



UNLEASHING POTENTIAL

BECOMING THE UNIVERSITY FOR THE FUTURE

2022-2027 STRATEGIC PLAN
UNIVERSITY OF CENTRAL FLORIDA

OUR MISSION

UCF is a public research university invested in **unleashing the potential** within every individual; **enriching the human experience** through inclusion, discovery, and innovation; and **propelling broad-based prosperity** for the many communities we serve.

OUR ASPIRATIONS

A LEADING ENTERPRISE FOR INNOVATIVE RESEARCH AND CREATIVE WORKS

A BEST PLACE TO LEARN AND WORK

THE #1 PROVIDER OF DIVERSE TALENT

A CAMPUS WITHOUT BOUNDARIES

THE UNIVERSITY WITH A HIGH RETURN ON INVESTMENT AND ENGAGEMENT

TOP 50

Public Research University and a **designated preeminent university** by the State University System of Florida **by 2027**

TOP 25

Public Research University with outcomes comparable to **members of the Association of American Universities** **by 2033**

OUR PRIORITIES

Alignment with SUS 2025 Strategic Plan



1

STUDENT SUCCESS AND WELL-BEING



2

DISCOVERY AND EXPLORATION



3

COMMUNITY AND CULTURE



4

INNOVATION AND SUSTAINABILITY

Teaching
and Learning

Scholarship,
Research
and Innovation

Community
and Business
Engagement



1

Student Success and Well-Being

Goals and Measures of Success

Goal	Measures of Success
Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay.	<ul style="list-style-type: none"> › FTIC Freshman Retention Rate: 93% › FTIC 4-year Graduation Rate: 65% › FTIC 6-year Graduation Rate: 78% › FTIC Pell Recipient 6-year Graduation Rate: 76% › AA FCS 2-year Graduation Rate: 50%
Enrich the student learning experience for the development of career and cultural competencies.	<ul style="list-style-type: none"> › Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: 100% › Undergraduate Class Size Index Rank*: 275 › Percent of Graduates Enrolled or Employed: 70%
Provide financially accessible educational experiences.	<ul style="list-style-type: none"> › Percentage of Students Who Graduate Without Federal Student Loan Debt: 60%

**U.S. News & World Report.*

MEASURING OUR SUCCESS

1 STUDENT SUCCESS AND WELL-BEING	2022	2027 GOAL
FTIC Freshman Retention Rate ¹	92%	93%
FTIC 4-year Graduation Rate ^{1,2,3}	50%	65%
FTIC 6-year Graduation Rate ^{1,2,3}	74%	78%
FTIC Pell Recipient 6-year Graduation Rate ^{2,3}	71%	76%
FCS AA 2-year Graduation Rate ^{1,2}	32%	50%
Percentage of Graduating Students With HIP Experience ⁴	86%	100%
Undergraduate Class Size Index Rank ⁵	379	275
Percentage of Graduates Enrolled or Employed (\$30,000) ²	63%	70%
Percentage of Graduates Without Fed. Student Loan Debt ³	54%	60%
2 DISCOVERY AND EXPLORATION	2022	2027 GOAL
Total R&D Expenditures ^{1,2}	\$239M	\$350M
Patents Awarded Annually ¹	52	55
Licenses and Options Executed Annually ¹	28	36
Number of Start-up Companies Created ¹	2	6
Faculty FTE ⁵	1,787	2,100
Post-doctoral Appointees ²	142	225

3 COMMUNITY AND CULTURE	2022	2027 GOAL
National Academy Memberships ²	8	10
Faculty ⁶ and Staff ⁷ Satisfaction	66%	80%
Carnegie Classification for Community Engagement	✓	✓
Alumni Participation Rate ³	5.6%	9.0%
Pegasus Partnerships	—	5
4 INNOVATION AND SUSTAINABILITY	2022	2027 GOAL
Endowment Value ¹	\$201M	\$350M
Annual Fundraising	\$70M	\$100M
STARS Rating ⁸	Silver	Gold
Peer Evaluation Rank ³	2.9	3.3

Notes. 1: 2022 Accountability Plan. 2: Preeminent University Metric. 3: U.S. News & World Report. 4: Undergraduate research, learning communities, internships, global learning (i.e., study abroad), and designated and capstone courses. 5: Faculty FTE from the Common Data Set (CDS). 6: Percentage of faculty answering “satisfied” or “very satisfied” in response to COACHE survey item # 250B, “Indicate the extent to which you are satisfied with UCF as a place to work.” 7: Percentage of staff answering “agree” or “strongly agree” in response to UCF’s Campus-wide Culture and Climate Survey item, “I am satisfied overall with my interactions with other employees.” 8: Sustainability Tracking Assessment and Rating System.

INVESTING IN EXCELLENCE



**SPACE TECHNOLOGIES
AND SYSTEMS**



**ENTERTAINMENT AND
IMMERSIVE EXPERIENCES**



**HEALTH AND HUMAN
PERFORMANCE**



**ENERGY AND
SUSTAINABILITY**



**TRANSFORMATIVE TECHNOLOGIES
AND NATIONAL SECURITY**

**\$150 MILLION
RECURRING INVESTMENT BY 2027**

\$50 MILLION FROM EXISTING RECURRING FUNDS
REDIRECTED TO STRATEGIC PRIORITIES BY 2027.

\$100 MILLION OF NEW RECURRING FUNDING
FROM DIVERSE SOURCES TO BE DIRECTED TOWARD
STRATEGIC PRIORITIES BY 2027.

**\$500 MILLION
NON-RECURRING INVESTMENT BY 2027**

