



DIVISION OF STUDENT SUCCESS AND WELL-BEING

2023–2024 ANNUAL REPORT



A black and white photograph of two female students in a library. The student on the left is wearing a white t-shirt and a backpack, holding an open book. The student on the right is wearing a dark sweatshirt with a logo and is looking at the book. They are standing in front of tall bookshelves filled with books. The background is slightly blurred, emphasizing the students and the book they are reading.

NORTH STAR STATEMENT

THE DIVISION OF STUDENT SUCCESS AND WELL-BEING FOSTERS A HOLISTIC AND ENGAGED EDUCATIONAL EXPERIENCE THAT EMPOWERS EVERY STUDENT TO THRIVE. WE PREPARE INDIVIDUALS TO GRADUATE ON TIME AND MAKE MEANINGFUL CONTRIBUTIONS TO THEIR COMMUNITIES. THROUGH PERSONALIZED CARE, GUIDED PATHWAYS, AND DATA-INFORMED DECISIONS, WE ARE DEDICATED TO TRANSFORMING ASPIRATIONS INTO ACHIEVEMENTS.

PURSUING EXCELLENCE

Progress takes many forms.

We can measure it with hard numbers that give us a picture of just how many student lives we impact as a division. Consider in the last year:

- Undergraduate Admissions hosted 10,000 in-person counseling sessions (33% increase over previous year)
- 53,771 students received at least one financial aid resource
- 4,000 students completed in-person tests at the University Testing Center
- \$161,000 was provided by Student Care Services to students experiencing financial, housing and food insecurity

Individual progress is just as important, though, as the high-level metrics. We are pleased to share our new student success model has grown and developed this year into a truly powerful way for students and their champions, faculty and staff to set and reach personal goals. BEAM — Belonging, Engaging, Achieving, Meaning — will inform our planning and serve as a programmatic lens for years to come.

Big things are on the horizon for UCF and this division. The innovative spirit that brought us this far will continue to propel us forward as we develop new ways to help students transform aspirations into achievements and empower every student to thrive.

Through the dedication and support of the entire UCF community, we are creating an environment where every Knight can find success. Here's to another year of progress, innovation and student-centered excellence.

Charge On!



A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the end.

Adrienne Frame, Ed.D.

Vice President for Student Success and Well-Being



The '23-'24 academic year brought multiple innovations and changes to the Division of Student Success and Well-Being (SSWB). Here are some highlights.

ACADEMIC SUCCESS COACHING MODEL

In January '24, all academic advisors at UCF joined Team SSWB. Newly titled Academic Success Coaches blend advising and coaching services to holistically support student Knights.

KNIGHTBOT EXPANSION

Starting Fall '23, UCF's chatbot, Knightbot, began contacting students at scale, allowing current UCF students to directly text the bot at a dedicated phone number. Knightbot also expanded support for targeted intervention groups, reaching out to students and allowing them a channel to identify barriers to enrollment. Over Summer '24, Knightbot became part of the orientation process for incoming students, with students in each orientation session encouraged to add the bot to their phones.

STUDENT SUCCESS FRAMEWORK DEBUT

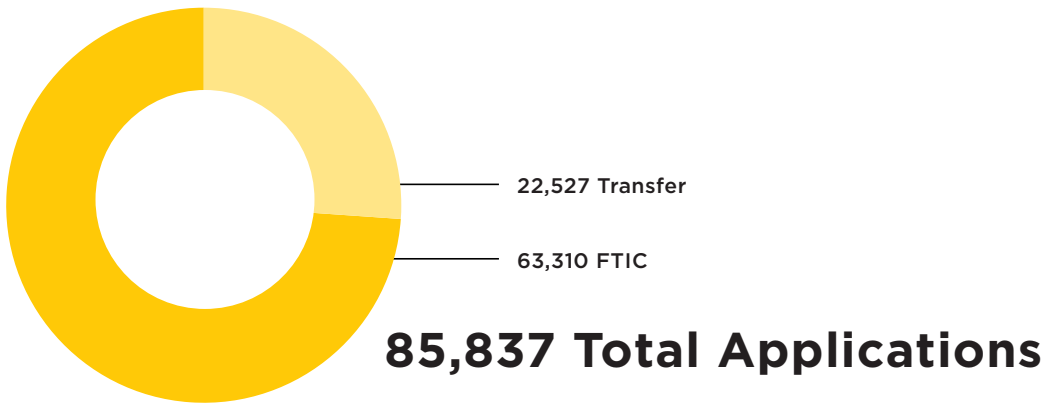
BEAM debuted in Spring '24 as the new student success framework. Jointly developed by staff and students, BEAM offers individual growth and accountability and a structure for programmatic development and assessment. The acronym represents Belonging, Engaging, Achieving, and Meaning.



UNDERGRADUATE ADMISSIONS

Undergraduate Admissions is the gateway to UCF. More than reviewing applications, their work also includes sparking excitement and sharing information with future Knights.

Number of First-Time-In-College and Transfer Student Admission Applications Received and Evaluated:



Number of high schools visited by UCF Undergraduate Admissions	180
Number of college fairs attended by UCF Undergraduate Admissions	326
Prospective students and guests hosted for campus tours and open houses	52,357
In-person admission counseling sessions (33% year-over-year increase)	10,000

FIRST YEAR EXPERIENCE

Welcome to UCF! First Year Experience introduces Knight Nation to newcomers and their families.

