

Charging Boldly into the Future:

A Blueprint for Inspiring Innovation and
Cultivating Excellence

2023-28 Strategic Plan



College of Community
Innovation and Education

UNIVERSITY OF CENTRAL FLORIDA

Charging Boldly into the Future

In Fall 2022, under the leadership of Dean Grant Hayes, the College of Community Innovation and Education (CCIE) set forth to create a bold new strategic plan to guide the college's future over the next five years. Throughout Fall 2022 and Spring 2023, the Dean charged the CCIE Strategic Plan Committee with developing the college's shared mission, vision, values and priorities. The committee aimed to address weaknesses and challenges while leveraging strengths and opportunities through interacting with various stakeholders, collecting and analyzing data, and crafting a new plan. Aligning with many tenets outlined in UCF's most recent strategic plan, the college's strategic plan also highlights its disciplinary talents, community-focused philosophy and areas of promise in building capacity unique to CCIE.

Process

The work of this committee identified and prioritized key input from various sources and communicated that data in a comprehensive manner. Committee members solicited feedback from stakeholders including faculty, staff, students, alumni, community partners and the Dean's Advisory Council. Additionally, the committee collected data through the Dean's Essential Listening Sessions, surveys and stakeholder meetings at both the main campus and UCF Downtown (each of which included the opportunity for online participation). The committee provided presentations and updates to the general college community and also hosted meetings with departments, schools and administrative units.

Members met approximately every two weeks from October 2022 through May 2023. The committee was comprised of 23 representatives from the college's academic and administrative units, creating a diverse team based on perspectives, rank and background.

Implementation

Led by members of the CCIE Strategic Plan Steering Committee, the implementation teams met throughout the 2023-24 academic year to identify goals, strategies and action items. An external consultant provided guidance to ensure that CCIE strategies align with the UCF Strategic Plan and preeminent metrics.

Who We Are

In 2018, the University of Central Florida took a bold step and established the College of Community Innovation and Education. This move aimed to unite community-centered academic programs in a concerted effort to uplift communities and enrich lives. The college includes three schools, five departments — including several nationally ranked programs — and 11 centers and institutes, all housed at UCF's main campus and UCF Downtown.

Comprised of academic programs with established community partnerships and interdisciplinary scholarship, CCIE was the natural fit to serve as the anchor college for UCF Downtown, which opened in August 2019. The downtown campus reflects an innovative partnership between UCF and Valencia College that seeks to transform traditional structures in higher education, benefiting both the students and their local communities. The campus location offers students numerous opportunities to engage in community-based experiences such as internships, job shadowing, service-learning projects and research — just steps from related government agencies, legal firms, hospitals, educational facilities and nonprofit offices in the heart of Orlando.

ACADEMIC UNITS

School of Global Health Management and Informatics*

School of Public Administration*

School of Teacher Education

Department of Counselor Education and School Psychology

Department of Criminal Justice

Department of Educational Leadership and Higher Education

Department of Learning Sciences and Educational Research

Department of Legal Studies*

**Academic units housed at UCF Downtown*

CENTERS & INSTITUTES

Center for Community Schools

Center for Decision Support Systems and Informatics

Center for Public and Nonprofit Management

Center for Research in Education Simulation Technology

Center for Social and Civic Prosperity

Community Counseling and Research Center

Florida Center for Students with Unique Abilities

Marriage and Family Research Institute

Morgridge International Reading Center

Program Evaluation and Educational Research Group

Toni Jennings Exceptional Education Institute

MISSION

The College of Community Innovation and Education is a multi-disciplinary collaborative, enhancing lives through transformative, evidence-based approaches to research, partnerships and teaching civic-minded professionals in a diverse society.

VISION

The College of Community Innovation and Education will be a dynamic and eminent leader in innovation and partnerships, transformational education and high-impact research.

VALUES

Community and Collaboration

Our obligation and duty to the broad range of stakeholders we serve, as well as the inherent value of working together to solve complex problems.

Excellence

Our commitment to the highest standards in teaching, research and service that is foundational to our goals of driving student success and building community impact.

Impact

Our ability to create, communicate, and implement knowledge and skills that advance discovery to benefit society and improve lives through lasting change.

