

## OUR IMPACT

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**We use the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges and to make a better future for our students and society. Through learning, discovery, and partnerships, we transform lives and livelihoods.**

## OUR PROMISE

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**Harness the power of scale** to transform lives and livelihoods.

**Attract and cultivate exceptional and diverse faculty, students, and staff** whose collective contributions strengthen us.

**Deploy our distinctive assets** to solve society's greatest challenges.

**Create partnerships at every level** that amplify our academic, economic, social, and cultural impact and reputation.

**Innovate academic, operational, and financial models** to transform higher education.

## OUR CHARGE

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UCF will become **the recognized leader** among 21st century universities whose transformational impact is measured by these five- and twenty-year objectives:

- **Lead** large Florida metropolitan areas in percentage of bachelor's degree attainment, reaching **top quartile** nationally by 2035
- **Double** national and international recognition of faculty and student excellence, and **quadruple** recognition by 2035
- **Double** research awards, becoming a **top 50** research university by 2035
- Generate **\$10 billion** in economic, social, and cultural impact, growing to **\$25 billion** by 2035
- Attract **\$100 million** in new funding from sources other than students, families, and taxpayers, becoming **20%** of total educational funding by 2035

# METRICS AND STRATEGIES

The following sections identify more granular metrics and supporting strategies that will guide the leadership of the university toward fulfillment of its charge. Unless otherwise noted, all metrics are annual measures and are expected to be achieved within five years (by the end of academic year 2020-21). Metrics marked with an asterisk (\*) are State University System of Florida Preeminence Metrics used to calculate achievement of preeminent status, which brings with it additional state funding.

Each section also identifies those roles that will have lead responsibility for achieving the metrics. The top position listed is typically a direct report to the president, supported by the other roles listed. Additional individuals and functions may be enlisted in achieving the goals, but the accountability will lie with the positions identified here.

The following chart summarizes selected Key Metrics embodied in our plan.

CURRENT	KEY METRIC	2021
2nd	Rank among Florida MSA's of percentage of population with a bachelor's degree	1st
9th	Rank among Orlando EDC peer regions of percentage of population with a bachelor's degree	5th
4.0/1850	Average first-year student GPA and SAT	4.0/1870
11	Public university rank of National Merit Scholars	Top 10
89%	First-year retention rate	92%
70%	Six-year graduation rate	75%
8,029	Number of graduate students	10,000
52	Post-doctoral research appointees	200
1	National Academy members	6
62%	Percentage of tenured or tenure-track faculty	65%
\$133 million	Research awards	\$250 million
64	Endowed professorship and chairs	80
15,000	Alumni annual giving donors	30,000
\$151 million	UCF Foundation endowment	\$175 million