

**FOR THE EXCLUSIVE USE OF MARK.SCHLUEB@UCF.EDU**

From the Orlando Business Journal:

<https://www.bizjournals.com/orlando/news/2022/05/27/ucf-orlando-research-spending-florida.html>

## **UCF calls for more research spending, faculty and fundraising in latest strategic plan**

May 27, 2022, 3:32pm EDT

The University of Central Florida in Orlando has approved its newest strategic plan — one that targets increasing its prominence as a research university.

The UCF Board of Trustees unanimously approved the plan during its May 26 meeting, which covers the five-year period between 2022 and 2027. The university's biggest goals among those in the plan are to be classified as a top 50 public research university — ranked on U.S. News and World Report's top public colleges list —and reach



JIM CARCHIDI

University of Central Florida has approved its newest strategic plan, one that targets increasing its prominence as a research university.

preeminence with the State University System of Florida by 2027.

Currently, the University of South Florida, University of Florida and Florida State University are the only ones in the Sunshine State to reach preeminence, which provides more funds for research to those schools that hit certain standards set by the state.

Michael Johnson, UCF's provost, said during the meeting that it's the university's responsibility to act in the public good by providing training opportunities as well to provide research and innovation that boosts economic development in the area. The university's position of being the only public research university in the growing metropolitan area puts it in a place where it can reach the goals set by the plan, he added.

"This isn't so we can be the best darn college in Orlando, that's not the point," Johnson said. "This is an opportunity to do tremendous public good, and by choosing to invest in that fashion, become a university of tremendous quality."

The four areas of focus include improving student success, research, building community for faculty and alumni, and increasing fundraising. Major strategic goals contemplated by the plan include making the following changes from 2022 numbers to 2027:

Increase total research and development expenditures by the university from \$239 million in 2022 to \$350 million in 2027.

Increase number of faculty full-time equivalents from 1,787 to 2,100.

Increase its endowment value from \$201 million to \$350 million.

Grow annual fundraising from \$70 million to \$100 million.

Boost number of startups created per year from two to six.

Increase number of patents per year from 52 to 55.

Grow full-time, four-year graduation rate from 50% to 65%.

Increase full-time, six-year graduation rate from 74% to 76%.

The full set of goals from the plan sets indicators over all four focus areas. Johnson added that increasing the university's recurring funds will help it meet the goals set by the plan.

Funding goals set include putting more than \$150 million in recurring funds — including \$100 million in new funds — toward strategic goals by 2027 and investing over \$500

million in non-recurring funds.

The plan also sets five priority sectors for research:

Space technologies and systems

Entertainment and immersive experiences

Health and human performance

Energy and sustainability

Transformative technologies and national security

UCF President Alexander Cartwright expects the funds generated by research activities at the college, including new products generated by the school's researchers and sponsored research from industry and business partners, to play a role in the university making those goals, he said during the meeting.

The plan considers a similar path to that of the University of South Florida, which was the most recent state university to reach preeminence. Keith Anderson, assistant vice president for research at USF, previously told *Orlando Business Journal* the school invested in infrastructure like labs and instruments, and hired more faculty, which helped it set a path to growing its research prominence.

USF maximized "its strengths and advantages ... its strategic focus on research and its commitment to applied research that addresses real-world problems and engages communities beyond campus borders," Anderson said. The school also worked with businesses to generate funds for sponsored research.

---

**[Sign up here for our free morning and afternoon daily newsletters. And be sure to follow us on LinkedIn, Facebook, Twitter and Instagram.](#)**

**Ryan Lynch**

Staff Writer

*Orlando Business Journal*