20,609	New students welcomed through orientation in Fall '23–Summer '24
9,711	Family members and guests attended orientation in Fall '23–Summer '24
3,444	Family members and guests attended family weekend in Fall '23

UCF CONNECT

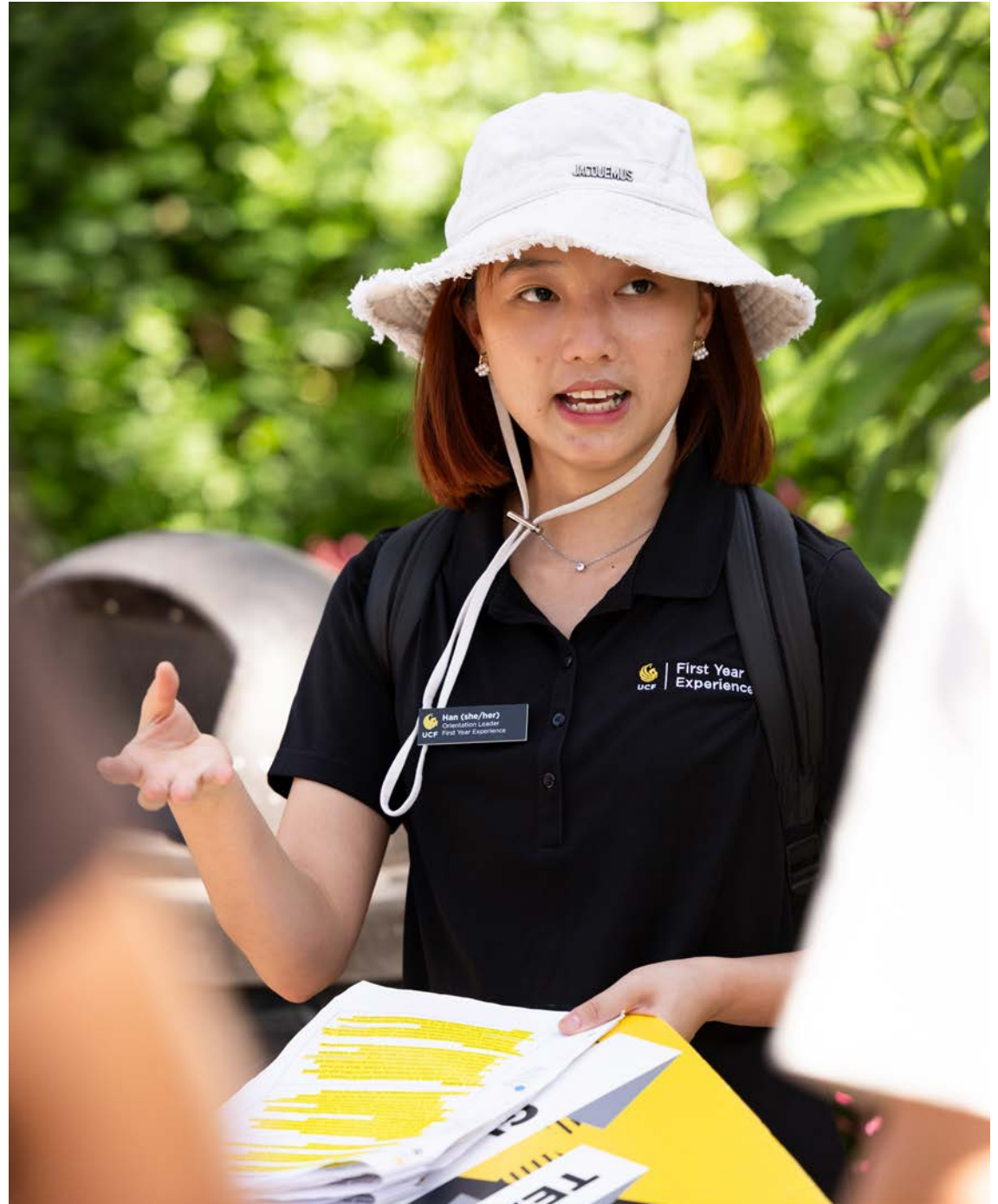
UCF Connect is the pipeline for transfer students, welcoming them to the university and setting them up for success.

16,636

Future transfer students signed up for DirectConnect to UCF™ and Transfer Connect

46,982

Student engagements managed by the UCF Connect team





UCF DOWNTOWN

UCF Downtown is a full-service campus for students pursuing majors in the colleges of Sciences and Community Innovation and Education.

Downtown Student Services (DSS) significantly increased student engagement in campus traditions, launched new initiatives, and collaborated with downtown partners to support student success and well-being efforts.

Student Engagement hosted its third annual Foam Splash event, as part of UCF Homecoming Week; 200 students participated, and the event garnered local media coverage.

A Downtown Care Team was established, in partnership with UCF Police Department, Valencia College and UnionWest Student Living, designed to support the continuum of care for downtown students by connecting students to wrap-around care resources. In addition, DSS relocated and grew the Downtown Campus Pantry's capacity, resulting in a 164% increase in bag distribution from the previous year, and raised \$10,000 to support local homeless youth through the Joint Sleep Out.

