased number of recruitment events with high school counselors</td>
</tr>
<tr>
<td>Graduation and Retention Rates</td>
<td>22.5%</td>
<td>Participation in Common Application</td>
</tr>
<tr>
<td>Average graduation rate</td>
<td>80.0%</td>
<td>Campaign to change culture</td>
</tr>
<tr>
<td>Average first-year student retention rate</td>
<td>20.0%</td>
<td>Align student and faculty incentives</td>
</tr>
<tr>
<td>Faculty Resources for 2014–2015 Academic Year</td>
<td>20.0%</td>
<td>Address financial stress</td>
</tr>
<tr>
<td>Faculty compensation</td>
<td>35.0%</td>
<td>Merit and market equity raises</td>
</tr>
<tr>
<td>Class Size, 1–19 students</td>
<td>30.0%</td>
<td>Additional faculty hires</td>
</tr>
<tr>
<td>Percent faculty with terminal degree in their field</td>
<td>15.0%</td>
<td>Legislative appropriations</td>
</tr>
<tr>
<td>Class size, 50+ students</td>
<td>10.0%</td>
<td>Capital campaign</td>
</tr>
<tr>
<td>Percent faculty that is full-time</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>Student-faculty ratio</td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>Student Selectivity for Fall 2014 Entering Class</td>
<td>12.5%</td>
<td>Branding campaign</td>
</tr>
<tr>
<td>Critical reading and math portions of SAT, composite ACT scores</td>
<td>65.0%</td>
<td>Increased recruitment out-of-state</td>
</tr>
<tr>
<td>High school class standing in top 10%</td>
<td>25.0%</td>
<td>Increased number of recruitment events with high school counselors</td>
</tr>
<tr>
<td>Acceptance rate</td>
<td>10.0%</td>
<td>Participation in Common Application</td>
</tr>
<tr>
<td>High school class standing in top 25%</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Financial Resources</td>
<td>10.0%</td>
<td>Legislative appropriations</td>
</tr>
<tr>
<td>Financial resources per student</td>
<td>100.0%</td>
<td>Capital campaign</td>
</tr>
<tr>
<td>Other UF-generated funds</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Graduation Rate Performance</td>
<td>7.5%</td>
<td>Campaign to change culture</td>
</tr>
<tr>
<td>Graduation rate performance</td>
<td>100.0%</td>
<td>Align student and faculty incentives</td>
</tr>
<tr>
<td>Alumni Giving</td>
<td>5.0%</td>
<td>Address financial stress</td>
</tr>
<tr>
<td>Average alumni giving rate</td>
<td>100.0%</td>
<td></td>
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*Figures in bold for each ranking indicator are the overall weights for that indicator. Percentages under the bolded weights are the relative contributions of each factor for that indicator.

Diagram showing the strategic plan with various colors and segments representing different strategies and indicators.