**UNIVERSITY OF CENTRAL FLORIDA**

**Strategic Plan**

---Become a Top-Tier Research University---

**Discovering, Transmitting and Applying Knowledge through Partnerships, Interdisciplinarity and Engagement**

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**Educated Citizenry**

- Recruit and graduate high-quality students
- Expand student access and diversity
- Optimize enrollment mix and student success outcomes
- Expand internationalization of education and research
- Improve access to courses and course delivery efficiencies

**Undergraduate Excellence**

- Expand integration of core values into education and research
- Establish experiential learning graduation requirement for all students
- Expand STEM teacher preparation
- Increase undergraduate research participation
- Review and transform GEP for relevance to a 21st century global society
- Establish specialized programs and learning communities for selected disciplines

**Community Impact**

**University-Wide Initiatives**

- Strengthen the region’s economic and social ecosystem
- Align university outreach, cultural, and athletic programs to meet the needs of the central Florida city-state
- Strengthen culture of philanthropy and significantly increase endowment to fund strategic growth

**Scholarly Community of Distinction**

- Attract and retain “world class” faculty leaders in scholarship and research
- Enhance professional development of university faculty members
- Establish formal campus program for visiting scholar presentations
- Establish tradition of noteworthy public presentations by UCF faculty members

**Sustainability**

- Hire additional research-focused faculty
- Increase faculty resource generation capacity
- Determine and build necessary campus infrastructure
- Enhance undergraduate, graduate and professional program quality and desirability

**Graduate, Professional and Research Excellence**

- Establish graduate programs in selected disciplines
- Increase graduate enrollment in selected disciplines
- Increase research funding from external sources
- Increase number of patentable finding disclosures
- Enhance collaboration among relevant disciplines
- Fully exploit proven fields of excellence and promising areas for growth

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**Measure**

- Total enrollment (undergraduate and graduate)
- Undergraduate/graduate student mix
- Instate/out-of-state/international mix
- FTIC/transfer student enrollment mix
- Average SAT score for fall FTIC students
- Number of select scholars (NM, Provost, VLDC, etc.)
- Number of doctoral students
- Number of doctoral students in selected disciplines
- Number of post-doctoral fellows
- Student/Faculty ratio
- Number of tenured/tenure track faculty
- Percentage of faculty with terminal degree
- Percentage of full-time faculty
- Percentage of SCH’s delivered by tenured/tenure track
- SCH’s delivered online or mixed-mode
- SCH’s with international content
- Voluntary faculty and staff turn-over rates

**Examples**

- Retention rates (FTIC, AA transfer, graduate students, athletes, race and ethnicity)
- Graduation rates (FTIC, AA transfer, graduate students, athletes, race and ethnicity)
- Percentage of baccalaureate degrees in STEM discipline
- STEM discipline baccalaureate graduates eligible to teach
- Job placement rates (undergraduate and graduate)
- Diversity of faculty and staff members (ethnicity and gender)
- Student, faculty and staff member satisfaction rates
- Active international partnership agreements
- Programs with study abroad option
- Need-based study abroad scholarships
- Faculty and students participating in study abroad
- Faculty and student library usage
- Cultural and athletic event attendance
- Annual philanthropic giving
- Number of “world class” faculty leaders (including National Academy of Sciences, Fellows of AAAS, NIH Senior Scientist Awards, NIH MERIT Awards, etc.)
- Number of public presentations by distinguished visiting scholars
- Number of public presentations featuring UCF faculty members

**Examples**

- Annual research grant revenue
- Interdisciplinary research funding received
- Faculty participating in funded research
- Faculty scholarship and creative activities
- Undergraduate service learning or research participation
- Value of facilities and assets dedicated to research
- Percentage of research initiatives with no material compliance issues
- Number of companies formed
- Number of companies “incubated”
- Number of patentable findings converted into products or processes
- Licensing income per dollar value of research expenditure

**Further definition required:**

- Student Support Services
- Faculty Support Services
- Staff Support Services
- GEP Transformation (Undergraduate Common Program Oversight Committee)
- Community Alignment (Community Relations Division)
- Regional Knowledge Transfer (Office of Research and Commercialization)