Innovation

Our pursuit of novel, transformative ideas that challenge conventional boundaries to identify new solutions to the most pressing issues within the communities we serve.

Integrity

Our dedication to honest, ethical and consistent actions that perpetuate trusting and authentic relationships with faculty, staff, students and other key stakeholder groups.

OUR GOALS

1

Excel in providing world-class, innovative educational experiences for our students.

Aligns with UCF Goals 1, 2, 3 and 4

2

Foster a relationship-rich culture that engages a broad range of community stakeholders and partners to cultivate transformational opportunities that elevate the human experience.

Aligns with UCF Goals 3 and 4

3

Support conducting transformative, high-impact research to address society's challenges.

Aligns with UCF Goals 1, 2, 3 and 4

4

Advance a diverse and inclusive community of excellence that embraces faculty, staff and student well-being, making the College of Community Innovation and Education an exceptional place to work and learn.

Aligns with UCF Goals 2, 3 and 4

GOAL 1

Excel in providing world-class, innovative educational experiences for our students.

Strategy 1.1: Provide professional development and community engagement opportunities to enhance classroom experiences and to better prepare students for the workforce.

Strategy 1.2: Enhance recruitment strategies for undergraduate and graduate students.

Strategy 1.3: Emphasize innovation in curriculum, ensuring accessibility and retention.



Overall Metrics	2023 Baseline	2028 Goal
Freshman First Time in College (FTIC) Retention Rate	92.1%	93%
Percentage of Undergraduate Students in High Impact Practice (HIP) Experiences	94.4%	100%
Number of Micro-credentials Offered to Students	0	1
Number of Graduate Student Credit Hours (Fall)	17,425	20,000
Number of Undergraduate Student Credit Hours (Fall)	53,055	68,000
FTIC 4-Year Graduation Rate	64.1%	68%
Florida College System Transfer 3-Year Graduation Rate	63.3%	72%



GOAL 2

Foster a relationship-rich culture that engages a broad range of community stakeholders and partners to cultivate transformational opportunities that elevate the human experience.

Strategy 2.1: Strengthen CCIE’s external engagement with community partners.

Strategy 2.2: Enhance college advancement through innovations in alumni relations and philanthropy.

Overall Metrics	2023 Baseline	2028 Goal
Number of Comprehensive Partnerships (Carnegie Community Engagement Classifications)	2	3
Percentage of Philanthropically Engaged Alumni	6.57%	9%
Amount of Overall Funding of Philanthropic Gifts (8.5% growth each year)	\$345,350	\$500,000
Number of Endowed Professorships	4	5
Number of Active Endowed Scholarships	49	60

GOAL 3

Support conducting transformative, high-impact research to address society's challenges.

Strategy 3.1: Optimize research infrastructure.

Strategy 3.2: Develop more dynamic research collaborations.

Strategy 3.3: Provide innovative research experiences for students.



Overall Metrics	2023 Baseline	2028 Goal
Number of Postdoctoral Scholars	7	15
Amount of Research Expenditures	\$9,749,440	\$11,464,000
Number of Peer-Reviewed Journal Publications	244	275
Number of Research Proposals Submitted	83	92
Number of Fully Funded Graduate Research Assistants	18	23
Percentage of Research Proposals Including Student Researchers	77%	80%
Number of Student Fulbright Applications	8	12



GOAL 4

Advance a diverse and inclusive community of excellence that embraces faculty, staff and student well-being, making the College of Community Innovation and Education an exceptional place to work and learn.

Strategy 4.1: Foster opportunities to build community within the college.

Strategy 4.2: Enhance opportunities for faculty and staff to develop and showcase excellence.

Strategy 4.3: Promote opportunities for faculty, staff and student well-being.

Overall Metrics	2023 Baseline	2028 Goal
Faculty and Staff Participation Rate in College-Sponsored Activities	71%	75%
Staff Retention Rate	68.5%	75%
Faculty Retention Rate	95.4%	96%
Number of Top 50 Ranked Programs	13	15
Faculty Satisfaction Rate	57%	65%
Staff Satisfaction Rate	86%	88%
Student Satisfaction Rate	94.1%	95%

Key Contributors

2022-23 CCIE Strategic Plan Committee

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