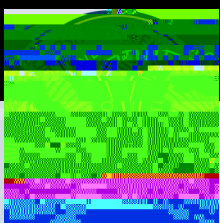


UNIVERSITY OF NORTH FLORIDA

BOT APPROVED



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 a single document 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, helping to 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 approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

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1.

STATEMENT OF STRATEGY

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

The strategic approach at the University of North Florida is one of ambition and excellence. “Uniquely UNF” represents a commitment to leadership and innovation in areas where others might hesitate or retreat. Faculty, staff and administrators are dedicated to excellence in teaching, research, and service through increased collaboration, advancement, and inclusion.

The University of North Florida demonstrates a singular focus on student success through a comprehensive set of student services, faculty achievement and academic enrichment. We emphasize individual attention with high impact educational practices to attract students across the state and beyond. UNF’s commitment to our graduates is that they be fully prepared to engage in a successful career or attend their choice of graduate school.

Northeast Florida is a dynamic, growing market offering many opportunities for students particularly in logistics, health care, military, insurance, and coastal businesses. UNF, as Jacksonville’s only public university, accepts responsibility to partner and achieve even greater distinction for the city through the investment of resources which will establish the University as a progressive center for the generation of innovative ideas and practices.



2019 ACCOUNTABILITY PLAN

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.

Student success: Enhance student support excellence

- x Create a success team for each student that involve professionals in academics, career services, financial aid, and student-assisted support
- x Implement targeted mentoring programs for first-time full-time students
- x Improve software systems for student-centered scheduling, early warning, and progress toward degree
- x Use onboarding processes and predictive modeling to identify students most likely to need additional support services
- x Provide improved preventative and treatment options for student health
- x Further integrate student affairs into academic affairs
- x Advance career success through internships
- x Streamline progress toward degree through improved curriculum design
- x Enhance financial support for students to further decrease cost to degree
- x Maintain low default rate (1.4%) compared with 10.8% nationally

Student success: Enhance faculty excellence

- x Increase faculty in areas of strategic emphasis
- x Increase faculty preparation to teach in online learning modalities
- x Offer professional development focused on teaching first-time full-time students
- x Reward faculty for implementing research-based and analytics-based pedagogy promoting positive student outcomes

Student Success: Increase enrollment strategically

- x Further advance predictive modeling to identify and admit students with significant probability of success
- x Recruit additional students who are economically disadvantaged and first generation, but have significant probability of success
- x Recruit additional students seeking degrees in areas of strategic emphasis

Graduation Rate Improvement Plan

This narrative subcomponent is in response to the “Florida Excellence in Higher Education Act of 2018” that revised section 1001.706(5), Florida Statutes, to require each university board of trustees to submit a comprehensive proposal to improve undergraduate four-year graduation rates to the Board of Governors for implementation beginning in the fall of 2018 academic semester.

1. Provide a brief update on the academic, financial, financial aid and curricular actions that your institution has implemented to encourage graduation in four years.

Due in part to the initiatives below, UNF’s four-year graduation rate increased to 38.5%, an 11% higher rate than last year, and is expected to grow similarly in the coming year.

- x Increased supplemental instruction visits by 52% vs. last year; students visiting SI at least once per week improved an average of two letter grades
- x Supported 44% more students with peer-assisted student support programming
- x Served 221% more students in skill-based workshop programming
- x Number of full-time FTICs (FTFTs) with need

Key Achievements for Last Year (2017 -2018)

STUDENT ACHIEVEMENTS

1. UNF graduates are employed in Florida at the highest rate of any SUS institution
2. 2 UNF students awarded International Computing Honor Society scholarships
3. Honor student (Amanda Wind) awarded a Fulbright Scholarship to Thailand

FACULTY ACHIEVEMENTS

1. Engineering professor (Bill Dally) funded by a prestigious Major Research Instrumentation grant awarded from the National Science Foundation (NSF)
2. Faculty Achievements: CAMS faculty member (Dawn Saracino) selected into prestigious Parkinson's Foundation Physical Therapy Faculty program (one of only 12 selected annually)
3. Faculty Achievements: Chemistry professor (Brian Chalk) awarded a \$500,000 NSF grant to test and improve SciData

PROGRAM ACHIEVEMENTS

1. Awarded one of the "Best Colleges for Nutrition Degree Programs 2018-19" by schools.com

PERFORMANCE BASED FUNDING METRICS

1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

PERFORMANCE BASED FUNDING METRICS (CONTINUED)

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

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	44.8	44.7	48.7	51.7	54.3
APPROVED GOALS	.	.	48	53	53	54	55	56	.
PROPOSED GOALS	57	58	59	60

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

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	33.5	32.6	32.1	30.2	30.7
APPROVED GOALS	.	.	33	33	30	31	32	33	.
PROPOSED GOALS	31	32	33	34

