

**UCF Board of Trustees**  
**Strategic Planning Committee**  
*February 2025*

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## UCF's Key Strategic Investments: Highlights

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Faculty Hiring	<b>\$33.5M</b>
Research Infrastructure	<b>\$11.6M</b>
Student Success Initiatives	<b>\$17.1M</b>
Industry Partnerships	<b>\$ 2.1M</b>

*UCF's 4-year graduation rate has increased from 46.3% to **58.7%***

*UCF's research expenditures have increased from \$225M to **\$284.9M***

UCF's strategic investments **align with SUS 30 priorities** to advance student success, research, and workforce outcomes.

*Annual fundraising has increased from **\$50 million** to over **\$100 million***

## Engineering & Technology: A Growth Engine

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### Strategic Enrollment Growth (Last 3 Years)

- Engineering & Technology: **+15%** (20,399 students in Fall 2024)
- Engineering & Computer Science: **+17%**

### Driving Workforce Demand in Florida

- UCF is producing highly skilled graduates **in strategic industry sectors**
- UCF's strategy aligns with SUS 30's focus on workforce-aligned degrees & economic impact

## State University System of Florida Strategic Plan: SUS 30

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The **State University System (SUS) 30 Strategic Plan** was designed to:

- Elevate Florida's public universities to be the **premier system in the nation**
- Drive **student success, workforce alignment, and research innovation**
- Ensure each university has **distinct areas of excellence** to enhance the overall system

### Key Priority Areas

1. **One SUS** – Strengthening collaboration across institutions
2. **Elevating Student Success** – Improving graduation rates and workforce readiness
3. **Operational Excellence** – Enhancing financial and operational efficiency
4. **World-Class Talent** – Attracting and retaining top faculty and students
5. **Innovative Research & Economic Development** – Expanding research and industry partnerships

## SUS 30 + UCF's 2027 Strategic Plan: Graduation & Student Success

Metric	SUS Goal	UCF Goal	Insights
4-Year Graduation Rate	62% (2025) → 70% (2030)	50% (2022) → 65% (2027)	UCF's goal aligns with the SUS target but starts from a lower base. UCF's increase is more aggressive.
4-Year Graduation Rate <i>Pell Student</i>	54% (2025) → 70% (2030)	Not explicitly stated UCF Today: 56.3%	SUS focuses on ensuring Pell students graduate at the same rate as other students. UCF indirectly addresses this by improving Pell student success.
FCS AA Transfer Graduation Rate (3-Year)	62% (2025) → 72% (2030)	32% (2022) → 50% (2027)	UCF lags the <b>statewide transfer success rates</b> but aims for <b>significant improvement</b> via <b>DirectConnect partnerships</b> .

### Key Insights:

- SUS prioritizes 4-year graduation rates across all public universities and targets Pell student success.
- UCF's plan focuses more on transfer students and reducing graduation barriers.
- UCF's aggressive improvement goals suggest a strategic focus on boosting student progression.

## SUS 30 + UCF's 2027 Strategic Plan: Employment & Workforce Readiness

Metric	SUS Goal	UCF Goal	Insights
% of Graduates Employed or in Further Education (1 Year)	74% (2025) → 85% (2030)	63% (2022) → 70% (2027)	UCF lags the <b>SUS benchmark</b> but is working to improve career outcomes through <b>experiential learning and employer engagement</b> .
Median Wages of Bachelor's Graduates (1 Year Out)	\$50K (2025) → \$60K (2030)	Not explicitly stated UCF Today: \$51,300	SUS focuses on <b>long-term earnings</b> , while UCF emphasizes <b>skills-based training</b> .
% of Undergraduates with Internships or Experiential Learning	29% (2025) → 40% (2030)	86% (2022) → 100% (2027)	UCF is far ahead of the <b>SUS internship metric</b> , requiring <b>all students</b> to participate in at least <b>one high-impact experience</b> .

### Key Insights:

- SUS focuses on tracking economic returns on education, ensuring students land well-paying jobs.
- UCF prioritizes experiential learning to improve employability.

