

BOARD OF GOVERNORS

STATE UNIVERSITY SYSTEM OF FLORIDA

DRAFT STRATEGIC PLAN OUTLINE

I. STRATEGIES	2
A. Establish Goals	2
B. Develop Optimum Structure	16
C. Create Accountability	16
II. FUNDING	17
III. CHALLENGES	17
A. Balance Supply and Demand	
B. Ensure Geographic Access	
C. Compete Internationally	
D. Recruit World-Class Faculty	
IV. OPPORTUNITIES	17
A. Demographics	
B. Rising student achievement	
C. State quality of life/economy	
D. Efficient and improving universities	
APPENDIX: Accountability Measures	18
APPENDIX: Recommendations from March 24 Board of Governors Meeting	19
APPENDIX: SUS Y-Axis Goals	21

I. STATE UNIVERSITY SYSTEM STRATEGIES

The Board of Governors has established a strategic plan for the State University System of Florida, consisting of the following:

- A.** Establish specific measurable goals related to: access to and production of degrees, meeting statewide professional and workforce needs, and building world-class academic programs and research capacity, while defining and approving university missions that meet community needs and fulfill unique institutional responsibilities. The specific goals and measurable targets are:

A. Access to and Production of Degrees	2012-13
1. Bachelor	58,622
2. Master's	17,845
3. Emerging Technologies Doctoral Degrees	941-1317
4. Professional	2,278
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	100%
B. Meeting statewide professional and workforce needs (details to support I.A.)	
TOTAL Degrees in Targeted Programs	40,054
Targeted Program Degrees as % of All Degrees*	50%
C. Building world-class academic programs and research capacity	
1. Research Expenditures	
a. Total Academic Research Expenditures	\$ 2,067,019,626
b. Total Academic Research Expenditures Per FT Faculty	\$ 85,090
c. Florida Research Expenditures Per Capita	\$ 126
d. Federally Financed Academic R&D	\$ 1,146,933,862
e. Federal Research Expenditures per full-time faculty	\$ 43,105
f. Florida Research Expenditures Per Capita	\$ 76
g. Research expenditures - Contracts and Grants (Constant dollars)	\$ 2,354,304,598
2. U.S. Patents Issued per 1000 full-time faculty (2001-02)	10.9
3. National Research Council rankings (number of ranked programs in top 25% nationally)	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence	Goals set for each center.
5. Doctoral degrees Per 1000 full-time faculty	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs	
a. Faculty Admitted to the National Academies in the last five years	13
b. Highly Cited Scholars	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	2
D. Meeting community needs and fulfilling unique institutional responsibilities	SEE FOLLOWING PAGES WITH UNIQUE INSTITUTIONAL MISSIONS AND GOALS

MEETING COMMUNITY NEEDS AND FULFILLING UNIQUE INSTITUTIONAL RESPONSIBILITIES

The role of each university in achieving the system goals is determined by the unique mission of each institution. The strategic guidance provided by the Board of Governors will determine how those missions evolve over time.

STATE UNIVERSITY SYSTEM OVERVIEW AND STRATEGIC GUIDANCE

Doctoral Programs

<i>Range of Doctoral Programs</i>	Comprehensive
<i># of Doctoral Programs</i>	144
<i># of Masters Programs</i>	222
<i># of Advanced Masters Programs</i>	43
<i># of Bachelor Programs</i>	214

Strategic Guidance

The Board of Governors encourages the advancement or establishment of world-class doctoral/research programs, especially when they are:

- consistent with institutional mission and statewide goals;
- in targeted fields;
- non-duplicative or sufficiently unique compared to similar SUS programs;
- demanded by both students and employers, especially in the context of economic development; and,
- capable of demonstrating that their costs, when weighed against their measurable benefits, make a compelling argument for return on investment.

Professional Programs

<i>Law</i>	4
<i>Medical</i>	3
<i>Pharmacy</i>	2
<i>Dentistry</i>	1
<i>Veterinary</i>	1

New Programs Under Consideration 3 Medical Schools

Strategic Guidance The system will continue to study the need for professional programs in relation to the workforce needs of the state. Until a statewide need for additional professional programs is clearly established, proposals for will continue to be considered on a case-by-case basis.

