

2018  
Accountability Plan

UNIVERSITY  
OF FLORIDA



STATE UNIVERSITY SYSTEM    FLORIDA  
Board of Governors

## INTRODUCTION

*This is a new report that combines the previous Annual Accountability Report and University Work Plans into one new document that is more closely aligned with the Board of Governors' 2025 System Strategic Plan.*

*This revised document will enhance the System's commitment to accountability and strategic planning by enabling comparisons between past goals and actual data to better assess performance. This change will help foster greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors.*

*Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2016-17 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.*



## MISSION STATEMENT (What is your purpose?)

The University of Florida is a comprehensive learning institution built on a land grant foundation. We are The Gator Nation, a diverse community dedicated to excellence in education and research and shaping a better future for Florida, the nation and the world. Our mission is to enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit.

## VISION STATEMENT (What do you aspire to?)

UF will be a premier university that the state, nation, and world look to for leadership through: an exceptional academic environment, achieved by a diverse community; an outstanding and accessible education that prepares students for work, citizenship, and life; a preeminent faculty; growth in research and scholarship that improves lives; strengthened public engagement; successful and appreciative alumni; and infrastructure and administration that enable preeminence.

## STATEMENT OF STRATEGY (How will you get there?)

*Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.*

To achieve UF's goal to become a Top 5 university, UF is implementing strategies to optimize its achievements in multiple metrics that play critical roles in public perception, the State's Performance Funding and Preeminence scoring systems, its standing among AAU universities in research, graduate education, and technology transfer, and multiple national and international ranking systems, including U.S. News & World Report.

Through investment of new resources, both public (legislative appropriations) and private (a \$3 billion capital campaign is halfway to its goal), and through internal reallocations, UF is building leadership positions in strategic endeavors. This is being driven, in large part, through the hiring of 500 additional faculty members. This growth is boosting the university's research, technology transfer, and economic development portfolios. Through careful deployment of these faculty members, the university is reducing the student-faculty ratio and undergraduate class size. The new resources also enable UF to allocate competitive stipends for graduate assistants. This will step up the quality of each new cohort of graduate students who are important partners in faculty research endeavors.

At the same time, the university is addressing other factors that play important roles in determining its national standing:

- improving its four- and six-year graduation rates by addressing the incentives and disincentives to timely graduation
- improving the credentials of the incoming freshman class each year
- updating pedagogy to improve student success and preparation
- engaging in national outreach and branding efforts to improve perception of key stakeholders



## KEY INITIATIVES & INVESTMENTS (within 3 years)

*Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.*

1. UF has partnered with donor Herbert Wertheim to transform the College of Engineering's research

# Key Achievements for 2016-17

## STUDENT ACHIEVEMENTS

1. Philip Dmitriev won a Frost Scholarship to study at Oxford
2. Michael Cudic won a Barry Goldwater Scholarship award last year and won an NIH award to study at Oxford this fall. Aaron Sandoval was named a Goldwater recipient for the coming year
3. Jasmine Haddaway was named a Rangel Scholar

## FACULTY ACHIEVEMENTS

1. Doug Soltis & Art Hebard elected to National Academy of Science
2. Jack Davis won 2017 Kirkus Prize for Nonfiction for The Gulf: The Making of an American Sea
3. Pam Soltis won Southeastern Universities' Research Association 2018 Distinguished Scientist Award

## PROGRAM ACHIEVEMENTS

1. Reitz Union wins EBie Award for Sustainability from The Urban Green Council
2. UF Strategic Development Plan earned the Society for College and University Planning's 2017 "Excellence in Planning for an Existing Campus" award.
3. UF ranked #5 among large schools on the Peace Corps' 2017 Top Volunteer-Producing Colleges and Universities list

## RESEARCH ACHIEVEMENTS

1. UF research spending reached a record \$801.4 million in 2017
2. UF Sid Martin Biotechnology Institute named Incubator of the Year for 2017 among more than 7,500 incubators worldwide
3. Multiple sclerosis can be inhibited or reversed using a novel gene therapy technique that stops the disease's immune response in mouse models, University of Florida Health researchers have found.