## SUS 30 + UCF's 2027 Strategic Plan: Research & Economic Development

Metric	SUS Goal (Statewide)	UCF Goal (Institution-Specific)	Insights
Total Research Expenditures	\$2.93B (2025) → \$3.75B (2030)	\$239M (2022) → \$350M (2027)	UCF accounts for <b>~8% of statewide research</b> and aims to grow significantly.
Federal Research Expenditures	\$1.39B (2025) → \$1.75B (2030)	Not explicitly stated UCF Today: \$135.8M	SUS tracks <b>federal research funding</b> , while UCF focuses on <b>total R&amp;D</b> .
Number of Patents Awarded Annually	395 (2025) → 425 (2030)	52 (2022) → 55 (2027)	UCF produces <b>~13% of SUS patents</b> , aiming for moderate growth.
Number of Startups Created Annually	28 (2025) → 100 (2030)	2 (2022) → 6 (2027)	UCF's startup growth goal is more <b>conservative compared to SUS</b> .
Research Expenditures with Business & Industry	\$79M (2025) → \$120M (2030)	Not explicitly stated UCF Today: \$13.5M	SUS tracks <b>business engagement in research</b> , while UCF focuses on <b>strategic industry partnerships</b> .

### Key Insights:

- UCF's research focus areas (space, health, sustainability, immersive technology) align with state.
- SUS aims for aggressive growth in patents and startups, while UCF has a moderate trajectory.

## Strategic Differentiation: UCF's Competitive Edge

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UCF is strategically **differentiating itself as Florida's Premier Engineering & Technology University** across all disciplines, and UCF is making **deliberate, strategic investments** that align with both our **long-term vision** and support the **SUS 30's statewide priorities**.

### Our Alignment

- **Elevating Student Success:** Workforce-aligned degrees & strong graduate earnings
- **Innovative Research & Economic Development:** High-impact faculty & research investments
- **One SUS Differentiation:** Strengthening UCF's distinct niche within the state system



## **Top 3 Things to Focus On** **SUS 30 + UCF Strategic Plan**

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- 1. Achieving Preeminence**
- 2. Graduate Salaries + Economic Impact**
- 3. Top 25 by 2030**

# Achieving Preeminence

## Student Focused Metrics

	BENCHMARK	UCF
Average GPA	4.0	4.2
Average SAT	1200	1324
Freshman Retention	90%	92%
4-Year Graduation	60%	58.7%

## Ranking and Resource Metrics

	BENCHMARK	UCF
Public University National Rankings	2+	3
Endowment	\$500M	\$255M

## Research Focused Metrics

	BENCHMARK	UCF
Total Research Expenditures	\$200M	\$285M
Science & Engineering Research (Non-Medical)	\$150M	\$224M
Science & Engineering Research	\$50M	\$251M
Top 100 National Ranking in 8 Broad Discipline STEM Research Expenditures	5 of 8	5 of 8
Patents Awarded (3 Year)	100	189
National Academy Memberships	6	8
Doctoral Degrees	400	510
Post-Doc Appointees	200	218

## Salaries After Graduation + Economic Impact

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**SUS 30 GOAL: \$60,000**

*Median Wages of Bachelor's Graduates*

**UCF Today: \$51,300**

*Median Wages of Bachelor's Graduates*

### UCF Engineering & Computer Science Graduate Salaries + Impact

**\$67,500** 1 year post-grad

**\$91,800** 5 years post-grad

**\$113,500** 10 years post-grad

- Each annual cohort of UCF graduates generate **\$135.5M in total annual earnings after 10 years**
- Our focus will result in a strong **return on investment for students & Florida's economy**

## Reaching Top 25 by 2030

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**Washington Monthly**

**# 15 Public University**

**Niche**

**# 23 Public University**

**Times Higher Education**

**# 50 Public University**

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

**# 61 Public University**

## U.S. News and World Report Ranking Metrics

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### **Student Outcomes [52%]**

- Pell Grad Rate
- Pell Grad Rate Performance
- Graduate Rate
- Graduation Rate Performance
- First-year Retention
- Borrower Debt
- Completer Salary vs. High School

