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USFSP Strategic plan : 1985

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UNIVERSITY OF SOUTH FLORIDA

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October 31, 1985

MEMORANDUM

TO: College of Social and Behavioral Sciences Faculty
St. Petersburg Campus

FROM: Danny L. Jorgensen

SUBJECT: Revision of Campus Strategic Plan

The Campus Administration currently is in the process of revising the "Strategic Plan" (see attached copy). Apparently the University will be taking these documents seriously; that is, we may actually have to live by these plans.

Please take an opportunity to review this document, especially pages two and three. Let me have any comments or whatever you have regarding this matter by no later than Friday, November 8.

DLJ/kb

USF ST. PETERSBURG CAMPUS

STRATEGIC

PLAN

February 1, 1985

PART I: MISSION STATEMENT

The St. Petersburg Campus shares with all other campuses of the University of South Florida a commitment to academic quality and to the support of excellence in research, teaching and public service. It is committed to making such quality education accessible to motivated and qualified "place bound" residents in its service area in junior, senior and graduate level programs in selected colleges and disciplines.

Up to now the campus has been largely successful in meeting the special needs of older working students who constitute the core of its student population. As the average age of St. Petersburg students continues to drop, the curriculum expands, and enrollment patterns change, however, this campus predictably must adjust the nature and timing of its offerings accordingly.

As an integral part of downtown St. Petersburg's development and renewal, the campus occupies an increasingly significant place in the community's economic and cultural life. It trains ever-increasing numbers of students, particularly in business and technology. As ^gstructured, its multi-collegiate format, manageable size, and budgetary autonomy provide an ideal environment for interdisciplinary study and curricular innovation. The adjacent Salvador Dali Museum and Poynter Foundation for Media Studies offer the St. Petersburg Campus unprecedented opportunities to achieve educational balance in mutually beneficial university-community interaction.

It is an essential part of this regional campus's mission, therefore, to achieve and maintain the programmatic flexibility, funding, and administrative support necessary to meet the changing needs of a developing community, expanding student population, and innovative curriculum.

PART II - STRATEGIC DIRECTIONS

ENHANCE QUALITY OF THE ACADEMIC PROGRAMS

Objective 1: Emphasize improvement of existing programs

1. Strengthen on-campus programs with regular full-time faculty in Mass Communications, Engineering Technology, Criminal Justice, fifth year Accounting, Information Systems, and Elementary/Early Childhood.
2. Increase funding and staffing of curricular offerings in technical and expository writing as well as in speech communication.
3. Expand areas of graduate study.
4. Secure funding in support of library instruction.

Objective 2: Ensure adequacy of resources in core liberal arts disciplines

1. Institute a full and regular sequence of course offerings humanities, American studies, philosophy, religion, and language departments.

Objective 3: Offer new programs on a highly selective basis

1. Develop further programs and institutes in European, Germanic, and Humanistic studies that take advantage of interdisciplinary campus format.
2. Add undergraduate programs in social work and anthropology.
3. Initiate selective offerings in the Natural Sciences, in Engineering, and in the Fine Arts.
4. Develop a master's program in Public Administration and advanced tax institute.

Objective 4: Enhance the complement of library resources to qualify USF for membership in the Association of Research Libraries

1. Accelerate collection development for membership in the ARL.
2. Insure direct dial line access to ARL data banks for research and interlibrary loan.

Objective 5: Provide sufficient computer support to promote computer literacy of all USF undergraduates and adequate resources; to meet the needs for instruction and research applications

1. Provide staff, equipment and instructional support for undergraduate computer instruction and research application in all disciplines.
2. Provide increased microcomputer support housed in the library for purposes of individualized computer-assisted instruction.
3. Provide for transportable microcomputers on reserve in the library and available to borrowers.
4. Increase level of OPS funding for Lab Assistants in the Campus Computer Center.
5. Provide half-time operator assistance to serve the multitude of functions involved in the operation of the Center.
6. Increase faculty access to computing on Campus as well as in their homes.
7. Study need for an additional micro-computer lab.