## INSTITUTIONAL ACHIEVEMENTS

1. UF tied for #9 among U.S. public universities in U.S. News & World Report ranking
2. UF was ranked #2 in Kiplinger's Best Values in Public Colleges
3. UF won the 2018 Senator Paul Simon Award for Comprehensive Internationalization





## PERFORMANCE BASED FUNDING METRICS (CONTINUED)

### 6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	52.2	54.7	56.1	56.9	58.8	.	.	.	.
APPROVED GOALS	.	.	.	56	56	57	58	59	.
PROPOSED GOALS	.	.	.	.	.	57	58	59	59

### 7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2012	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020
ACTUAL	32.8	32.4	31.6	29.7	27.7	.	.	.	.
APPROVED GOALS	.	.	.	30	30	30	30	30	.
PROPOSED GOALS	.	.	.	.	.	30	30	30	30

### 8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	69.0	69.8	69.2	70.3	70.9	.	.	.	.
APPROVED GOALS	.	.	.	71	71	72	72	72	.
PROPOSED GOALS	.	.	.	.	.	72	72	72	72

### 9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours\*

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	74.4	77.3	79.8	80.3	82.1	.	.	.	.
APPROVED GOALS	.	.	.	.	.	.	.	.	.

## PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

### 1a. Average GPA

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	4.3	4.3	4.3	4.3	4.4	.	.	.	.
APPROVED GOALS	.	.	.	4.3	4.3	4.3	4.4	4.4	.
PROPOSED GOALS	.	.	.	.	.	4.4	4.4	4.4	4.4

### 1b. Average SAT Score

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	1287	1285	1273	1281	1331	.	.	.	.
APPROVED GOALS	.	.	.	1273	1280	1280	1290	1290	.
PROPOSED GOALS	.	.	.	.	.	1350	1360	1360	1360

Note: SAT scores reflect rescaling to new SAT standards (approved goals were based upon old standard).

### 2. Public University National Ranking [Top50 rankings based on BOG's official list of publications]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	.	10	10	9	11	.	.	.	.
APPROVED GOALS	.	.	.	10	10	10	10	10	.
PROPOSED GOALS	.	.	.	.	.	10	10	10	10

### 3. Freshman Retention Rate [Full-time students as reported to IPEDS]

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	96	96	96	96	95	.	.	.	.
APPROVED GOALS	.	.	.	97	97	97	97	97	.
PROPOSED GOALS	.	.	.	.	.	97	97	97	97

### 4. Six-year Graduation Rate [Full-time students as reported to IPEDS]

	2007-13	2008-14	2009-15	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21
ACTUAL	87	88	87	87	88	.	.	.	.
APPROVED GOALS	.	.	.	88	89	89	89	90	.
PROPOSED GOALS	.	.	.	.	.	89	89	90	91

Note: For more information about the Preeminence model see section 1001.7065 of the Florida Statutes.



**PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (CONTINUED)**

---

**9. Utility Patents Awarded** [over three calendar years]

	2011-13	2012-14	2013-15	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21
ACTUAL	232	263	303	307	334	.	.	.	.
APPROVED GOALS	.	.	.	270	322	315	323	333	

## KEY PERFORMANCE INDICATORS

### Teaching & Learning Metrics (from the 2025 System Strategic Plan that are not included in the PBF section)

#### Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	.	10	10	9	11	.	.	.	.
APPROVED GOALS	.	.	.	10	10	10	10	10	.
PROPOSED GOALS	.	.	.	.	.	10	10	10	10

### Freshmen in Top 10% of High School Class

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
ACTUAL	77	75	72	73	73	.	.	.	.
APPROVED GOALS	.	.	.	72	72	72	72	72	.
PROPOSED GOALS	.	.	.	.	.	73	73	73	73



## KEY PERFORMANCE INDICATORS (CONTINUED)

### Teaching & Learning Metrics

#### Graduate Degrees Awarded [First Majors Only]

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	5,981	6,241	5,613	5,809	6,162	.	.	.	.
APPROVED GOALS	.	.	.	5,620	5,650	5,700	5,800	5,800	.
PROPOSED GOALS	.	.	.	.	.	5,700	5,800	5,800	5,800

#### Percent of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	27	27	28	27	28	.	.	.	.
APPROVED GOALS	.	.	.	26	26	26	26	26	.
PROPOSED GOALS	.	.	.	.	.	28	28	28	28

#### Percentage of Adult (Aged 25+) Undergraduates Enrolled

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
ACTUAL	6	6	7	7	7	.	.	.	.
APPROVED GOALS	.	.	.	6	6	6	6	6	.
PROPOSED GOALS	.	.	.	.	.	6	6	6	6