DOWNTOWN SCHOLARS INITIATIVE

DSI is a hyperlocal initiative focusing on providing seniors at Title I schools within a 5–8 mile radius of the downtown campus with programming and support. Students receive one-on-one support through the enrollment process, academic and student success related workshops, as well as first-year mentoring, on-campus living during the summer and a variety of scholarships.

DSI provides programming and support for rising seniors at Jones and Evans high schools before they attend UCF, including first-year student mentoring and on-campus living during the summer.

Now in its third year at Jones High School, the program has seen the following increases since its debut:

- 173% increase in FTIC applications*
- 100% increase in FTIC accepted students*
- 67% increase in FTIC enrolled students*

In its first year at Evans High School, the school has posted:

- 8% increase in FTIC applications *
- 5% increase in FTIC accepted students*
- 20% increase in FTIC enrolled students*

This initiative will expand to Oak Ridge in the 24–25 year.

**Compared to 5-year average*

STUDENT FINANCIAL ASSISTANCE

Financial Assistance is the central hub for processing payments and helping students find the funds for their education at UCF.

18,857	In-person counseling sessions
12,030	Student Financial Assistance virtual counseling appointments
53,771	Students received at least one financial aid resource
\$553,102,601	Federal, state, institutional and private funding sources disbursed

KNIGHTS MAJOR EXPLORATION AND TRANSITION CENTER

Undecided majors and students considering their options will find expert help at KMETC.

1,410	Students attended Fall Welcome Expo (15% year-over-year increase)
488	Student contacts during Fall Academic Exploration Week
185	Students attended 2023 Spring Fling into your Major
3,078	Student contacts for 2023–24 academic year



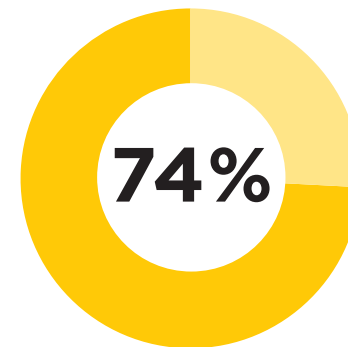


HOUSING AND RESIDENCE LIFE

Housing and Residence Life creates and connects students with a safe and welcoming environment to live and learn.

ASSIGNMENTS/OCCUPANCY MANAGEMENT

More than 900 rising sophomores and upperclassmen were housed through the Fall '23 lottery.



Housing beds dedicated to incoming FTIC

RESIDENCE LIFE AND EDUCATION

- 2023 Housing Leadership Institute attendees: **52**
- Intentional Conversations with RAs: **15,862**
- RA & Signature Programs for residents: **371**

CONFERENCE SERVICES

Total Conference Guests (including non-UCF interns):	5,828
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ACADEMIC SUCCESS COACHING

Approved in Fall '23, the new Academic Success Coaching (ASC) model launched in January 2024. The new model combines academic advising and coaching into one role, centralizes all academic success coaches into the division, and creates a “roster management” coaching structure so every UCF undergraduate has an assigned ASC.

OFFICE OF ACADEMIC ADVOCACY

The Office of Academic Advocacy uses a care management approach to resolve academic, personal, and institutional challenges. In Summer '24, Advocacy collaborated with Institutional Knowledge Management (IKM) to develop a student profile score that will identify students in academic distress. Academic Advocacy now proactively and strategically intervenes with these students throughout the semester.





CENTER FOR HIGHER EDUCATION INNOVATION

CHEI advances UCF's strategic goals with fresh and innovative tactics that blend data insights and in-house expertise.

\$3 million

in grant funding secured in past year

The Center manages and operates Knightbot, the UCF chatbot, which handles an average of 425 incoming student messages every day, nearly 140 of those coming outside of normal working hours.

- **260,000** messages since January 2023, with **84,000** coming outside normal working hours
- **7,000** staff hours saved per year

ACTIVITY AND SERVICES FEE BUSINESS OFFICE

The Activity and Service Fee Business Office supports initiatives and services funded through ASF dollars. This allows students to attend conferences, meetings and events that support their majors and career aspirations.

\$756,901

managed

14,144

students served

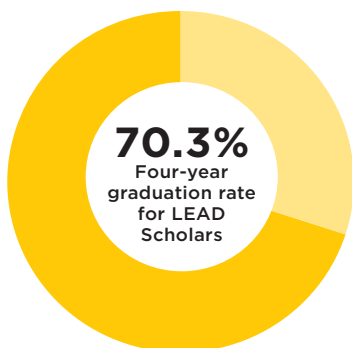
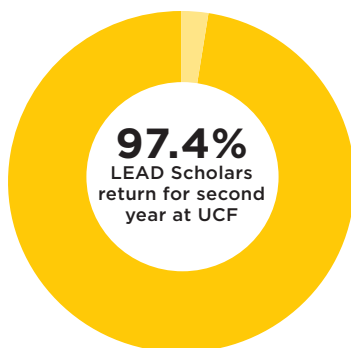
14	Projects impact students Time to Degree
12	Projects impact the 4-year FTIC graduation rate
9	Projects impact the 3-year Transfer graduation rate
7	Projects impact the 1-year retention rate

LEAD SCHOLARS ACADEMY

LEAD Scholars Academy provides a selective, two-year academic leadership development program for first-time-in-college (FTIC) students.