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

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	50.2	50.0	48.9	53.6	52.7
APPROVED GOALS	.	.	51	52	54	55	56	57	.
PROPOSED GOALS	55	57	58	60

KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Percentage of Adult (Aged 2 5+) Undergraduates Enrolled

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	23	24	22	21	19
APPROVED GOALS	.	.	23	23	22	22	22	22	.
PROPOSED GOALS	22	22	22	22

Percent of Undergraduate FTE in Online Courses

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	11	14	16	19	21
APPROVED GOALS	.	.	15	16	20	21	22	23	.
PROPOSED GOALS	24	25	26	27

Percent of Bachelor's Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	29	30	33	36	35
APPROVED GOALS	.	.	31	34	37	38	39	40	.
PROPOSED GOALS	38	39	40	41

Percent of Graduate Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	34	35	34	38	37
APPROVED GOALS	.	.	36	37	39	40	41	42	.
PROPOSED GOALS	40	41	42	43

Scholarship, Research and Innovation Metrics

National Academy Memberships

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	0	0	0	0	0
APPROVED GOALS	.	0	0	0	0	0	0	.	.
PROPOSED GOALS	0	0	0	0

Faculty Awards

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
ACTUAL	1	0	0	1	3
APPROVED GOALS	.	.	.	1	1	1	1	2	.
PROPOSED GOALS	1	1	2	2

KEY PERFORMANCE INDICATORS (CONTINUED)

Scholarship, Research and Innovation Metrics

Total Research Expenditures (\$M)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	3.7	3.7	5.1	6.5	10.0
APPROVED GOALS	.	.	.	9.7	8.3	9	9.3	9.6	.
PROPOSED GOALS	10.5	11	11.5	12

Percentage of Research Expenditures Funded from External Sources

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	44	50	41	30	40
APPROVED GOALS	.	.	.	69	40	45	50	50	.
PROPOSED GOALS	45	50	50	50

Utility Patents Awarded [from the USPTO]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	0	0	2	1	0
APPROVED GOALS	.	.	.	3	3	3	4	5	.
PROPOSED GOALS	2	3	4	4

Number of Licenses/Options Executed Annually

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	0	0	1	1	1	1	.	.	.
APPROVED GOALS	.	.	.	1	1	1	2	2	.
PROPOSED GOALS	1	2	2	2

Number of Start-up Companies Created

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	0	0	1	1	0	0	1	.	.
APPROVED GOALS	.	.	.	1	0	1	1	2	.
PROPOSED GOALS	1	1	2	2

Institution Specific Goals

To further distinguish the university's distinctive mission, the university may choose to provide additional metric goals that are based on the university's own strategic plan.

1. Percent of Bachelor's Graduates Engaged in Internship Gr

ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level (for all degree-seeking students at all campuses)

	2014	2015	2016	2017	2018	2019	2020	2021	2022
UNDERGRADUATE									
ACTUAL	13,904	13,590	13,597	13,987	14,256
APPROVED GOALS	.	.	.	13,630	14,265	14,400	14,545	14,690	.
PROPOSED GOALS	14,540	14,700	14,840	14,930
GRADUATE									
ACTUAL	1,754	1,778	1,857	1,967	2,165
APPROVED GOALS	.	.	.	1,934	2,005	2,050	2,095	2,140	.
PROPOSED GOALS	2,230	2,270	2,300	2,320

Fall Headcount Enrollment by Student Type (for all degree-seeking students at all campuses)

	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 W> E	2020 W> E	2021 W> E	2022 W> E
UNDERGRADUATE									
FTIC	6,700	6,328	6,511	7,023	7,541	6,700	6,328	6,511	7,023
FCSA Transfers	4,104	3,958	3,671	3,490	3,160	4,104	3,958	3,671	3,490
Other AA Transfers	357	361	348	343	347	357	361	348	343
PostBaccalaureates	0					0			

ACADEMIC PROGRAM COORDINATION

New Programs For Consideration by University in AY 2019-20

The S.U.S. Council of Academic Vice Presidents (CAVP) Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2018 Accountability Plan list for program consideration for 2019-21.

PROGRAM TITLES	CIP CODE 6 digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT	PROPOSED DATE OF SUBMISSION TO BOT
BACHELOR'S PROGRAMS						
BFAGraphicDesign& DigitalMedia	50.0409	GAP Analysis	FAMU,UF, USFSP	No	80 HC 80 FTE	Jan/Mar
BSin BiomedicaSciences	26.0102	STEM	USFJWF, UCFFIU, FSUFAU	No	TBD	Mar/June
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
MS						

				FGCU, FIU, FSU, JCF, UF, USF, UWF			
BS in Learning Design & Technology	13.0501	STEM	None	DL & face to face	TBD	TBD	
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS							
ME in Teaching English as a Second Language							