

DRAFT DOCUMENT – November 17, 2002

Summary of Recommendations, Timeline, and Projected Costs

1. Continue work with legislative leaders to complete the process of devolution, giving the University and its Board of Trustees greater control of its resources, including the ability to set tuition and fees.

Responsible Parties: President, Provost, BOT, VP for Government Relations, VP Barrett, VP Martin

Timeline: Spring 2003

Cost: 0\$

Evaluation: Progress in achieving flexibility in tuition and fees

2. Develop a plan to integrate all resources from the state and the university toward the achievement of the strategic goals.

Responsible Parties: President, Provost, Vice Presidents

Timeline: Summer 2003

Cost: Funding support for strategic plan to be determined

Evaluation: Development of plan

3. Develop a precise plan to invest faculty positions in specific areas in the Colleges of Liberal Arts and Sciences, Engineering, Medicine, and Agriculture and Life Sciences with the following specific goals:

- A. Determine the strategically important disciplines in the Colleges. Formulate an investment strategy in selected areas in these disciplines as part of a coherent overall strategy to raise the reputations of the departments and the Colleges

Responsible Parties: Provost, VP Martin, VP Barrett, VP Phillips, Deans Khargonekar, Sullivan, Tisher, and Cheek

Timeline: Fall 2003

Cost: 40 positions per year at \$4.8 million per year, for a total of 200 new positions over five years at a cost of \$24 million. These positions will be used to strengthen the essential core components of each unit and to advance the interdisciplinary priorities.

Evaluation: Do the investments support the interdisciplinary strategies? Does it align with thrusts in other colleges? Is the investment strategy realistic and congruent with resources? How does such an investment strategy compare with peer institutions? Do the searches align with the strategic plan? What is the

justification for the searches in areas where it does not align with the strategic plan?

- B. Develop an accountability process to evaluate the success of the departments and colleges in implementing the strategy.

Responsible Parties: Provost, VP Barrett, VP Martin, Deans Khargonekar, Sullivan, Tisher, and Cheek

Timeline: Fall 2003

Cost: 0\$

Evaluation: *Short-term:* Success in hiring, track record of hires measured in terms of publications, grants, etc. *Long term:* Assessment measures

- C. Hire support staff for all the new positions identified in this document – determined at a ratio used by the state of approximately 1 staff for each additional 3 faculty positions.

Responsible Parties: Provost, Vice Presidents, and Academic Deans

Timeline: Fall 2003

Cost: \$32,000 per position (\$40,000 including fringe benefits). Hire for 20 positions per year at \$800,000. Total of 100 positions over 5 years for a total of \$4 million.

Evaluation: Is the investment strategy realistic and congruent with resources? How does such an investment strategy compare with peer institutions? Is the investment necessary if technology that supports faculty keeps improving?

- 4. Develop a plan to challenge all colleges and programs to focus their resources and to strengthen their core areas of excellence. Such investments need to be made selectively.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Fall 2003

Cost: 10 positions at \$1 million per year at \$100K per position, for a total of 50 new positions at \$5 million over 5 years.

Evaluation: Assessment measures

UF must adopt institutional strategies unique to its position, circumstances, and strengths that will achieve maximum impact and enhance its reputation in the halls of academe, industry, government, and in the public mind. These specific areas of interdisciplinary research and education are specified as follows:

- 5. Research and education in Cancer and Genetics

Responsible Parties: Provost, VP Martin, VP Barrett, VP Phillips, Academic Deans

Timeline: Fall 2003

Cost: 10 positions over 5 years; cost \$1.5 million

Evaluation: Assessment measures

6. Research and education on the Brain

Responsible Parties: Provost, VP Barrett, VP Phillips, Academic Deans

Timeline: Fall 2003

Cost: 5 positions over 5 years; cost \$750K

Evaluation: Assessment measures

7. Research in biotechnology, particularly at the interface of medicine and nanoscience

Responsible Parties: Provost, VP Martin, VP Barrett, VP Phillips, Academic Deans

Timeline: Fall 2003

Cost: 5 positions over 5 years; cost \$750K

Evaluation: Assessment measures

8. Research and education on the social and medical problems associated with Aging

Responsible Parties: Provost, VP Barrett, VP Phillips, Academic Deans

Timeline: Fall 2003

Cost: 5 positions over 5 years; cost \$500K

Evaluation: Assessment measures

9. Research and education into the status of children and families

Responsible Parties: Provost, VP Phillips, VP Martin, Academic Deans

Timeline: Fall 2003

Cost: 5 positions over 5 years; cost \$500K

Evaluation: Assessment measures

10. Research and education in ecology and the environment

Responsible Parties: Provost, VP Phillips, VP Martin, Academic Deans

Timeline: Fall 2003

Cost: 5 positions over 5 years; cost \$500K

Evaluation: Assessment measures

11. Internationalization of the campus and the curriculum

Responsible Parties: Provost, Dean Jett, Academic Deans

Timeline: Fall 2003
Cost: \$50K per year
Evaluation: Assessment measures

Faculty Initiatives: Each department's and college's reputation is built on the successes of individual faculty members and teams of researchers. The best faculty can be recruited and retained only if UF offers competitive salaries and benefits and a supportive and stimulating academic environment.

12. Improve faculty salaries for full professors (Salary Performance Plan – cost \$650K per year)
Responsible Parties: Provost
13. Provide merit salary increases for the top teacher-scholars – cost \$300K per year to be matched by the colleges
Responsible Parties: Provost, VP Barrett, VP Martin, Academic Deans
14. Make substantially more one-semester full pay sabbaticals available – cost \$250K, ultimately reaching \$500K per year (will provide 100 new sabbaticals per year at full-pay for one semester).
Responsible Parties: Provost
15. Review hiring, tenure and promotion policies relative to family issues, including employment of a trailing spouse and child-care.
Responsible Parties: Provost, VP Barrett, VP Martin, Academic Deans
Timeline: Fall 2003
Cost: uncertain at this time
Evaluation: Assessment measures
16. Develop a strategy to assist faculty members in obtaining national and international recognition for their work.
Responsible Parties: Provost, VP Baker, VP Barrett, VP Martin, Academic Deans
Timeline: Spring 2003
17. Promote and advance leadership skills of faculty, particularly among women and minorities
Responsible Parties: President and Provost
Timeline: Fall 2003
Cost: \$4K to dept. for release of 10 faculty per year (total cost of \$40K per year) to serve in deans, vp, provost's and president's office
Evaluation: Assessment measures
18. Consider innovative recruiting and retention methods to improve faculty diversity.
Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Fall 2003

Cost: \$300K per year (College must match at \$300K for up to five years). Total cost would be \$3 million over 5 years for 30 new faculty.

Evaluation: Assessment measures

19. To ensure the quality of the faculty, UF should establish a six-year period before tenure consideration, allowing faculty to establish a significant record of achievement before tenure.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Summer 2003

Cost: 0\$

Evaluation: Assessment measures

20. Develop a formal three-year review for all tenure-accruing faculty as part of this six-year period before tenure consideration.

Responsible Parties: Provost, VP Martin, VP Phillips, VP Barrett, Academic Deans

Timeline: Fall 2003

Cost: 0\$

Evaluation: Assessment measures

21. Institute a career instructional track for hiring lecturers whose primary assignment is in the areas of instruction, pedagogical development, and service. The goal would be to use this track to help reduce class size. All colleges would be eligible, with largest needs currently existing in CLAS, Business, Journalism, and Health and Human Performance.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Summer 2003

Cost: \$400K per year for 8 new instructional faculty. Total cost of \$2 million for 40 new instructional faculty over 5 years.

Evaluation: Assessment measures

Enrollment Goals: The University's reputation and success depend heavily on the quality of its graduate and undergraduate programs.

22. Maintain freshman admissions at 6500 per year and a campus student population of 45,000.

Responsible Parties: Provost, Director of Admissions

Timeline: Fall 2003

Cost: None

Evaluation: Assessment measures

23. Maintain community college transfer numbers at approximately 2,000 students per year, depending on the space availability in the various colleges.

24. Increase the size of the graduate enrollment by 3,000 students over the

next eight years in select areas.

Responsible Parties: Provost, VP Phillips, VP Barrett, VP Martin, Academic Deans

Timeline: ongoing

Cost: Additional tuition waiver dollars, but most of this growth would be at MA and MS levels

Evaluation: Assessment measures

Graduate Student Initiatives: Graduate students represent the next generation of scholars and entrepreneurs who stand to create knowledge and promote economic growth in the state and the nation. There is intense national competition to recruit the best prospects for graduate school. The best graduate students can be recruited only if UF offers competitive stipends and benefits and a supportive and stimulating academic environment.

