

**UF**

**THE DECADE AHEAD**

*and*

**A STRATEGY FOR ENHANCING UF RANKINGS**



**UF PRESIDENT** W. Kent Fuchs

**OUR ASPIRATION**

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

<b>BOARD OF TRUSTEES</b>	James W. Heavener - <i>chair</i>	David M. Quillen
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<b>GOAL-SETTING TASK FORCE</b>	Winfred M. Phillips - <i>chair</i>	David R. Nelson
	Carole R. Beal	Paul A. Ortiz
	Paul W. Davenport	Joselin Padron-Rasines
	Robert A. Gilbert	Scott K. Powers
	Julie A. Johnson	David E. Richardson
	Harry J. Klee	Christine E. Schmidt
	Lucinda A. Lavelli	Pamela S. Soltis
	Michele V. Manual	Cory M. Yeffet
	Gary A. McGill	

“

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*

# 1

**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



# 2

## 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 faculty recognized by distinguished awards, fellowships and memberships

### 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



# 4

**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

# 5

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

**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



# 6

**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

# 7

**A physical infrastructure and efficient administration and support structure that enable preeminence**

**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.”

**PRESIDENT 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 ...”

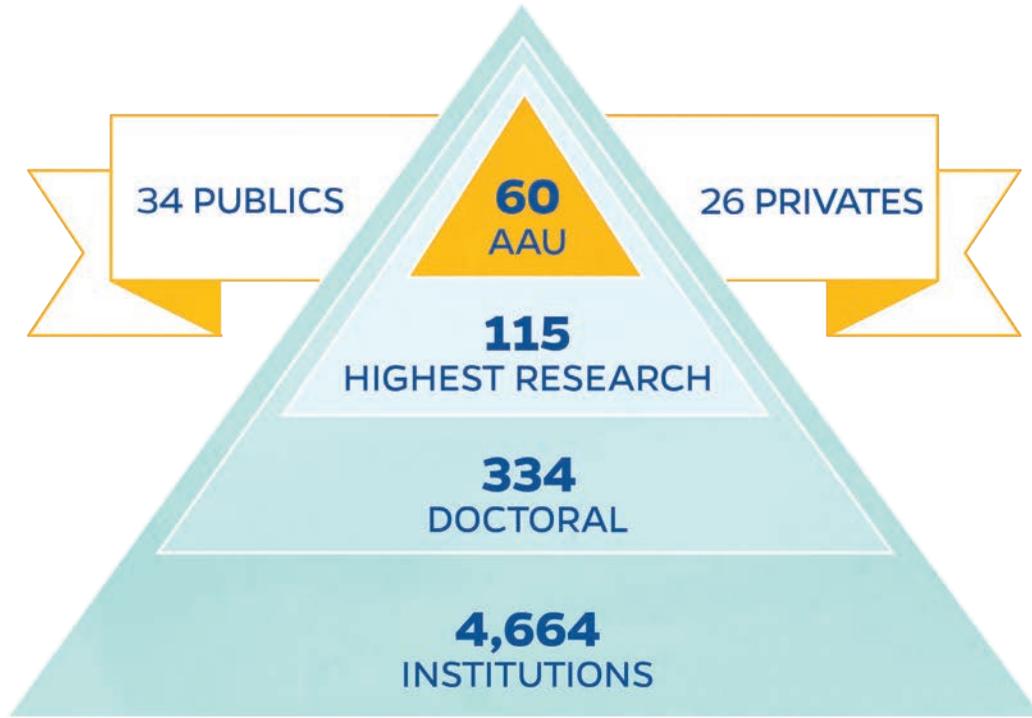
**PRESIDENT KENT FUCHS**

*Inaugural Address, 2015*



## A STRATEGY FOR ENHANCING UF RANKINGS

### Categorization of Institutions



### Latest UF National Rankings

Times Higher Education Graduate Employability	1 <sup>st</sup>
Value Colleges - Top 50 Best Value Colleges	1 <sup>st</sup>
Educate to Career (ETC) College Rankings Index	3 <sup>rd</sup>
Forbes Best Value Colleges	3 <sup>rd</sup>
New York Times - College Access Index	6 <sup>th</sup>
Kiplinger's Best College Values (In-state)	7 <sup>th</sup>
Business Insider 50 Best Colleges in America	8 <sup>th</sup>
U.S. News & World Report Best Colleges - National Universities	9 <sup>th</sup>
Money Magazine - Best Colleges for Your Money	10 <sup>th</sup>
Forbes Top Colleges	10 <sup>th</sup>
Washington Monthly - National Universities	10 <sup>th</sup>
Washington Post - Combined Rankings	11 <sup>th</sup>
Wall Street Journal/Times Higher Education - U.S. Ranking	—



