

# Strategic Plan 2022-2027

School of Public Administration  
College of Community Innovation and Education  
University of Central Florida

Doug Goodman, Ph.D.  
Professor and School Director

#### MISSION:

The University of Central Florida School of Public Administration engages with communities to advance knowledge and develop public service leaders equipped with ethical, managerial, and professional skills and values that promote social progress.

#### VALUES:

- **Excellence** – To achieve the highest standards of behavior, quality, and professionalism in all that we do
- **Integrity** - To serve in an honest and transparent manner while honoring promises
- **Public Service Leadership** - To lead inclusively and inspire others to advance the public interest while actively promoting democratic participation and collaboration
- **Community** – To recognize our duty and obligation to broader populations; whether those be proximate, global, scholarly, or professional
- **Diversity and Inclusion** - To respect all perspectives and create an environment that is open and welcoming to all
- **Engagement** – To strengthen our communities through the transformative power of shared resources, dynamic collaboration, and sustained partnerships
- **Social Justice** - To identify and address the injustices experienced by groups and individuals brought about by policies, laws, and societal projects and practices

#### VISION:

The University of Central Florida School of Public Administration is nationally renowned as a cultivator of communities through its development of public and nonprofit professionals and innovative scholarship that tackles society's ever-evolving challenges; an institution of academic and scholarly excellence that is inclusive of and accessible to all.

## Goal 1: Prioritize academic program quality over growth

*\*Objective 1.1: Streamline academic curricula, scheduling, and admissions in order to: 1) reduce the average student time of program completion by 10%, and 2) maintain an average enrollment percentage of 90% across all course sections.*

- Review program curricula to eliminate gaps and redundancies
- Improve sequencing and flexibility according to instructional staffing realities
- Ensure full in-person classes by evaluating modes of course delivery, design, and sequencing, and implementing appropriate changes
- Explore options for dual-level courses (advanced undergraduate/intro graduate, advanced masters/doctoral)
- Evaluate the feasibility of cohort models (including modes of delivery, admission windows, course sequencing, etc.) in each graduate degree program
- Adopt a continuous improvement mentality that includes stakeholder surveys, instructional skills development, and meaningful institutional effectiveness evaluation

*Objective 1.2: Recruit a diverse body of high-quality students, reflected by: 1) 10% higher entrance GPA values, and 2) meeting or exceeding 45% enrollment of minority students and 50% enrollment of female students*

- Evaluate raising admission standards to align program enrollments with available resources
- Host joint events with UCF LEAD Scholars, Honors College, and state colleges
- Expand upon SPA undergraduate Senior Scholars program to further feed graduate programs
- Establish a public service academy for high school students, UCF first-year students, state colleges, and student leaders in the UCF Office of Student Involvement
- Consult with relevant stakeholders to ensure a diverse mix of students in each academic program

*Objective 1.3: Any new or expanded academic offering generates revenue that equals or exceeds 100% of cost*

- Increase enrollment caps for high-demand, popular courses with interdisciplinary appeal
- Establish skills-based training programs for working professionals that can act as feeders into degree and certificate programs
- Explore the creation of executive programs in all SPA graduate programs
- Pursue further interdisciplinary curricular collaborations that align with UCF and CCIE strategic goals (STEM, space, health, education, performing arts, etc.)

*Objective 1.4: Enhance student support so that: 1) 50% are satisfied with school advising and support services, and 2) student scholarships and financial assistance/compensation provided by SPA (directly or via UCF Foundation accounts) increased by 20%*

- Establish student advising mechanisms that send proactive messaging and timely, tailored updates regarding program and curricular information
- Review advisor responsibilities to allow them to be more responsive to the unique challenges and needs of individual students
- Create a peer mentoring program to offer additional resources and support to students
- Identify additional sources for student scholarships and assistance (e.g., program advisory boards, alumni)

*\*All objectives are targeted for achievement by June 2027 unless otherwise noted.*

Goal 2: Serve as a hub of community engagement that promotes public dialogue, collaboration, professionalism, and service

*Objective 2.1: Foster connections between diverse community interests to promote a civil society and civic progress through: 1) 3 facilitated community conversations on relevant issues per year, and 2) 2 newly funded interdisciplinary community-based collaborations.*

- Convene community conversations on difficult subjects; promote inclusion and understanding of diverse perspectives; recognize and promote promising community initiatives
- Enable a functional partnership between UCF Foundation and Central Florida Foundation to raise mission- and values-driven funds that can simultaneously and mutually support university and community initiatives
- Pursue interdisciplinary collaborations with other UCF academic units that enhance the greater Orlando community, are externally funded, and align with UCF and CCIE strategic goals (STEM, space, health, education, performing arts)

*Objective 2.2: Provide a community-based academic curricula that emphasizes high-impact educational practices, as evidenced by: 1) 100% of students graduating with public service experience, and 2) an average of at least 4 high-impact educational experiences per student.*

- Establish a public service requirement for all students that can be fulfilled by an internship, existing public-service employment, service learning, capstone experience, or other forms of public service
- Establish permanent revolving internships with partner organizations that provide potential for ongoing employment
- Establish learning communities to cater to the interdisciplinary interests of students
- Further enhance diversity and global learning opportunities via curricular/course improvements, community conversations, study abroad opportunities, and international dual degree programs

*Objective 2.3: Professionalize students prior to graduation to foster their career development, as evidenced by: 1) hosting at least 8 student professionalization events per year, 2) 80% of responding early-career students hired within 1 year of graduation, and 3) 80% of responding mid-career students promoted within 3 years of graduation.*

- Develop a required professionalization series that includes school orientation, skills workshops, and practitioner speakers; involve faculty and student organizations; emphasize professional, public service, and school values; establish a school identity; create a student leadership institute; organize SPA day
- Create formal partnerships between each student organization and one or more professional associations
- Develop ongoing funding mechanisms for student organizations to travel to regional and national professional and academic conferences
- Establish mentoring programs with alumni, advisory board members, and other leaders connected to SPA
- Prepare students to function professionally in a politically challenging environment
- Establish a job notification and placement system for students and alumni

- Promote and recognize student accomplishments and excellence

Goal 3: Build upon the strong foundation of scholarship to emerge as a leader in public administration and policy research among public metropolitan universities

*Objective 3.1: Strategically pursue research opportunities so that: 1) external funding increases by 25%, and 2) SPA maintains a top-10 ranking in faculty scholarly productivity (as measured by Academic Analytics)*

- Maximize use of UCF seed money to pursue external funding for research
- Encourage faculty participation in UCF research clusters through existing and new collaborations
- Collaborate with leading UCF research programs to pursue external funding for research
- Maintain relevancy of research by aligning efforts with the NAPA Grand Challenges, UN Sustainable Development Goals, and NSF Big Ideas
- Strengthen CPNM and create an initiative as go to place for local government professionals

*Objective 3.2: Foster a culture of research within the school, as evidenced by: 1) 1 published research product per participating student per year, 2) hosting 8 research presentations per year, and 3) doubling the number of school-produced research promotional messages.*

- Establish faculty and student research mentorship programs for undergraduate, graduate, and Ph.D. students, and post-doctoral researchers
- Reinvigorate a speaker series to highlight research developed within the school and from eminent external scholars
- Promote the research accomplishments of faculty and students
- Streamline teaching and service obligations to increase research output
- Expand and support the annual Public Administration Research Conference and Nonprofit Management Partnership Conference