20,268

LEAD Scholars Services Hours
(Valued at \$644,522.40)

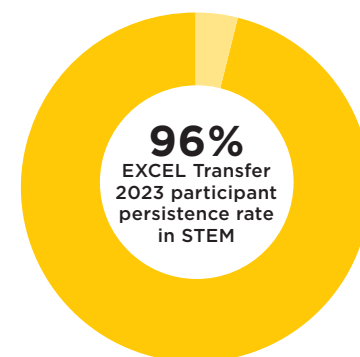
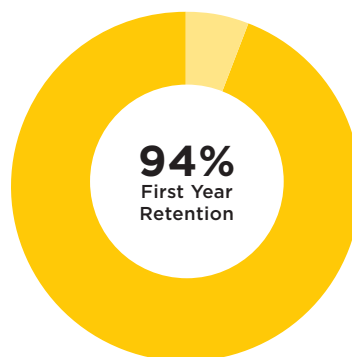


EXCEL

EXCEL improves student success in STEM fields by creating a learning community that supports discovery and engagement.

495 EXCEL and COMPASS FTIC 2024 entering class

123 EXCEL Transfer 2024 entering class



HIGH IMPACT PRACTICE

- **18,360** students enrolled in a HIP course for 2023-2024
- **89.3%** of students graduated with at least one HIP experience



CREATIVE SCHOOL FOR CHILDREN

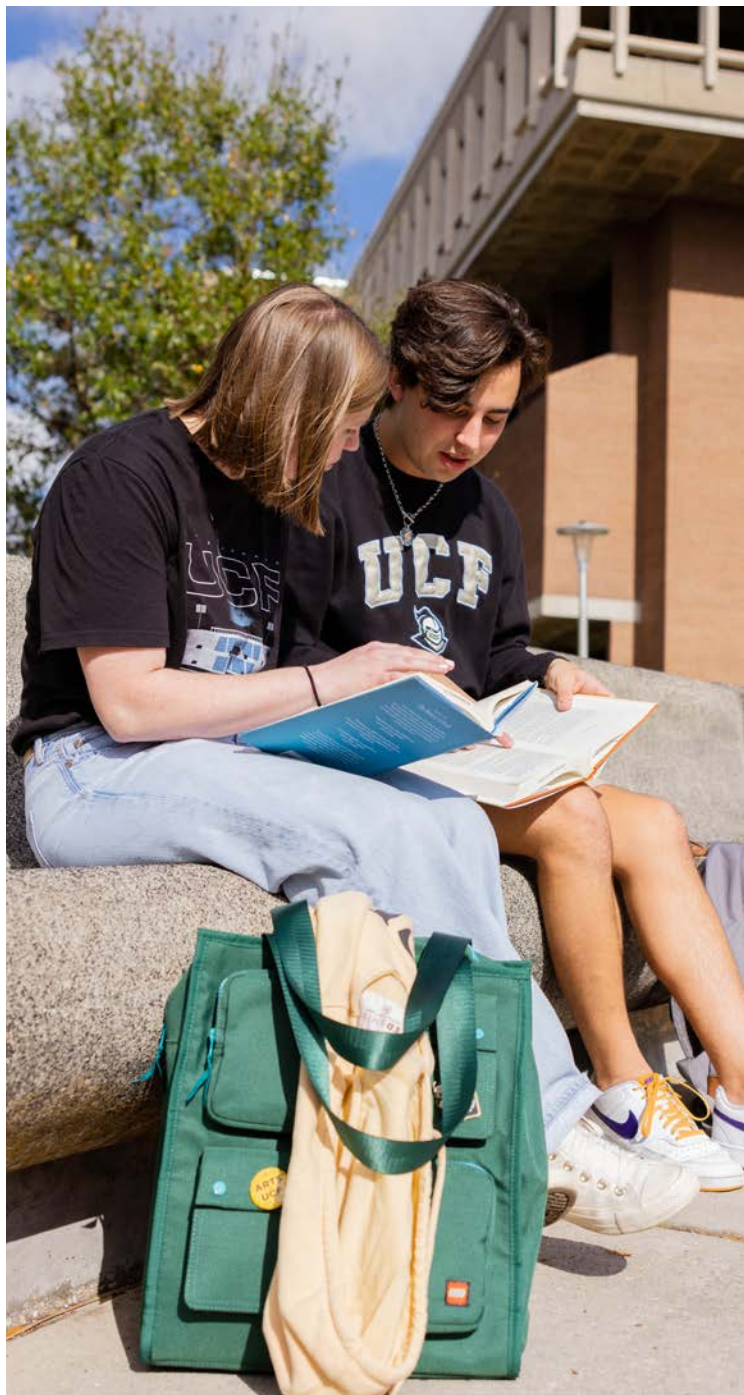
The Creative School offers a safe and nurturing environment for children.

\$1.2 million	Federal grant for Child Care Access Means Parents in School (CCAMPIS)
87	UCF student parents were provided free childcare tuition for their children

FRATERNITY AND SORORITY LIFE

Greek life offers lifelong connections and service opportunities to UCF students.

9.2%	UCF's undergraduate students participate in FSL
1382	Unique students completed service work
\$611,393	Philanthropic dollars donated
1,680	Unique students completed Safe Event and Sober Monitor training through FSL
3.21	GPA average
412	Unique community service events hosted
23,412	Unique student service hours completed



STUDENT ACADEMIC RESOURCE CENTER

SARC helps students develop college-level study skills and achieve the highest standard of academic excellence.