Systemwide Growth and Access

Strategic Guidance The system will strive to maintain appropriate levels of access given the state's rapid population growth in the traditional undergraduate age group, combined with improved high school graduation and college continuation rates. The challenge will be particularly acute in the fastest-growing urban areas in the state. University plans should include strategies for responding to regional and statewide growth and rising K-12 achievement.

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.30-4.0

% Full-Time Students 70.5%

INSTITUTIONAL DESCRIPTIONS, MISSIONS AND GOALS

The unique role of each institution within the State University System is described on the following pages, including the core elements of its mission and goals as they relate to the statewide strategic plan.

DEFINITIONS USED IN INSTITUTION DESCRIPTIONS AND MISSIONS					
RANGE OF DOCTORAL PROGRAMS		SIZE (TOTAL DEGREES AWARDED)		ANNUAL GROWTH RATE IN TOTAL DEGREES AWARDED	
		Small	0-999	Limited	< 2%
Focused	>20	Medium	1000-4999	Moderate	2-4.99%
Extensive	20-49	Large	5000-9999	Rapid	5-7.99%
Comprehensive	50+	Very Large	10000+	Very Rapid	8%+

FAMU

Description of Unique Mission and Goals

MISSION: FAMU, as Florida's only historically black public university, serves the entire state with a land grant mission and a comprehensive range of undergraduate programs and with focused graduate programs. FAMU has grown rapidly in recent years and plays a critical role in providing minority access to undergraduate and graduate education in Florida, especially in the sciences.

GOALS: While the University continues its historic mission of educating African Americans, persons of all races, ethnic origins and nationalities are welcomed and encouraged to remain life-long members of the university community. FAMU plans for rapid enrollment growth within existing programs and a limited number of new doctoral programs within its traditional areas of strength.

<i>Range of Doctoral Programs</i>	Focused
<i># of Doctorate Programs</i>	11
<i># of Masters Programs</i>	46
<i># of Advanced Masters Programs</i>	0
<i># of Bachelor Programs</i>	61
<i>Law</i>	X
<i>Pharmacy</i>	X
<i>Size and Recent Growth Rate in Degrees Awarded</i>	Medium, Rapid Growth
<i>University's Direction / Plans for 2012-13</i>	Medium, Very Rapid Growth
<i>Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book)</i>	3.03-3.56
<i>% Full-Time Students</i>	88.0%

FAU

Description of Unique Mission and Goals

MISSION: FAU uses a distributed campus structure to provide access to a higher education for students in southeast Florida and beyond.

GOALS: Among FAU's goals for the next several years are providing access, building depth in existing programs, and enhancing the innovative collaborations with businesses and other educational institutions that have been part of the identity of the university since its founding.

Range of Doctoral Programs

Focused

of Doctorate Programs 14

of Masters Programs 57

of Advanced Masters Programs 1

of Bachelor Programs 61

New Professional Programs Under Consideration

Medical

Size and Recent Growth Rate in Degrees Awarded Large, Rapid Growth

University's Direction / Plans for 2012-13 Large, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.03-3.68

% Full-Time Students 51.5%

FGCU

Description of Unique Mission and Goals

MISSION: FGCU is a comprehensive university serving the educational needs of the rapidly growing southwest Florida population.

GOALS: In the coming years Florida Gulf Coast University will seek to achieve national prominence in undergraduate education with expanding recognition for selected graduate programs.

Range of Doctoral Programs

None

of Doctorate Programs

0

of Masters Programs

19

of Advanced Masters Programs

0

of Bachelor Programs

25

Size and Recent Growth Rate in Degrees Awarded

Small, Very Rapid Growth

University's Direction / Plans for 2012-13

Medium, Very Rapid Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book)

3.17-3.98

% Full-Time Students

65.1%

FIU

Description of Unique Mission and Goals

MISSION: FIU is a major, urban, designated Hispanic-serving research university closely identified with greater Miami. FIU offers a diverse range of undergraduate and graduate programs serving students in south Florida and beyond.