25. Improve stipends for graduate assistants, provide health insurance, and strengthen the Alumni Fellowship program.

Responsible Parties: Provost, VP Phillips

Timeline: Fall 2003, ongoing

Cost: \$500K continuing

Evaluation: Assessment measures

26. Improve the retention rate, mentoring, and time-to-degree in graduate programs. These funds will be routed through the Graduate School to assist departments in aligning with national norms in these areas and to establish model programs in retention

and mentoring.

Responsible Parties: Provost, VP Phillips

Timeline: Fall 2003, ongoing

Cost: \$50K per year

Evaluation: Assessment measures

27. Develop state-of-the-art placement services for graduate students. Career services will be augmented in close collaboration with the Graduate School and departments to facilitate the placement of graduate students in academic and non-academic positions. A portion of the money will be devoted to professionalizing graduate students through workshops and seminars in such topics as: grant-writing and Federal agencies; resumes and curriculum vitae for academic and non-academic positions; interviewing for academic and non-academic positions.

Responsible Parties: VP Phillips, Dean Gerhardt

Timeline: Fall 2004

Cost: \$100K per year

Evaluation: Assessment measures

28. Regularize the employment status of postdocs and provide access to

health insurance. (Cost contained within contracts and grants).
“Postdoctoral Associate” will become a faculty title in January 2003. As a consequence, postdoctoral associates will be eligible for state health insurance benefits.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: January 2003

Cost: contained within the contract and grant

Evaluation: Assessment measures

Undergraduate Initiatives: Continue to enhance the quality of the undergraduate experience and promote new opportunities for our students.

29. Promote greater opportunities for Study Abroad. These funds will be used as a source of start-up for faculty development of new international programs. Substantial staff and faculty time must be devoted to developing new opportunities and to arranging the details of student participation.

Responsible Parties: Provost, Dean Jett, Academic Deans

Timeline: Fall 2003, ongoing

Cost: \$100K per year, funded by the International Center

Evaluation: Assessment measures

30. Increase opportunities for volunteer service, internships, and leadership programs. These funds will be used for the infrastructure devoted to expanding, promoting, and maintaining these activities. Substantial staff time must be devoted to developing new contacts and to arranging the details of student participation.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Fall 2003, ongoing

Cost: \$100K per year

Evaluation: Assessment measures

31. Continue to promote research opportunities with faculty. These funds will be used as seed money to stimulate and initiate new research projects for students with the objective of establishing substantial external funding to grow and maintain them.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Fall 2003, ongoing

Cost: \$200K per year

Evaluation: Assessment measures

32. Develop opportunities for undergraduates to obtain both a bachelor's and master's degree before leaving UF.

Responsible Parties: Provost, Vice Presidents, Academic Deans

Timeline: Fall 2003, ongoing

Cost: None

Evaluation: Assessment measures

Create State of the Art Information Technology System to enrich the academic environment for students, faculty and staff.

33. Implement a technology fee to support efforts to improve technology for students and faculty in and of the campus

Responsible Parties: Provost, Vice Provost Frazier, Vice Presidents, Academic Deans

Timeline: Fall 2003

34. Help Desk for Students

Cost: \$1.1 million annually

Responsible Parties: Vice Provost Frazier

Timeline: Fall 2003

35. Create Virtual Union on Campus

Cost: \$1.5 million initially and \$570K annually

Responsible Parties: Provost, Vice Provost Frazier, Vice Presidents, Academic Deans

Timeline: Fall 2003

36. Continue efforts to provide wireless support throughout the campus.

Responsible Parties: Provost, Vice Provost Frazier, Vice Presidents, Academic Deans

Timeline: Fall 2003, ongoing

Cost: \$1.2 million initially and \$290K annually

Evaluation: Assessment measures

37. ERP System

Cost: \$3.5 million for first two years and \$2 million in 3rd year (IT portion only)

Responsible Parties: Provost, Vice Provost Frazier, Vice Presidents, Academic Deans

Timeline: Fall 2003, ongoing

The University needs to continue to pursue initiatives to enhance quality of the academic programs, create efficiencies, and to address state needs:

38. Relocate the College of Natural Resources and the Environment as a School in the College of Agricultural and Life Sciences