- **12%** engagement increase across all SARC support services, including face-to-face, online, and hybrid.
- **4,147** Supplemental Instruction (SI) sessions delivered, impacting **28,302** student contacts. Of those students, 84.1% earned a C or better — a 12.7% year-over-year increase.
- Peer tutoring served **3,975** unique students through **10,962** visits in 33 subjects. **80.3%** of participating students earned a C or better.
- The Academic Consultation & Engagement (ACE) Program achieved a **48%** increase in participation, connecting with 279 unique students through 365 sessions, helping develop critical academic and life skills.
- **9,937** student contacts made through Study Union during finals week through 165 hybrid review sessions, (**28.4%** increase)

UNIVERSITY TESTING CENTER

UTC is the standardized testing center on the main UCF campus.

- Earned the 2023–2024 CLEP® Honors Award, ranking in the **top 20 nationwide**
- Delivered **12,000** in-person and **13,000** online exams, ensuring flexible access for all learners
- Increased in-person seat hours by **24%** from 2022–2023 to 2023–2024 (70,044), enhancing accessibility and supporting student success through timely exam completion
- **96%** of test-takers that completed a survey were satisfied or highly satisfied with their overall testing experience at UTC

PEERKNIGHTS

PeerKnights offer personalized peer-to-peer connections, campus resource guidance, and engagement opportunities.

1,654

Unique students connected with a PeerKnight at least one time

35

Students who met with a PeerKnight at least three times were each awarded a \$200 scholarship with support from UCF Student Government

98.3%

Students who met with a PeerKnight, and completed a feedback survey, found their session to be academically and/or personally helpful for them

97.9%

Students who were satisfied with their PeerKnight meeting experience

STUDENT CARE SERVICES

Student Care Services provides one-on-one support to students experiencing significant difficulties related to mental and physical health, personal and family emergencies, financial issues or other areas of concern.

- **73** Foster Care Youth Tuition Waivers
- **79** Homeless Tuition Waivers
- **3,500** cases related to Student of Concern Reports, mental health, homelessness, foster care, referrals, and Title IX remedial measures were managed to improve the well-being of university students
- **\$161,000** provided to students experiencing financial, housing and food insecurities





OFFICE OF UNDERGRADUATE RESEARCH

Students curious about research find training and peers in the OUR.

517	Student Scholar Symposium Undergraduate Presenters
2,039	Students involved in Documented Independent Undergraduate Research Experiences
1,143	Participants in OUR workshops
5,529	Unique Students in Research Intensive Courses
\$32,000	Scholarships to Student Research Week winners



STUDENT CONDUCT AND ACADEMIC INTEGRITY

SCAI addresses student conduct cases, while also providing a knowledge base and training so students can:

- Identify their rights as students
- Understand the consequences of their actions
- Demonstrate insights into ethical decision making
- Understand their responsibilities as community members

STUDENT LEGAL SERVICES

Student Legal Services provides enrolled students at UCF with legal counseling and court representation in various areas of the law.

\$59,658

recovered in money owed to students or through debt reduction

145

students assisted in court proceedings, providing support for traffic citations, legal matters, and name changes

10

records sealed/expunged to help students obtain housing and employment opportunities

STUDENT UNION

The Student Union is the heart of main campus.

10,173

unique event bookings in the Student Union

KNIGHTS PANTRY

The Knights Helping Knights pantry serves UCF students by providing free basic needs essentials, including food, clothing, and personal hygiene items

185,317	Pounds of food provided (68% year-over-year increase)
59,730	Student shopping trips (66% increase)
6,110	Volunteer hours for students



RECREATION AND WELLNESS

Early in 2024 the RWC hosted the NFL Pro Bowl Youth Flag Football Tournament at the RWC Park. This event featured over 250 teams from 23 NFL clubs, showcasing extraordinary youth talent on an international stage. The tournament brought significant exposure to RWC facilities and included a generous donation from Florida Citrus Sports to the RWC Excellence Fund.

In Spring '24, the RWC Weight Floor experienced a significant equipment upgrade, enhancing the quality and variety of fitness experiences. The renovation included the installation of 30 new state-of-the-art Life Fitness machines, a new Smith machine and two additional Olympic benches. A standout addition was the Matrix multistation, uniquely designed to accommodate up to 24 users at once, promoting efficiency and inclusivity in the fitness area.

In February '24, four new pickleball courts were completed, enhancing the diversity of sports offerings available to our community. The grand opening event took place on March 14, 2024, highlighted by a pickleball tournament featuring 20 competitive teams in collaboration with Student Government.

WELLNESS AND HEALTH PROMOTION SERVICES

Wellness and Health Promotion Services (WHPS) offers a wide variety of services and programs aimed at helping all UCF students be healthy Knights.

9,780	Student contacts made through FreshU Market and cooking classes
17,903	Outreach contacts (includes daily tabling around health and wellbeing topics)



ACADEMIC SERVICES FOR STUDENT ATHLETES

The office of Academic Services for Student-Athletes (ASSA) offers multiple resources to the more than 400 UCF student-athletes, including tutoring, study hall, and academic coaching.

- **3.403** — Average GPA between Fall '23 and Spring '24
- **34** — Consecutive semesters at or above a 3.0 GPA
- **75%** — Student-Athletes earned 3.0 or above in the Fall '23 and Spring '24 semesters.

