### Key Strategic Plan Metrics

<table>
<thead>
<tr>
<th>Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D Expenditures</td>
</tr>
<tr>
<td>Baccalaureate Degree Production</td>
</tr>
<tr>
<td>4-Year graduation rate</td>
</tr>
<tr>
<td>6-Year graduation rate</td>
</tr>
<tr>
<td>STEM baccalaureate production</td>
</tr>
<tr>
<td>STEM baccalaureate % of total awards</td>
</tr>
<tr>
<td>Graduate degree production</td>
</tr>
<tr>
<td>STEM graduate % of total awards</td>
</tr>
<tr>
<td>% baccalaureates earned without excess hours</td>
</tr>
<tr>
<td>STEM graduate degree production</td>
</tr>
<tr>
<td>R&amp;D funded externally</td>
</tr>
</tbody>
</table>
## Strategic Plan Progress Review

<table>
<thead>
<tr>
<th>2012-2025 Strategic Plan Metric</th>
<th>2025 Strategic Plan Goal</th>
<th>Current Projection to Year 2025</th>
<th>2025 Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total R&amp;D Expenditures</td>
<td>$3.25B</td>
<td>$2.2B/$2.3B</td>
<td>-33%/-29%</td>
</tr>
<tr>
<td>Baccalaureate Degree Production</td>
<td>90,000</td>
<td>82,770</td>
<td>-8%</td>
</tr>
<tr>
<td>Graduate Degree Production</td>
<td>40,000</td>
<td>31,880</td>
<td>-20%</td>
</tr>
<tr>
<td>STEM Graduate Production</td>
<td>14,000</td>
<td>7,840</td>
<td>-44%</td>
</tr>
</tbody>
</table>
Total R&D Expenditures

In Billions of Current Dollars

- 2009-10 Baseline: $1.7
- 2025 Projected: $2.2-$2.3
- 2025 Goal: $3.25

Fiscal Year

- 2002-03
- 2006-07
- 2012-13
- 2018-19
- 2024-25
Baccalaureate Degree Production

2009-10 Baseline: 53,392
2025 Goal: 90,000
2025 Projected: 82,772
Graduate Enrollment Changes

Annual Net Enrollment Change at the Graduate Level in the State University System of Florida*

<table>
<thead>
<tr>
<th>Year</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>1,351</td>
</tr>
<tr>
<td>2005</td>
<td>1,505</td>
</tr>
<tr>
<td>2006</td>
<td>1,890</td>
</tr>
<tr>
<td>2007</td>
<td>2,569</td>
</tr>
<tr>
<td>2008</td>
<td>1,697</td>
</tr>
<tr>
<td>2009</td>
<td>2,711</td>
</tr>
<tr>
<td>2010</td>
<td>1,613</td>
</tr>
<tr>
<td>2011</td>
<td>337</td>
</tr>
<tr>
<td>2012</td>
<td>569</td>
</tr>
</tbody>
</table>

*Note: Analysis was conducted by subtracting one year's headcount enrollment by that of the preceding year.
Graduate Degree Production

2009-10 Baseline: 20,187
2025 Goal: 40,000
2025 Projected: 31,880
STEM Graduate Degree Production

2025 Goal: 14,000

2025 Projected: 7,841

2009-10 Baseline: 4,204
STEM Graduate Degree Production

No Additional Investment | Additional Investment

Gap: 6,159

2025 Goal: 14,000

Goal: 14,000

STEM Graduate Degrees Awarded
Graduate Degree Production: Non-STEM

No Additional Investment

Additional Investment

[Gap: 2,000]

Portion of 2025 Goal: 26,000
Shifting the Mix

Shifting an Institution’s Mix

Graduate
Undergraduate

Graduate
Undergraduate
Comparison of Baccalaureate Degree Completions as a Proportion of the Total Between SUS and Carnegie Peer Institutions

- Research Universities Very High Research: +3%
- Research Universities High Research: +3%
- Doctoral/Research Universities: +6%
- Master's Larger Programs: +8%
- Master's Medium Programs: 0%
- Baccalaureate Colleges Arts & Sciences: +4%

Source: National Center for Educational Statistics. (2014) Integrated Postsecondary Education Data System. Degree Completions by Carnegie Class and Degree Level
## High Demand Graduate-level Occupations

<table>
<thead>
<tr>
<th>Occupation Clusters</th>
<th>Examples</th>
<th>Annual Openings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care Related</td>
<td>Physical Therapists Occupational Therapists Veterinarians Surgeons Pharmacists</td>
<td>4,041</td>
</tr>
<tr>
<td>Postsecondary Teachers</td>
<td>Art, Drama, and Music Teachers English Language and Literature Teachers Mathematical Science Teachers Engineering Teachers</td>
<td>1,332</td>
</tr>
<tr>
<td>Other Occupations</td>
<td>(Lawyers) * Architects Counselors</td>
<td>2,392</td>
</tr>
</tbody>
</table>

*NOTE: Demand for lawyers may reflect market churn; 70% of Florida J.D.s are produced by private institutions.*
Demand for Graduate and Professional Program Completers

79 occupations based upon Standard Occupational Code criteria:
• Predominately occupations that require some level of state licensing
• 27 Healthcare occupations (physician, allied healthcare, and faculty)
• 13 STEM occupations (primarily postsecondary faculty)
• 11 Counseling occupations (primarily psychology and social work)

Four occupations with the highest total projected openings by rank order:
1) Lawyers*
2) Physicians (all specialties) (require residency education beyond M.D.)
3) Pharmacists
4) Physical Therapists

Four fastest growing occupations by rank order:
1) Nurse Practitioners
2) Physical Therapists
3) Medical and Public Health Social Workers
4) Occupational Therapists

*Data may reflect labor market “churn.” Private institutions in Florida produce the most J.D.s.
Next Steps: Target Areas for Growth

• **Conduct a Systematic Program Review**
  – In-house staff work
  – Use expertise of CAVP Academic Coordination Project Work Group

• **Work with DEO to review data on Licensed Professions**

• **Use the work of the Health Initiatives Committee**
  – Environmental Scan (2014)

• **Meet with the SUS Vice Presidents for Research** to identify possible system-wide areas of growth in graduate programs

• **Work with budget and finance staff** to calculate whether additional investments or adjustments might be required to ramp up graduate degree production