GOALS: FIU seeks to become recognized as one of the top public urban research universities in the nation.

Range of Doctoral Programs

Extensive

of Doctorate Programs 24

of Masters Programs 79

of Advanced Masters Programs 1

of Bachelor Programs 86

Law X

New Programs Under Consideration Medical

Size and Recent Growth Rate in Degrees Awarded Large, Moderate Growth

University's Direction / Plans for 2012-13 Large, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.14-3.82

% Full-Time Students 56.5%

FSU

Description of Unique Mission and Goals

MISSION: FSU is a comprehensive, graduate-research university with a liberal arts base. It offers undergraduate, graduate, advanced graduate, and professional programs; conducts extensive research, and provides service to the public in accord with its statewide mission. The University's primary role is to serve as a center for advanced graduate and professional studies while emphasizing research and providing excellence in undergraduate programs.

GOALS: FSU will continue raising its profile relative to other nationally prominent institutions, especially in research and graduate education.

Range of Doctoral Programs

Comprehensive

of Doctorate Programs 74

of Masters Programs 108

of Advanced Masters Programs 27

of Bachelor Programs 94

Law X

Medical X

Size and Recent Growth Rate in Degrees Awarded Large, Moderate Growth

University's Direction / Plans for 2012-13 Very Large, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.30-4.00

% Full-Time Students 82.3%

NCF

Description of Unique Mission and Goals

MISSION: New College is the independent public honors college for the state of Florida. It offers a distinctive interdisciplinary academic program for highly motivated, self-directed students who can manage the freedom and responsibility of designing their own education.

GOALS: New College plans growth that is rapid in percentage terms but small in absolute numbers while retaining its distinctive character and individualized attention to students.

Range of Doctoral Programs

None

of Doctorate Programs 0

of Masters Programs 0

of Advanced Masters Programs 0

of Bachelor Programs 1

Size and Recent Growth Rate in Degrees Awarded Small, Very Rapid Growth

University's Direction / Plans for 2012-13 Small, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.50-4.09

% Full-Time Students 100.0%

UCF

Description of Unique Mission and Goals

MISSION: UCF is a multi-campus metropolitan research university dedicated to serving its surrounding east-central Florida communities with their diverse and expanding populations, technological corridors, and international partners. The university offers an extensive range of undergraduate and graduate programs to the students of central Florida and beyond.

GOALS: The university seeks to provide high quality access to undergraduate education while achieving national prominence for its graduate and research programs.

Range of Doctoral Programs

Extensive

of Doctorate Programs 22

of Masters Programs 67

of Advanced Masters Programs 3

of Bachelor Programs 80

New Programs Under Consideration Medical

Size and Recent Growth Rate in Degrees Awarded Large, Rapid Growth

University's Direction / Plans for 2012-13 Very Large, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.40-4.10

% Full-Time Students 70.1%

UF

Description of Unique Mission and Goals

MISSION: UF is the state's largest and most comprehensive research university. Among the nation's most academically diverse public universities. It is one of only 17 public, land-grant universities that belongs to the Association of American Universities and is the only AAU member in Florida.

GOALS: The University is striving to become one of the top ten public research universities, and one of the top twenty universities, public or private, in the nation. Comprehensive

Range of Doctoral Programs

# of Doctorate Programs	86
# of Masters Programs	123
# of Advanced Masters Programs	22
# of Bachelor Programs	99

Law	X
Medical	X
Pharmacy	X
Dentistry	X
Veterinary	X

Size and Recent Growth Rate in Degrees Awarded Very Large, Moderate Growth

University's Direction / Plans for 2012-13 Very Large, Moderate Growth

Strategic Guidance

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.60-4.20

% Full-Time Students 86.6%

UNF

Description of Unique Mission and Goals

MISSION: UNF is a comprehensive urban university in northeast Florida offering a broad array of undergraduate and select graduate programs.

GOALS: UNF seeks to continue providing comprehensive education opportunities while advancing in quality and prominence a select set of programs in which the university is a national leader and that enhance UNF's overall curriculum.