COUNSELING AND PSYCHOLOGICAL SERVICES

Counseling and Psychological Services (CAPS) provides free mental health services to all UCF undergraduate and graduate students.

25,365	Total Appointments Conducted for UCF Students and Valencia Downtown Students
1,173	Students Served for Emergency Care
2,168	Crisis Related Appointments

FLORIDA CONSORTIUM OF METROPOLITAN RESEARCH UNIVERSITIES

The Florida Consortium of Metropolitan Research Universities is a collaborative partnership between Florida International University, the University of Central Florida, and the University of South Florida, operationally formed with consultation and support from the Helios Education Foundation.

The Florida Consortium of Metropolitan Research Universities and UCF were the hosts and presenting sponsors of the first in-person National Student Success Conference in four years. The Florida Consortium held the event at Rosen Shingle Creek Resort from February 24–26, 2024. Nearly 300 higher education professionals from the Florida College System and State University System, Florida private universities, and more than 40 private and public universities and colleges from across the country attended the conference and shared best practices in:

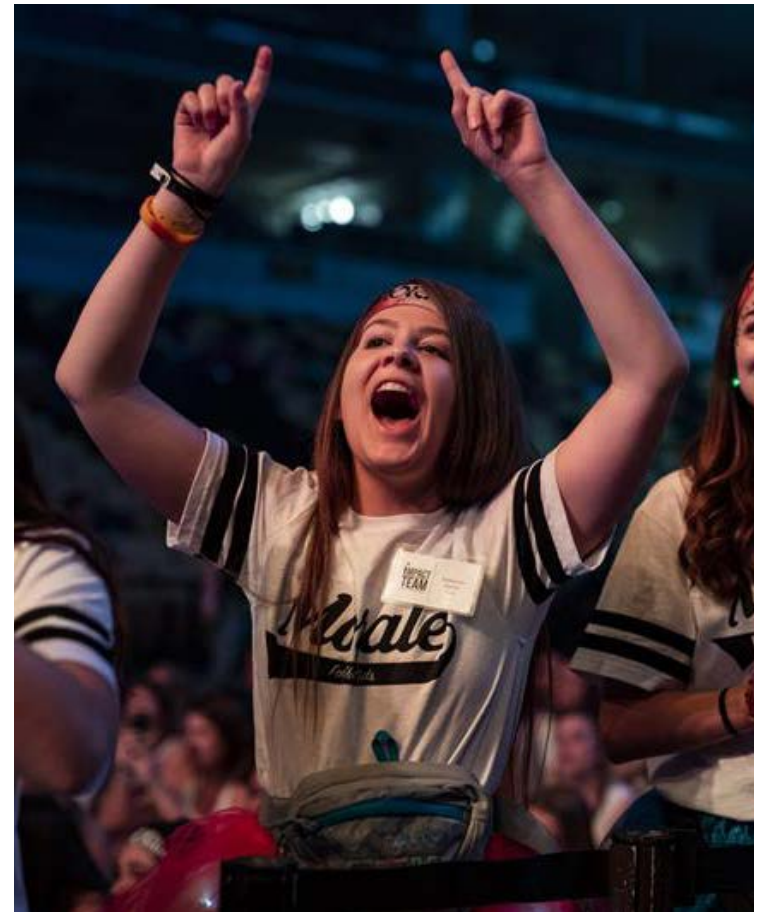
- A.I. in Education
- Student Engagement/Success
- Affordability Strategies
- Volunteerism and Leadership
- Workforce Development
- Mental Health and Well-being
- Innovative Teaching Practices
- Academic Advocacy/Coaching and Advising Models

George Kuh, widely considered to be the leading expert on high impact practices, and bestselling author, Cathy Davidson served as keynote speakers.

OFFICE OF STUDENT INVOLVEMENT

The Office of Student Involvement (OSI) supports student success and enhances the campus environment through quality programs, services, student leadership opportunities, and intentional environments.

- **\$679,033.28** Raised during Knight-Thon for the Greater Orlando Children's Miracle Hospitals
- **19,275** Hours of Service logged by students
- **600+** Registered Student Organization
- **2,499** Registered Student Organizations and Department Events Offered for Students to Engage and Participate in Via Knight Connect





