



UNIVERSITY *of*
NORTH FLORIDA.



SOARING HIGHER
TOGETHER

STRATEGIC PLAN **2023-2028**

OUR MISSION IS TO **SOAR HIGHER TOGETHER**

At the University of North Florida, we ignite a passion for learning and discovery through **transformational education in a supportive environment** that leads students to rewarding careers and lifelong success. Our beautiful campus is a hub for **talent development, relevant research** and **community engagement**, where we enrich lives and fuel the economic and overall prosperity of Northeast Florida and beyond.

OUR VISION

The University of North Florida will be the destination of choice for talent and for public and private investment.

WE ASPIRE TO **SOAR HIGHER**



BY 2028

The University of North Florida will become a Top 100 Public University as ranked in U.S. News & World Report.

The University of North Florida will strategically grow to an enrollment of 25,000 students.

PRIORITY AREAS

ALIGNMENT WITH SUS 2025 STRATEGIC PLAN

**Ensure Student Success
from Enrollment to
Employment and Beyond**



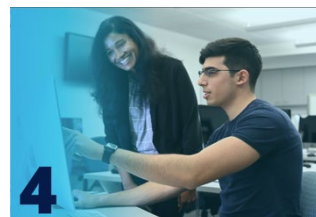
**Inspire Relevant
Research and
Impactful Innovation**



**Expand Mutually
Beneficial Partnerships
with the Community**



**Accelerate the
Success of
Faculty and Staff**



Teaching
and Learning

Scholarship, Research
and Innovation

Community and
Business Engagement



1

Ensure Student Success from Enrollment to Employment and Beyond

Goals and Measures of Success



GOAL

MEASURES OF SUCCESS

Achieve intentional high-quality strategic enrollment to establish UNF as a destination of choice for talented students from diverse backgrounds.

- Average high school GPA of entering First Time in College (FTIC) students

Strengthen student engagement and ignite Osprey Pride and sense of belonging to help students thrive socially and academically by implementing support services, campus life programming and civil discourse initiatives aligned with the Florida Board of Governor's Statement of Free Expression.

- Full-time FTIC 1st-year student retention rate
- FTIC 4-year graduation rate

Elevate academic excellence through experiential learning and civic engagement to ensure students are prepared for career success, possess adaptable skills and will make meaningful contributions to society.

- Percentage of graduating seniors who participated in at least one high-impact practice at UNF

Accelerate employment opportunities to prepare every graduate to ultimately contribute toward the economic prosperity of Northeast Florida and beyond.

- Median wages of bachelor's graduates employed full-time one year after graduation

MEASURING SUCCESS

Ensure Student Success from Enrollment to Employment and Beyond	Current	2028 Goal
Average high school GPA of entering FTIC students	3.86	4.00
Full-time FTIC 1st year student retention rate	80%	92%
FTIC 4-year graduation rate	51%	60%
% graduating senior High Impact Practices (HIP) participation	85%	100%
Median wages of bachelor's graduates employed full-time 1 year after graduation	\$45,500	\$47,000

Inspire Relevant Research and Impactful Innovation	Current	2028 Goal
Total R&D expenditures on the annual NSF HERD report	\$18M	\$25M
Number of industry-related grants and contracts	26	50
Number of research doctoral degrees awarded annually	21	30

Expand Mutually Beneficial Partnerships with the Community	Current	2028 Goal
Number of companies, agencies, and NGOs with which UNF formally collaborates	99	200
Number of community partners serving on UNF advisory boards and committees	new metric	new metric
Number of students annually enrolled in community-engaged courses	5,853	8,000

Accelerate the Success of Faculty and Staff	Current	2028 Goal
Average faculty compensation reported in National Center for Education Statistics	\$74,741	\$85,000
Number of "Best Places to Work" lists that include UNF	0	2
Total funding secured annually through fundraising	\$26.6M	\$50M

UNF hosts a dashboard on its website to monitor progress on the Strategic Plan.

UNF is already showing progress toward meeting our student success strategic plan metrics: i.e. FT FTIC First-Year Retention Rate.

Academic Progress Rate
(Above 2.0)

Fall 2023-to-Spring 2024
vs. Fall 2022-to-Spring 2023

+10.3 percentage pts.
(83.6 to 93.9)



UNIVERSITY of
NORTH FLORIDA.



UNF

UNIVERSITY *of*
NORTH FLORIDA®