Range of Doctoral Programs

Education Only

# of Doctorate Programs	1
# of Masters Programs	29
# of Advanced Masters Programs	0
# of Bachelor Programs	50

Size and Recent Growth Rate in Degrees Awarded Medium, Moderate Growth

University's Direction / Plans for 2012-13 Medium, Moderate Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.14-3.93

% Full-Time Students 66.1%

USF

Description of Unique Mission and Goals

MISSION: USF is a multi-campus national research university that supports the development of the rapidly-growing metropolitan Tampa Bay Region with a comprehensive range of undergraduate, graduate, and research programs.

GOALS: As its campuses grow to meet the needs of the region, USF seeks to become one of the top 50 public universities in the nation.

Range of Doctoral Programs

Extensive

of Doctorate Programs 35

of Masters Programs 84

of Advanced Masters Programs 2

of Bachelor Programs 87

Medical X

Size and Recent Growth Rate in Degrees Awarded Large, Moderate Growth

University's Direction / Plans for 2012-13 Very Large, Very Rapid Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.22-4.00

% Full-Time Students 62.7%

UWF

Description of Unique Mission and Goals

MISSION: UWF serves civilian and military communities in northwest Florida and beyond with a comprehensive range of undergraduate and selected master's-level programs.

GOALS: Emphasizing innovative, student-centered learning, UWF seeks to expand its appeal to students from other parts of the state while retaining its main campus's character as a mid-sized university.

Range of Doctoral Programs

Education Only

# of Doctorate Programs	1
# of Masters Programs	25
# of Advanced Masters Programs	2
# of Bachelor Programs	57

Size and Recent Growth Rate in Degrees Awarded Medium, Moderate Growth

University's Direction / Plans for 2012-13 Medium, Rapid Growth

Weighted GPA of middle 50% of entering freshman class (from 2003-04 SUS fact book) 3.10-3.90

% Full-Time Students 63.6%

- B.** Establish optimum structure for the university system including number and location of universities, number and location branches, and number and location of subsystems, reflecting the geographic needs of the state.

In establishing the optimum structure, the following questions must be answered.

With attention to quality, cost and access, what is the optimal mix of campus models to serve the state, both in satisfying demand and in minimizing cost?

- *Stand-alone*
- *Branch*
- *Distributive*
- *Joint-use*
- *Additional universities*
- *Other models*

What is the fixed, variable and marginal cost differential to meet growth challenges of each model?

How will this growth be financed?

- C.** Establish accountability for

1. Each institution's contribution to the statewide goals and fulfillment of its individual mission;
2. The efficiency of each institution's operation; and
3. The financial health of each constituent university and the system

The measures adopted by the Board of Governors Accountability Committee address these three areas and are included in an appendix.

II. FUNDING

\$694 million (in 2004 dollars) in additional annual operating costs by 2012-13 would be required to attain the Board of Governors degree production goals, according to an analysis presented by MGT of America at the November 2004 Board meeting. The additional costs are related both to growth in degrees and to a shift toward more expensive targeted programs.

Capital costs associated with the increase in capacity would total \$1.4 billion in constant (2004) dollars.

III. CHALLENGES

Challenges the system will face in reaching its goals include:

- A.** Balancing institutional supply and student and employer demands
- B.** Ensuring geographic access
- C.** Competing internationally with other institutions and systems
- D.** Recruiting world class faculty to fuel growth, especially in targeted areas, and to replace large numbers of retiring faculty

IV. OPPORTUNITIES

Opportunities the system may have to support its goals include:

- A.** Demographics
- B.** Rising student achievement
- C.** State quality of life/economy
- D.** Efficient and improving universities