### **Standardized Tests [5%]**

### **Faculty Resources [11%]**

- Faculty Salaries
- Full-time Faculty
- Student to Faculty Ratio

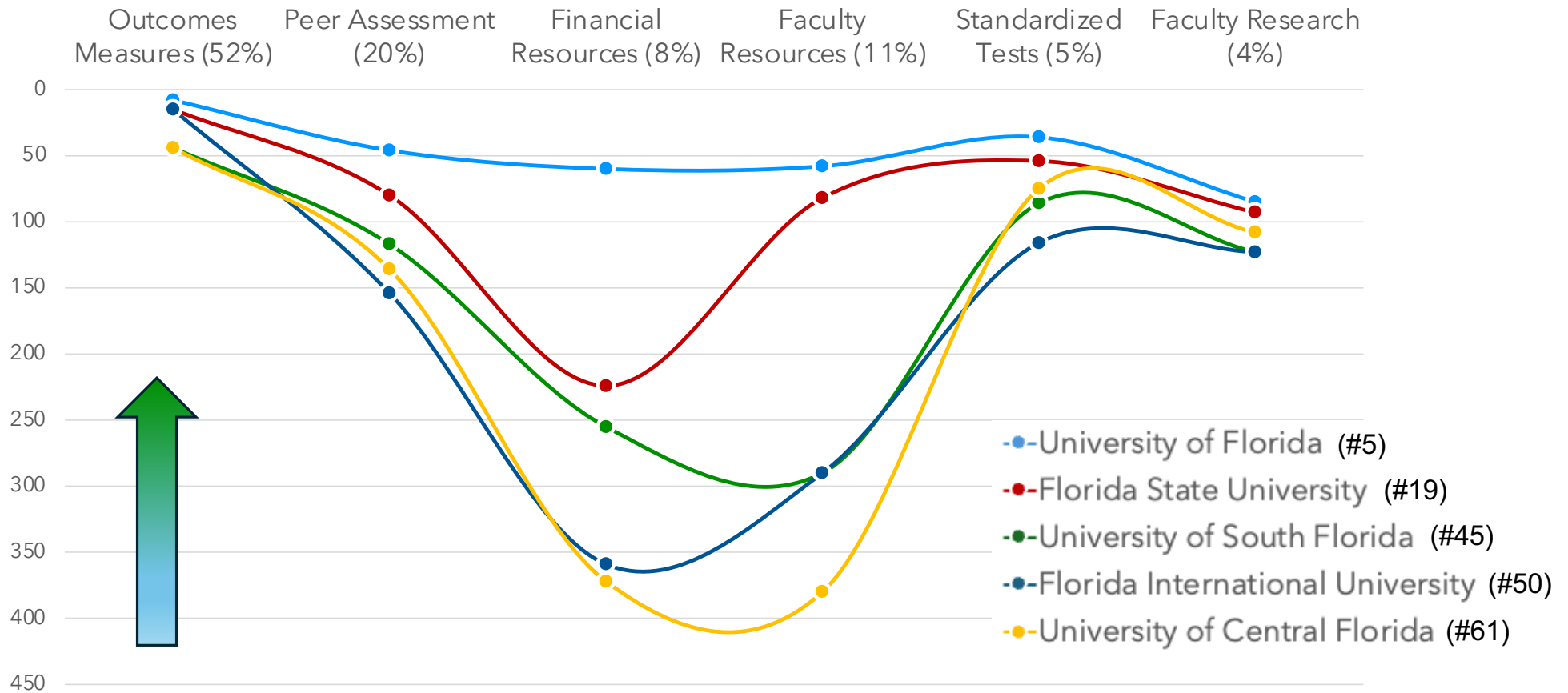
### **Faculty Research [4%]**

- Citations per publication
- Citation Impact
- Publications in Top 5% Journals
- Publications in Top 25% Journals

### **Financial Resources [8%]**

### **Peer Assessment [20%]**

## SUS Top 5 Universities in 2025



## Reaching Top 25 by 2030

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