#### Percent of Undergraduate FTE in Online Courses

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	20	26	27	31	32	.	.	.	.
APPROVED GOALS	.	.	.	27	32	33	34	35	.
PROPOSED GOALS	.	.	.	.	.	33	34	35	35

#### Percent of Bachelor's Degrees in STEM & Health

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	40	42	43	43	45	.	.	.	.
APPROVED GOALS	.	.	.	44	44	45	46	47	.
PROPOSED GOALS	.	.	.	.	.	45	46	47	47

#### Percent of Graduate Degrees in STEM & Health

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	58	58	58	59	61	.	.	.	.
APPROVED GOALS	.	.	.	58	59	59	59	59	.
PROPOSED GOALS	.	.	.	.	.	60	60	60	60





## KEY PERFORMANCE INDICATORS *(CONTINUED)*

---

### Scholarship, Research and Innovation Metrics

Number of Start-

## ENROLLMENT PLANNING

## Actual &amp; Planned Headcount Enrollment by Student Type (for all students at all campuses)

	FALL 2013 ACTUAL	FALL 2014 ACTUAL	FALL 2015 ACTUAL	FALL 2016 ACTUAL	FALL 2017 ACTUAL	FALL 2018 W > E	FALL 2019 W > E	FALL 2020 W > E	FALL 2021 W > E
<b>UNDERGRADUATE</b>									
FTIQRegulaAdmit)	25,591	25,705	26,221	27,419	27,624	27,354	27,545	27,755	27,755
FTIQProfileAdmit)	632	631	618	448	329	330	333	335	335
FCSAATransfers	4,890	5,142	5,480	5,807	6,094	6,264	6,308	6,356	6,356
OtherAATransfers	248	285	404	462	614	751	757	762	762
PostBaccalaureates	0	0	0	0	0	0	0	0	0
OtherUndergraduates	1,014	1,018	1,279	1,382	1,775	2,062	2,076	2,092	2,092
<b>Subtotal</b>	<b>32,375</b>	<b>32,781</b>	<b>34,002</b>	<b>35,518</b>	<b>36,436</b>	<b>36,762</b>	<b>37,018</b>	<b>37,300</b>	<b>37,300</b>
<b>GRADUATE</b>									
Master's	7,204	7,114	7,618	8,059	7,684	7,770	7,764	7,747	7,735
ResearchDoctoral	4,348	4,229	4,296	4,314	4,315	4,295	4,268	4,234	4,208
ProfessionalDoctoral	4,377	4,411	4,359	4,446	4,298	4,345	4,358	4,362	4,362
<b>Subtotal</b>	<b>15,929</b>	<b>15,754</b>	<b>16,273</b>	<b>16,819</b>	<b>16,297</b>	<b>16,401</b>	<b>16,391</b>	<b>16,342</b>	<b>16,305</b>
<b>UNCLASSIFIED</b>									
H.SDualEnrolled	71	149	124	273	542	731	736	741	753
Other <sup>1</sup>	1,720	1,852	2,120	2,244	2,587	2,737	2,750	2,762	2,790
<b>Subtotal</b>	<b>1,791</b>	<b>2,001</b>	<b>2,244</b>	<b>2,517</b>	<b>3,129</b>	<b>3,468</b>	<b>3,485</b>	<b>3,503</b>	<b>3,544</b>
<b>TOTAL</b>	<b>50,095</b>	<b>50,536</b>	<b>52,519</b>	<b>54,854</b>	<b>55,862</b>	<b>56,640</b>	<b>56,894</b>	<b>57,145</b>	<b>57,149</b>

Notes: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Unclassified refers to a student who has not yet been formally admitted into a degree program but is enrolled. (1) 'Other Unclassified' stud