APPENDIX: BOARD OF GOVERNORS APPROVED ACCOUNTABILITY MEASURES

The Board of Governors Seven Accountability Measures	
Measurement Area	The SUS Will Be Accountable For:
I. Graduation Rates	Increasing its graduation rates for first-time-in-college and community college transfers.
II. Production of bachelor's, master's, professional, and doctoral degrees	Increasing the number of degrees granted.
III. Meet statewide professional and workforce needs	Producing more degrees in education, the health professions, programs that promote economic development, programs involving emerging technologies, and other high-wage / high-demand areas.
IV. Number and percent of students from underserved populations who enroll in and complete a baccalaureate degree program.	Granting more baccalaureate degrees to minorities.
V. Proportion of test takers who pass required licensure/certification exams	Increasing passage rates on critical licensure and certification examinations.
VI. Academic Learning Compacts	Identifying, for every baccalaureate program, what content knowledge and communication and critical thinking skills students will have learned by the time they graduate, and how those areas are measured.
VII. Build world-class, academic research capacity and nationally recognized programs	Increasing total research expenditures per State-funded Faculty, total federal research expenditures per State-funded faculty, number of patents per full-time faculty, and, optionally, other areas of progress per institution.

APPENDIX: RECOMMENDATIONS ADOPTED FROM MARCH 2005 BOARD MEETING

1. Establish process to update list of targeted programs and review 50% goal

Board of Governors Research and Economic Development committee will

- a. Review list of targeted programs and goals, in consultation with state's business leadership and workforce organizations.
- b. Update current list within next 12 months
- c. Review biennially thereafter
- d. Develop and apply minimum screening criteria to programs for inclusion on targeted list, such as . . .

Suggested "Critical Needs" criteria

- A significant present or potential workforce shortage has been identified by a regional or state agency or employer group.
- There are significant negative consequences to a shortage in a given occupation.
- Market forces alone are unlikely to resolve the shortage.
- There is a direct link between an academic program and the critical shortage.

Suggested "Emerging Technologies" criteria

- New or developing technologies have been identified in Florida or nationally as potential sources of economic competitiveness and development.
- An academic program directly relates to one or more those technologies.
- An academic program supports that technology with basic research or undergraduate training.

Suggested "High-Wage" criteria

- Initial median earnings of graduates are significantly above the average for the education level.
- Long-term median earnings of graduates are significantly above the median for the education level.
- Earnings of graduates are significantly higher than before entering the program. (Graduate and professional programs.)

2. Set goals differently for different types of doctoral programs

- a. Emerging Technologies Doctoral Degrees
 - i. Set goal of national average research funding per capita
 - ii. Set doctoral goal as a range: 941 to 1317 emerging technologies doctorates, proportionate to national average research goal
 - iii. Support growth and new doctoral programs in emerging technologies areas linked to high levels of external funding
 - iv. Give special emphasis to biological/biomedical sciences
- b. Critical Needs/High-Wage Doctoral Degrees
 - Support universities' planned growth and new programs in doctorate fields in critical needs or high-wage areas (e.g. Physical Therapy, Nursing, Special Education)
- c. Non-Targeted Doctorate Degrees
 - i. Set no goal for doctorates in non-targeted areas
 - ii. Allow growth consistent with mission
 - iii. Evaluate funding needs for growth on case-by-case basis for legislative budget request
 - iv. Conduct rigorous review of new program requests

APPENDIX: SUS Y-AXIS GOALS

I. State University System Goals			
A. Access to and Production of Degrees	2003-04	2008-09	2012-13
1. Bachelor	42,115	50,609	58,622
2. Master's	12,741	15,363	17,845
3. Doctoral*	1,442		
3. Emerging Technologies Doctoral Degrees	551	742-894	941-1317
4. Professional	1,389	1,828	2,278
TOTAL	57,687	69,300	80,253
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	74%	88%	100%
*Doctoral Goal set only for Emerging Technologies			
B. Meeting statewide professional and workforce needs (details to support I.A.)	2003-04	2008-09	2012-13
TOTAL Degrees	57,687	69,300	80,253
TOTAL Degrees in Targeted Programs	22,965	31,281	40,054
Targeted Program Degrees as % of All Degrees*	40%	45%	50%
1. Critical Needs: Education	1,376		
2. Critical Needs: Health Professions	2,949		
3. Economic Development: Emerging Technologies	11,080		
a. Mechanical Science and Manufacturing	2,983		
b. Natural Science and Technology	2,717		
c. Medical Science and Health Care	795		
d. Computer Science and Information Technology	3,868		
e. Design and Construction	589		
f. Electronic Media and Simulation	128		
4. Economic Development: High-wage/high-demand jobs	7,559		
5. Educated citizenry/workforce (not specifically targeted)	34,723		
*GOAL AND TIMELINE UNDER REVIEW			