ENHANCE QUALITY OF THE STUDENT EXPERIENCE

Objective 1: Emphasize improvement in quality and diversity of students admitted to the University

1. Develop programs to enroll exceptional high school students in USF.
2. Promote further personal interaction and professional cooperation between St. Petersburg Junior College counselors and advisors and appropriate USF St. Petersburg counterparts.
3. Establish a more systematic relationship with minority recruitment and retention programs at St. Petersburg Junior College.
4. Study the possibility of the need for a citizens' minority advisory committee.
6. Improve publicity concerning campus programs and academic offerings.
7. Support a recently awarded grant (A New Bilateral Approach to Improving Vocational Guidance and Information Systems) in cooperation with St. Petersburg Junior College.
8. Promote and develop exchange programs for graduate and undergraduate students at national and international levels.
9. Add staffing and resources to expand visitations to Junior Colleges and to provide better outreach, pre-admission counseling and advising.

Objective 2: Provide greater opportunities for student research and scholarly activities and for more individualized student-faculty interaction

1. Assign an academic adviser to each student upon admission.
2. Increase recognition of such participation and support during faculty evaluations.
3. Increase faculty involvement in activities planning, lectures, concerts, performances, and other cultural events.
4. Promote increased student opportunities for internships and other cooperative education opportunities.
5. Improve information and coordination of off-campus term projects (i.e. Summer Abroad; Semester at Sea; etc.) and information concerning grants and scholarships.

Objective 2: (continued)

6. Further develop use of campus-wide standing committees with student/faculty/staff participants, i.e.: Honors and Awards, Food Service, Commencement.
7. Encourage further development of student organizations that parallel academic disciplines.
8. Increase resources and institutional support of honor student programs.
9. Design and provide for Personalized Library Use Service (PLUS) to help students with extensive and sophisticated research needs.
10. Expand interlibrary loan access to undergraduate students.
11. Support free on-line searching service for faculty and students.
12. Provide for audio-visual design and production service facilities for students and faculty to develop hands-on experience in preparing audio-visual materials for their projects.

Objective 3: Improve co-curricular opportunities to enrich student life

1. Update annual surveys of student demographics, needs, interests, and evaluation of services.
2. Involve more faculty members representing increasingly broadening range of disciplines in planning lecture series programs, special interest projects, and other campus activities.
3. Provide workshops on career-oriented topics.
4. Improve orientation process.
5. Provide campus/community interaction through workshops, seminars and exhibitions such as Bayboro Business Expo.
6. Develop area studies (such as history, geography, politics, language and arts) that students study as a package or program.

Objective 4: Provide a supportive environment to help students meet the challenges of the collegiate experience.

1. Expand and improve the St. Petersburg Campus Student Handbook, campus newspaper, and other information vehicles to insure that students are aware of events and services.
2. Expand and improve financial aid services:
 - * Improve communication with student body.
 - * Extend office coverage into evening hours.
 - * Bring more direct processing operations to the regional campus.
 - * Use computer programs to provide information concerning private sources of aid.
 - * Raise professional level of Veterans Affairs Office operations.
3. Provide consistent reinforcement for student achievement through the appropriate publication and promotion of the Dean's List students, honors recipients, etc.
4. Complete renovation of campus swimming pool.
5. Proceed to complete the multi-purpose building to expand recreational opportunities and meeting places for students.
6. Provide leadership training for Student Government and other student leaders.
7. Extend campus office hours consistent with student needs.

ENHANCE QUALITY AND SCOPE OF RESEARCH AND SCHOLARSHIP

Objective 1: Emphasize the role of scholarship in all aspects of faculty personnel decisions

1. Allocate resources for released time and graduate assistantships.
2. Provide release-time opportunities to faculty members on an equal basis with such opportunities afforded Tampa faculty.
3. Provide funding for research or sabbatical leave for librarians to enhance their chances for publication and teaching (e.g., LIS 2001 needs to be revised. Eight hour days, 5 days per week, 12 months a year do not allow for professional development).

