



OUR FIVE-YEAR PLAN

The goals and priority initiatives listed in this plan are organized by **four priorities** and are the most important next steps to move UCF toward a Top 50 ranking and a “preeminent” designation in Florida’s Preeminence Program, which is designed to elevate the academic and research excellence of the state’s highest-performing universities. Goals and initiatives for a Top 25 ranking and AAU-eligibility extend beyond 2027.

1 STUDENT SUCCESS AND WELL-BEING

At UCF, we believe that our mission and fundamental purpose is to identify and unleash an individual’s potential by making high-quality, post-secondary education affordable and accessible. Our efforts to accelerate student success and enhance well-being will contribute to an educated citizenry by developing students who are culturally competent; prepared to lead enriched and fulfilling lives; and have the knowledge, skills, and aptitudes that align with the workforce of the future.



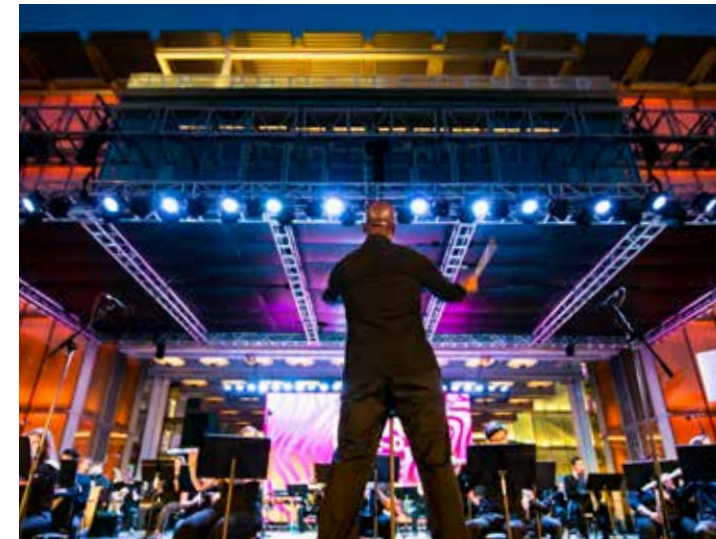
2 DISCOVERY AND EXPLORATION

UCF’s knowledge enterprise is an essential driver of the region’s economic vitality. We plan to invest in our research infrastructure in ways that address prevailing workforce needs in the state, accelerate the development of industry clusters, attract new companies and high-wage jobs to Florida, support the formation of entrepreneurial ventures, guide evidence-based policies, encourage creative activity, and advance the state’s objective to be the 10th-largest economy in the world.



3 COMMUNITY AND CULTURE

UCF aspires to be a destination of choice for the most talented people, a best place to learn and work, and a partner of choice in our community. We continue to foster a culture of innovation, inclusion, public service, and collaboration and will be a model for civil discourse, consistent with the Florida Board of Governors’ *Statement of Free Expression*.



4 INNOVATION AND SUSTAINABILITY

UCF is one of the nation’s most innovative universities. We seek to institutionalize resiliency and maintain financial and operational sustainability by diversifying our resource base and continually practicing visionary and pragmatic stewardship of our assets and obligations.