## 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

% 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\*

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

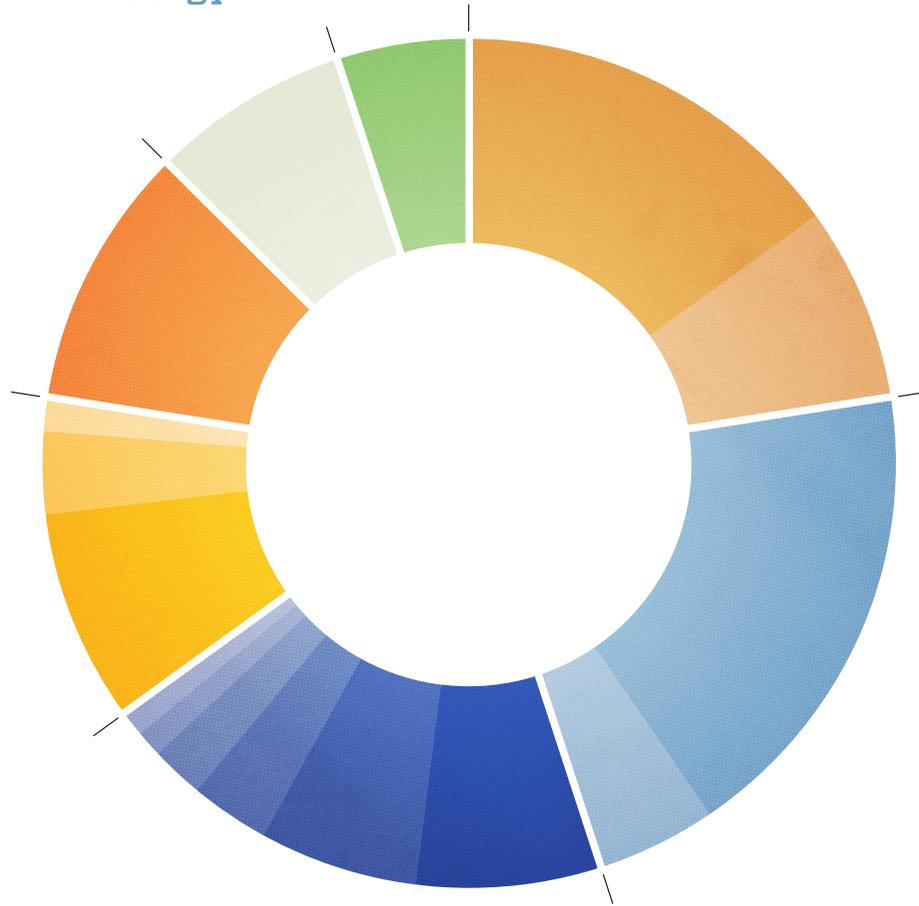
### Performance Funding

### AAU Membership Indicators

\*anticipated

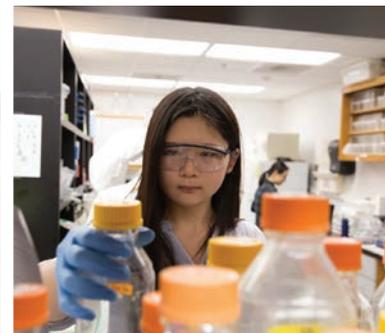


### U.S. News Ranking Criteria, Weights and Strategy



RANKING INDICATOR	WEIGHT*	STRATEGY
<b>Undergraduate academic reputation</b> Peer assessment survey High school counselors' ratings	<b>22.5%</b> 66.7% 33.3%	Branding campaign Increased recruitment out-of-state Increased number of recruitment events with high school counselors Participation in Common Application
<b>Graduation and Retention Rates</b> Average graduation rate Average first-year student retention rate	<b>22.5%</b> 80.0% 20.0%	Campaign to change culture Align student and faculty incentives Address financial stress
<b>Faculty Resources for 2016-2017 Academic Year</b> Class Size with fewer than 50 students Faculty compensation Percent faculty with terminal degree in their field Percent faculty that is full-time Student-faculty ratio	<b>20.0%</b> 40.0% 35.0% 15.0% 5.0% 5.0%	Merit and market equity raises Additional faculty hires Legislative appropriations Capital campaign
<b>Student Selectivity for Fall 2016 Entering Class</b> Critical reading and math portions of SAT, composite ACT scores High school class standing in top 10% Acceptance rate	<b>12.5%</b> 65.0% 25.0% 10.0%	Branding campaign Increased recruitment out-of-state Increased number of recruitment events with high school counselors Participation in common application
<b>Financial Resources</b> Financial resources per student	<b>10.0%</b> 100.0%	Legislative appropriations Capital campaign Other UF-generated funds
<b>Graduation Rate Performance</b> Graduation rate performance	<b>7.5%</b> 100.0%	Campaign to change culture Align student and faculty incentives Address financial stress
<b>Alumni Giving</b> Average alumni giving rate	<b>5.0%</b> 100.0%	Campaign to increase alumni giving

\*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.



**UF**  
UNIVERSITY *of*  
**FLORIDA**