**ENROLLMENT PLANNING (CONTINUED)****Actual & Planned FTE Enrollment by Residency & Student Level**

	2012 13 ACTUAL	2013 14 ACTUAL	2014 15 ACTUAL	2015 16 ACTUAL	2016 17 ACTUAL	2017 18 PLAN	2018 19 PLAN	2019 20 PLAN	2020 21 PLAN	2021 22 PLAN
<b>RESIDENT</b>										
LOWER	13,177	13,028	12,751	13,084	13,459	13,595	13,145	13,032	13,089	13,089
UPPER	17,809	18,028	18,051	18,372	18,862	19,630	19,843	19,887	19,902	19,902
GRAD	3,611	3,407	3,378	3,603	3,625	3,638	3,724	3,724	3,705	3,694
GRADI	5,061	4,961	4,859	4,623	4,527	4,313	4,148	4,038	4,015	3,999
<b>TOTAL</b>	<b>39,658</b>	<b>39,424</b>	<b>39,039</b>	<b>39,682</b>	<b>40,473</b>	<b>41,175</b>	<b>40,860</b>	<b>40,682</b>	<b>40,710</b>	<b>40,684</b>
<b>NONRESIDENT</b>										
LOWER	595	711	855	1,101	1,380	1,463	1,605	1,697	1,763	1,763
UPPER	734	851	1,007	1,125	1,332	1,569	1,831	2,060	2,202	2,202
GRAD	2,945	2,928	2,984	3,264	3,530	3,251	3,194	3,188	3,192	3,193
GRADI	2,901	2,833	2,815	2,941	3,098	3,120	3,206	3,271	3,235	3,207
<b>TOTAL</b>	<b>7,175</b>	<b>7,322</b>	<b>7,661</b>	<b>8,431</b>	<b>9,340</b>	<b>9,403</b>	<b>9,836</b>	<b>10,216</b>	<b>10,393</b>	<b>10,365</b>
<b>TOTAL</b>										
LOWER	13,772	13,739	13,606	14,185	14,839	15,057	14,749	14,730	14,852	14,852
UPPER	18,543	18,878	19,058	19,497	20,194	21,200	21,674	21,947	22,104	22,104
GRAD	6,556	6,335	6,362	6,867	7,155	6,888	6,918	6,913	6,897	6,887
GRADI	7,962	7,794	7,674	7,564	7,624	7,433	7,354	7,309	7,250	7,206
<b>TOTAL</b>	<b>46,833</b>	<b>46,746</b>	<b>46,700</b>	<b>48,113</b>	<b>49,813</b>	<b>50,578</b>	<b>50,696</b>	<b>50,898</b>	<b>51,103</b>	<b>51,049</b>





WEST VIRGINIA STATE BAR ASSOCIATION

MEMBERSHIP LIST

MEMBER NAME ADDRESS CITY STATE ZIP

1. [Name]

MEMBER NAME ADDRESS CITY STATE ZIP

MEMBER NAME ADDRESS CITY STATE ZIP

MEMBER NAME ADDRESS CITY STATE ZIP

MEMBER NAME

MEMBER NAME

MEMBER NAME ADDRESS CITY STATE ZIP

MEMBER NAME ADDRESS CITY STATE ZIP

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME

MEMBER NAME



information in this plan is true and



# 2018 Accountability Plan

STATE UNIVERSITY SYSTEM    FLORIDA





---

**7. Bachelor's Degrees within Programs of Strategic Emphasis**

This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double majors are included).  
Source: State University Database System (SUDS).

---

**8a. Graduate Degrees within Programs of Strategic Emphasis**

This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double majors are included).  
Source: State University Database System (SUDS).

---

**8b. Freshmen in Top 10% of High School Class**  
Applies only to: NCF

Percent of all degree seeking, first time, first year (freshman) students who had high school class rank within the top 10% of their graduating high school class.  
Source: New College of Florida as reported to the Common Data Set.

## BOG Choice Metric

---

**9. Percent of Bachelor's Degrees Without Excess Hours**

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory. Note: It is important to note that the statutory provisions of the "Excess Hour Surcharge" (1009.286, FS) have been modified several times by the Florida Legislature, resulting in a phased in approach that has created three different cohorts of students with different requirements. The performance funding metric data is based on the latest statutory requirements that mandates 110% of required hours as the threshold. In accordance with statute, this metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non native credit hours that are not used toward the degree, non native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program).  
Source: State University Database System (SUDS).

## BOT Choice Metrics

---

**10a. Percent of R&D Expenditures Funded from External Sources**  
FAMU

This metric reports the amount of research expenditures that was funded from federal, private industry and other (non state and non institutional) sources.  
Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).

**10b. Bachelor's Degrees Awarded to Minorities**  
FAU, FGCU, FIU

This metric of