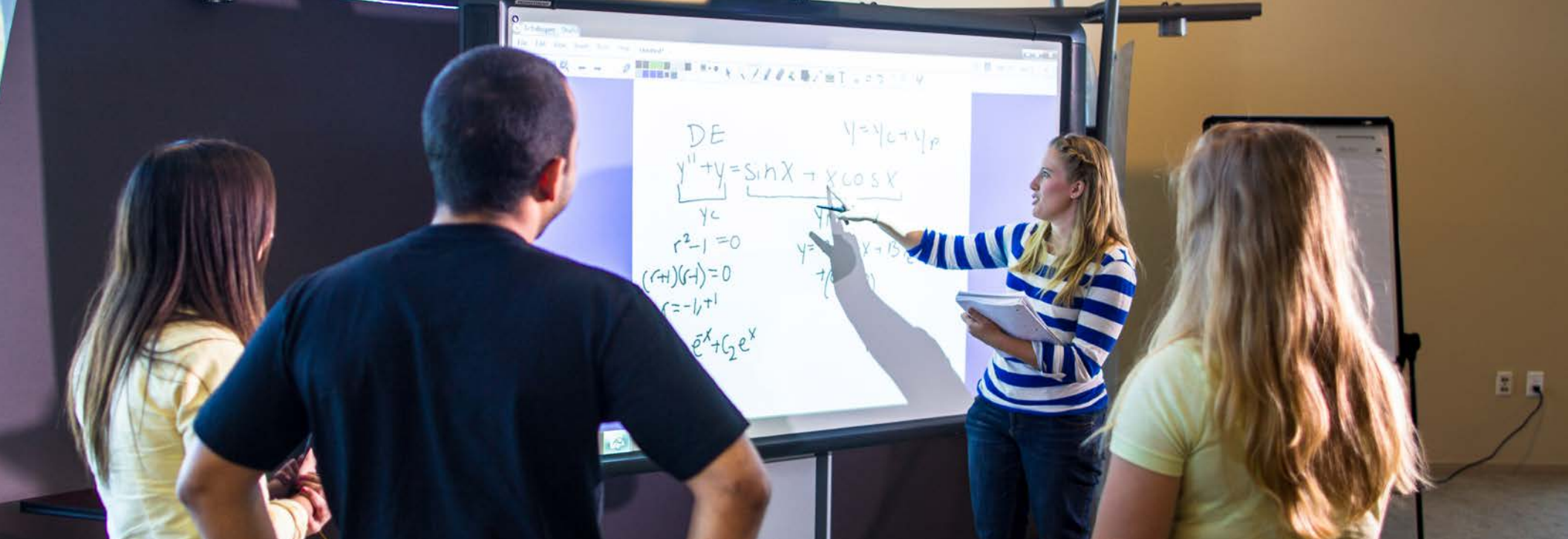
CAREER SERVICES

Career Services offers numerous resources and services to students searching for the right major or preparing for a job search.

- **4,123** individual appointments with the Career Development Team
- **10,304** Career Services workshop attendees
- **9,298** (unduplicated) students and 581 employers participated in the Internship and Career Expos, ProConnect Networking Receptions, Rosen Career Fairs, and other events
- **27,339** employers posted 84,613 jobs in Handshake
- **415** students engaged in 883 semester-long assignments with the Lockheed Martin College Work Experience Program

FALL & SPRING INTERNSHIP & CAREER EXPO

Total Unique Student Attendees:	6,043
Total Unique Employers:	430



EXPERIENTIAL LEARNING

Experiential Learning brings theory into practice through collaboration between students, faculty, community and employer partners.

- **1,581** total appointments conducted by faculty and graduate teaching assistants
- **339** international students participated in internships
- A new partnership with UCF Burnett Honor's College launched the research internship initiative with Orlando Health, onboarding a cohort of **22 interns** for Spring '24
- UCF Arboretum aligned with Experiential Learning's curriculum, resulting in the enrollment of **70 student interns**
- **375** students participated in Knight Shadow
- First Barcelona internship cohort of **18 students** for Summer '23 with 14 additional students for Summer '24
- **\$20,000** in scholarships given to students who intern at non-profits or to assist for internship housing in high cost of living areas.

Work Where You Learn, an on-campus and federal Work-Study job fair

623	Students Attended
92	Resume Reviews
97	Professional Headshots Taken
375	Student Participants in Knight Shadow
1,581	Appointments with Faculty and GTAs

ACADEMIC ADVANCEMENT PROGRAMS

Students considering and preparing for graduate and professional school will find an ally in the programs and services offered by AAP.

