



UCF HR STRATEGIC PLAN

2023-2028

PREPARED BY UCF HR

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FROM THE CHRO



DEAR UCF COLLEAGUES AND COMMUNITY MEMBERS,

I am excited to announce that Human Resources has developed a new Strategic Plan to align our HR organization with President Cartwright's Strategic Plan for UCF.

We have spent countless hours reflecting on our past successes and challenges, gathering feedback, and identifying how HR can best support and assist the university. This plan is the result of that collective effort, and I am confident that over the next five years it will guide HR on our journey, as UCF strives to become the University *for the Future* and a *best place to work and learn*.

Our new plan is centered around five key commitments: *Find Great People, Develop Strong Leaders, Grow Fulfilling Careers, Shape the Employee Experience, and Cultivate Strong Partnerships*. Each one of these commitments represent an important aspect of how HR will serve as a partner in achieving the overall goals of the university.

First, through our commitment to *Find Great People*, we will focus on hiring the most qualified staff and faculty who are just as passionate about the success of our students and community as we are. Great people bring optimistic energy and enthusiasm to the workplace, which in turn will help shape a positive culture that is more inclusive, collaborative, and supportive. This is crucial to propel UCF to become the University *for the Future*.

A critical component of our strategic plan is to *Develop Strong Leaders*. Strong leaders foster a positive work environment, motivate, inspire, provide guidance, and create growth opportunities for employees and students. Strong leaders are essential to the success of UCF.

Our third commitment, *Grow Fulfilling Careers* focuses directly on employee development. This commitment demonstrates our belief that investing in our employees will lead to positive overall outcomes, higher levels of engagement, innovation, and will enable us to inspire Knights for life.

Shape the Employee Experience, our fourth commitment, is critical to creating an environment where employees feel valued, respected, and empowered to use their best talents and skills to work more collaboratively and effectively.

Finally, our fifth commitment is to *Cultivate Strong Partnerships*. This will foster open communication and knowledge sharing, which can lead to fostering new ideas and innovation built on shared goals and values. Strong partnerships will affect greater impact, success, and ultimately better outcomes for students and employees.

I am confident that our new strategic plan will help us achieve our goals and continue to serve Knight Nation in the best possible way.

We are committed to working together as a team and in partnership with all our stakeholders to achieve these goals.

Thank you for your support, and I look forward to sharing our progress with you as we embark on this exciting new journey.



MAUREEN BINDER
ASSOCIATE VICE PRESIDENT
AND CHIEF HUMAN
RESOURCES OFFICER

PLAN OBJECTIVE

The 5-year Human Resources Strategic Plan reflects a collaborative effort by the University of Central Florida (UCF or University) HR community and its partners. Anchored to UCF's 5-year strategic plan and theme of unleashing potential, this plan reflects HR's commitment to making UCF a best place to work and learn.

The workgroup tasked to collaborate on developing this strategic plan went through months of conversations, grounded on one question, **Why UCF?** This exploration, combined with a review of both qualitative and quantitative data and leadership interviews, produced a set of challenges and opportunities that ultimately

became the priority focus of this HR strategic plan. These focus areas are depicted as the five commitments by which UCF HR will stand on to fulfill its mission and strive for its vision.

UCF HR believes that these commitments that align to the UCF 5-year strategic plan gives us a strong path towards becoming an **employer of choice!**

HR COMMITMENTS



1 FIND GREAT PEOPLE

2 DEVELOP STRONG LEADERS

3 GROW FULFILLING CAREERS

4 SHAPE THE EMPLOYEE EXPERIENCE

5 CULTIVATE STRATEGIC PARTNERSHIPS

VISION

INSPIRE KNIGHTS FOR LIFE

PURPOSE

We are a trusted partner and catalyst in making UCF a best place to work. We are making a positive impact in our community by working together to **unleash the potential** of everyone at UCF.



GOALS

UCF HR, in the next five years, seeks to:

FIND GREAT PEOPLE

- Strengthen the UCF Employer Brand
- Be awarded as a best place to work
- Reestablish well-defined job descriptions and job framework

DEVELOP STRONG LEADERS

- Establish a role-based leadership competency model
- Launch a comprehensive leadership academy
- Equip UCF leaders to unleash their teams' success

GROW FULFILLING CAREERS

- Define and implement a university-wide mentorship program
- Redesign and launch a holistic performance management process
- Implement a defined career pathing framework

SHAPE THE EMPLOYEE EXPERIENCE

- Reestablish an investment in our employees' wellbeing and develop other rewards
- Enhance the employee onboarding experience
- Introduce a talent management approach and framework

CULTIVATE STRATEGIC PARTNERSHIPS

- Engage with leaders at the local level to understand their needs and tailor best in class service
- Develop and equip an empowered One HR Community of Practice
- Synergize cross-functional and interdisciplinary relationships across campus