Responsible Parties: Provost, VP Martin, Dean Cheek, Sullivan, Khargonekar

Timeline: Fall 2003

- Cost:** Small savings
Evaluation: Assessment measures
39. Develop a new focus on Water Resources.
Responsible Parties: Provost, VP Martin, Deans Khargonekar, Sullivan, Cheek
Timeline: Fall 2003, ongoing
Cost: Contained in allocation to IFAS, CLAS, and Engineering
Evaluation: Assessment measures
40. Add a strong medical component as a central part of the effort to enhance the activities of the Institute on Aging.
Responsible Parties: Provost, VP Barrett, Dean Tisher
Timeline: Fall 2003, ongoing
Cost: Contained in allocation to Medicine
Evaluation: Assessment measures
41. Develop new ways to address the critical state shortages of trained specialists in information technology, nurses, and secondary school teachers in science, mathematics, and foreign languages.
Responsible Parties: Provost, Deans Long, Khargonekar, Emihovich, Sullivan
Timeline: Fall 2003, ongoing
Cost: Unclear at this time
Evaluation: Assessment measures
42. Establish a strong and innovative campus-wide undergraduate writing program.
Responsible Parties: Provost, Vice Presidents, Dean Sullivan, Deans
Timeline: Fall 2003
Cost: \$100K initially and then 30K per year
Evaluation: Assessment measures
43. Develop an integrated undergraduate program in biology.
Responsible Parties: Deans Sullivan, Cheek, Tisher
Timeline: Fall 2003
Cost: Contained in budget allocation to CLAS and AG
Evaluation: Assessment measures
44. Consider developing an economics unit within Liberal Arts and Sciences.
Responsible Parties: Provost, Dean Sullivan
Timeline: Fall 2004
Cost: Unclear at this time
Evaluation:
45. Appoint a faculty committee in Health and Human Performance to develop a plan for the future and ways the College can interface with the

interdisciplinary priorities.

Responsible Parties: Provost

Timeline: Spring 2004

Cost: None

Evaluation: Assessment measures

46. Consider merging recreational sports programs into the Office of Student Affairs.

Responsible Parties: Provost, VP Scott

Timeline: Fall 2003

Cost: None

Evaluation: Assessment measures

47. Adopt a comprehensive review procedure to sunset centers and institutes that no longer perform first-rate research and service.

Responsible Parties: Provost, VP Phillips

Timeline: Fall 2003

Cost: None

Evaluation: Assessment measures

**Allocations of Resources to Achieve Strategic Imperatives:
The best support mechanism will be the allocation of funds to
accomplish the goals of the strategic plan.**

48. Reallocate a certain proportion of DROP lines appropriately to support the goals of the strategic plan.

49. Set an annual goal for internal reallocation of funds at one percent of the base budget.

50. Allocate new funds to further the goals of the strategic plan.

51. Encourage investment in research priorities through funds available in the University of Florida Research Foundation and the Division of Sponsored Research.

52. Establish a comprehensive university-wide assessment of the strategic goals and the progress achieved in realizing them in the annual program reviews.

Responsible Parties for 48-52: Provost

Timeline: Fall 2003

Cost: Unclear at this time

Evaluation: Assessment measures

Summary:

- 305 new positions over five years (includes 40 lecture positions and 30 minority positions).
- cost of \$17.8 million in year one; subsequent cost of approximately 12.7 million per year for four years. For a total cost of \$53.7 million over 5 years.
- estimate for space needs for new faculty - \$50,000,000 based on square foot demands of science and non-science faculty and laboratory needs.

Internal Support:

- UFF provides \$3 million annually to Provost's Office in support of the strategic plan
- UFRF provides \$3 million annually to the Provost's office in support of the plan.
- UFRF also provides supplementary funding for library needs of interdisciplinary priorities and disciplinary priorities through IDC.
- UFRF providing matching dollars for start-up funds with colleges.
- UAA provides support for building out academic wing of new stadium, library support, funding for mathematics, writing, and science help labs. for undergraduates, and pays fee waivers for student-athletes.
- Shands provides an annual budget to support the Health Center Colleges and especially the Interdisciplinary Initiatives that are Health Center related in the strategic plan.
- Division of Continuing Education tax of 1 per cent – generating between \$1.75 million and \$2.5 million annually.
- Administrative Affairs earmarks an annual sum to provide infrastructure support, including buildings, renovations, support programs to ensure success of plan