GRADUATE PREPARATION WEEK

989

participants
throughout week

AAP WORKSHOPS/EVENTS



**1,088 Unique
Participants**

315 attended more
than one event

MCNAIR SCHOLARS

80%

Of McNair graduating
scholars enrolled in
post-baccalaureate
programs

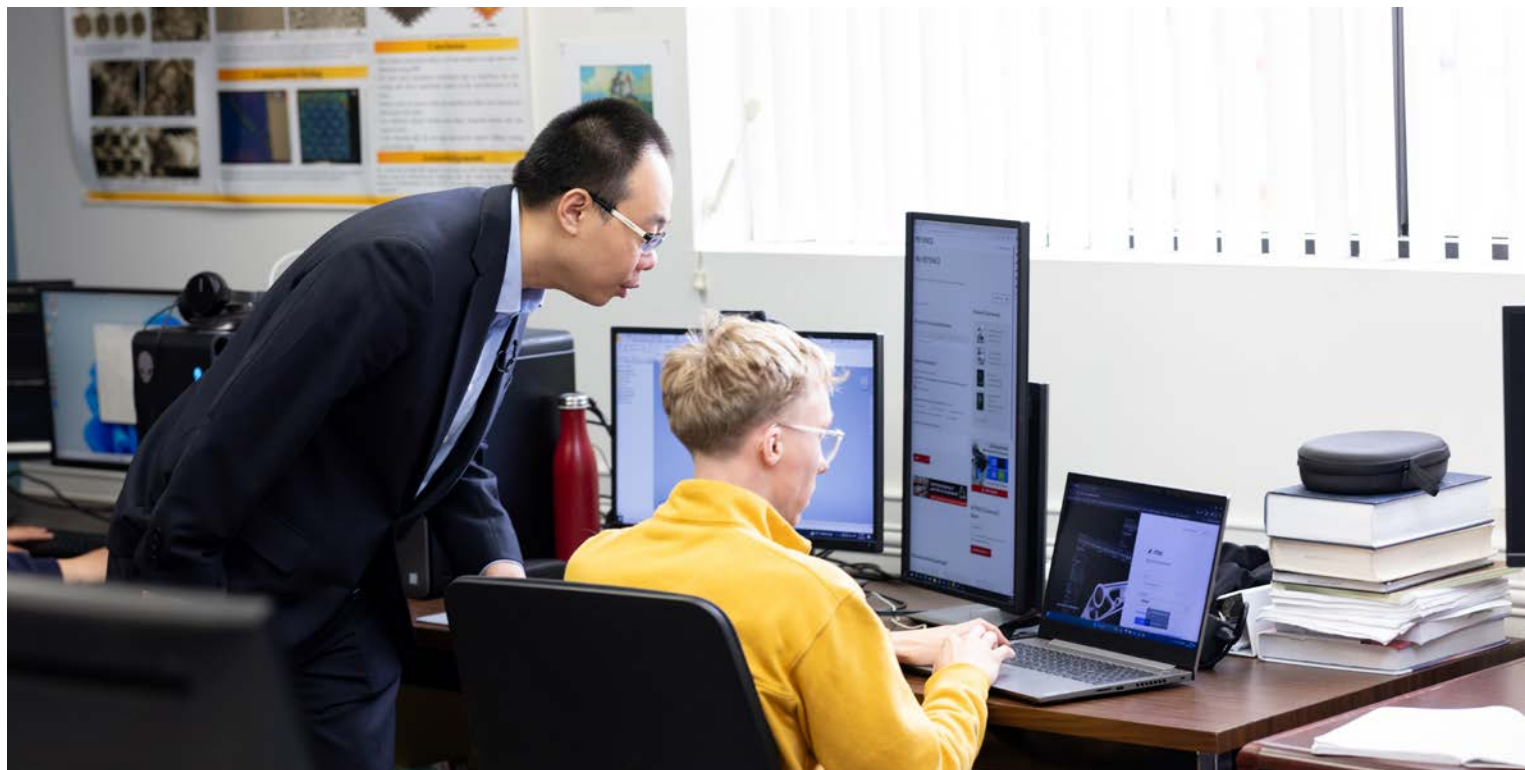
INAUGURAL GRADUATE SCHOOL FAIR

50

institutions
participate

502

attendees





REGISTRAR

The Office of the Registrar serves multiple functions, including registering for classes, maintaining student records and developing the academic calendar.

13	Commencement ceremonies
18,124	Degrees conferred
15,000	Digital diplomas posted by graduates to social media
609,209	Grades processed by the Registrar's Office
35,078	Class sections scheduled (up from 34,773 '22-'23)
11,334	Syllabi processed and routed for transfer evaluations

EXECUTIVE LEADERSHIP:

We would like to extend a special thank you and farewell to three executive leaders who left SSWB in 2024.

PAUL DOSAL

Paul Dosal served as the inaugural Senior Vice President for Student Success for the newly formed division in 2022, providing pivotal leadership and expertise as the university pursued key graduation and retention goals. We are grateful for his transformational vision and leadership and wish him the best as he returns to faculty in the Department of History.

DELAINE PRIEST

Associate Vice President of Student Success Initiatives DeLaine Priest retired after 33 years in higher education, 29 of those at UCF. DeLaine's passion and leadership made a professional impact on thousands of Knights, as well as leaving a positive influence on students as a mentor, coach and friend. She was honored by UCF as Associate Vice President Emerita.

SHARON EKERN

Associate Vice President for Divisional Finance Sharon Ekern retired after 33 years of distinguished service to UCF. Her expertise and leadership kept critical business functions operating smoothly, all while offering extraordinary skills, passion and commitment to thousands of Knights.



DeLaine Priest is recognized by UCF as Associate Vice President Emerita at her retirement party in Spring 2024.

EXECUTIVE TEAM



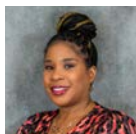
DR. ADRIENNE FRAME

Vice President for Student Success and Well-Being



DR. KERRY WELCH

Associate Vice President, Student Engagement and Leadership Development



ALICIA KEATON

Interim Associate Vice President, Enrollment Planning and Management



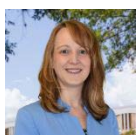
DR. RYAN GOODWIN

Senior Assistant Vice President for Strategy and Chief of Staff



MARK GUMBLE

Deputy Chief of Staff



DR. KIMBERLY HARDY

Assistant Vice Provost, UCF Connect



CHRIS MACDONALD

Assistant Vice President Housing, Recreation and Wellness, and Childcare



DAVID PAVLANNIS

Assistant Vice President and HR Business Center Lead



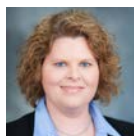
RICHARD PAYNE

Assistant Vice President and Finance Business Center Manager



DR. KIMBERLY SCHNEIDER

Assistant Vice Provost, Career Planning and Academic Engagement



DR. JENNIFER SUMNER

Assistant Vice President, Academic Success Coaching



DR. CHANDA TORRES

Assistant Vice President, Downtown Student Services



DANA JUNTUNEN

Dean of Students, Deputy Title IX Coordinator



Student Success and Well-Being

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