APPENDIX: SUS Y-AXIS GOALS

C. Building world-class academic programs and research capacity	2001-02	2008-09	2012-13
1. Research Expenditures			
a. Total Academic Research Expenditures	\$ 898,553,000	\$ 1,526,794,673	\$ 2,067,019,626
b. Total Academic Research Expenditures Per FT Faculty	\$ 85,090	\$ 85,090	\$ 85,090
c. Florida Research Expenditures Per Capita	\$ 65	\$ 99	\$ 126
d. Federally Financed Academic R&D	\$ 427,583,000	\$ 801,149,688	\$ 1,146,933,862
e. Federal Research Expenditures per full-time faculty	\$ 40,491	\$ 42,135	\$ 43,105
f. Florida Research Expenditures Per Capita	\$ 34	\$ 56	\$ 76
g. Research expenditures - Contracts and Grants (Constant dollars)	\$ 1,023,438,497	\$ 1,738,996,414	\$ 2,354,304,598
2. U.S. Patents Issued per 1000 full-time faculty (2001-02)	10.9	10.9	10.9
3. National Research Council rankings (number of ranked programs in top 25% nationally)	2002-2003 survey is pending. Six out of 62 in top 25% in 1992-93	Progress Indicated in Related Measures	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence			
a. Biomedical and Marine Biotechnology (FAU)	X (2003-04)		
b. Photonics (UCF)	X (2003-04)		
c. Regenerative Health Biotechnology (UF)	X (2003-04)		
d. New Centers of Excellence...			
5. Doctoral degrees Per 1000 full-time faculty	120 (2001-02)	120	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	TOTAL= 6 NAS=4 (UF-3, FSU-1) NAE=2 (UF-1, FAU-1) IOM=0	9	13
b. Highly Cited Scholars	TOTAL=29 (FSU-7, FAU-1, FIU-1, UCF-3, UF-14, USF-3)	46	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	TOTAL=1 NOB=0 PUL=0 MAC=1 (FIU)	2	2
d. Academic Programs that Will Receive National Recognition			

APPENDIX: SUS Y-AXIS GOALS

II. Constituent University Goals	
A. Access to and Production of Degrees	<p>Each university will use a similar format in its strategic plan to address both statewide and institutional/regional goals. Plans must be submitted and approved by the Board of Governors. Systemwide and institutional progress toward goals will be fundamental components of the accountability system.</p>
1. Bachelor	
2. Master's	
3. Doctoral*	
4. Professional	
TOTAL	
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	
B. Meeting statewide professional and workforce needs (details to support I.A.)	
TOTAL Degrees	
TOTAL Degrees in Targeted Programs	
Targeted Program Degrees as % of All Degrees	
1. Critical Needs: Education	
2. Critical Needs: Health Professions	
3. Economic Development: Emerging Technologies	
a. Mechanical Science and Manufacturing	
b. Natural Science and Technology	
c. Medical Science and Health Care	
d. Computer Science and Information Technology	
e. Design and Construction	
f. Electronic Media and Simulation	
4. Economic Development: High-wage/high-demand jobs	
5. Educated citizenry/workforce (not specifically targeted)	
C. Building world-class academic programs and research capacity	
1. Research Expenditures	
a. Total Academic Research Expenditures	
b. Total Academic Research Expenditures Per FT Faculty	
d. Federally Financed Academic R&D	
e. Federal Research Expenditures per full-time faculty	
g. Research expenditures - Contracts and Grants (Constant dollars)	
2. U.S. Patents Issued per 1000 full-time faculty	
3. National Research Council rankings (Number of ranked programs and, of those, number in top 25% nationally)	
4. Center(s) of Excellence	
5. Doctoral degrees per 1000 full-time faculty	
6. Other Forms of National Recognition for Institutions' Academic and Research Programs	
D. Meeting community needs and fulfilling unique institutional responsibilities	