Objective 2: Increase faculty involvement with their professional and scholarly communities

1. Selectively reduce teaching responsibilities to encourage scholarly activity.
2. Provide more resources for attendance at national and international professional meetings.
3. Develop more campus activities such as symposiums, seminars, workshops in which faculty interact and share interests with scholars in their respective fields.
4. Fund librarians' efforts to attend professional meetings, conferences, seminars for more visibility and contribution to the intellectual life of the area.

Objective 3: Improve research facilities

1. Support funding for graduate assistants on the St. Petersburg Campus.
2. Enlarge the library. Its present size is too small for growth in collection size and services.
3. Increase the number of terminals to access distant databases for bibliographic searching and interlibrary loan.
4. Support funding a microform collection for historical research.

Objective 4: Achieve by 1990 a \$ 50 M annual externally-funded research budget

ENHANCE PARTNERSHIPS WITH PUBLIC AND PRIVATE SECTOR

Objective 1: Provide an environment for research, advanced education and professional services conducive to the support of knowledge-based industries essential to economic development

1. Provide support for the specific research needs of the business community, such as a Management Information Systems program for high tech industries.

Objective 2: Develop joint ventures with businesses and industry which benefit the core academic mission of the University and the educational and research needs of the private sector

1. Provide staff and resources for a graduate tax education program for local C.P.A.'s.
2. Encourage the business community to support the campus and library. (They, in turn, to be provided with free financial and other business information.)

Objective 3: Establish linkages with public sector entities for mutually desirable activities that support local, state and regional needs and priorities

1. Provide resources and administrative support for the interaction of faculty with community and state health, human service, environmental and government entities.
2. Provide resources to support student internship programs at community and governmental agencies.
3. Provide resources to support special training programs and on-campus meetings for paraprofessionals working in community agencies.
4. Explore sharing campus facilities with St. Petersburg Junior College Tarpon Springs Center for Business Courses (General Business Administration major).

PART III - CORNERSTONES

UTILIZE ALL SOURCES OF PUBLIC AND PRIVATE SUPPORT
TO ACHIEVE UNIVERSITY-WIDE STRATEGIC DIRECTIONS

1. Develop plans and work toward securing one or more endowed chairs in support of the St. Petersburg Campus academic program.
2. Initiate plans and secure funding for an Endowed Scholarship fund.
3. Promote the development of a Dean's Unrestricted Fund.
4. Secure funding to establish several Endowed Professorships.
5. Establish a local USF at St. Petersburg Campus Foundation to accept and encourage local donations.
6. Further develop notably successful joint ventures with area businesses such as Bayboro Business Expo and MBA Luncheons. Expand internship and job placement programs in local business and governmental agencies.

EXPAND THE USE OF TECHNOLOGY IN ALL ASPECTS OF
UNIVERSITY LIFE TO INCREASE EFFICIENCY AND MAXIMIZE
SUPPORT FOR ACADEMIC AND ADMINISTRATIVE EFFORTS

1. Simultaneously develop broadcasting capabilities at St. Petersburg to upgrade FTIS, when operational, to full send-and-receive status.
2. Increase support and space for the Learning Resources functions of the library.
3. Provide university-wide support and facilities to enable regional campuses to utilize the on-line library automation system.
4. Establish automated bank teller stations on each campus.
5. Establish and maintain computerized academic and vocational guidance systems in the Career Guidance and Job Placement Office.
6. Provide IBM 5520 office automation equipment in selected non-I & R administrative offices.
7. Institute a University-wide electronic mail system.

IMPROVE EFFICIENCY OF INTERNAL OPERATIONS TO
ACHIEVE UNIVERSITY-WIDE STRATEGIC DIRECTIONS

1. Initiate regular and timely campus participation in formulating university policy.
2. Make regional campus deans members of the president's cabinet.
3. Promote communication among the several campuses.
4. Fill and give regular status to the associate dean for academic affairs position.
5. Define and give regular status to program coordinators.
6. Provide effective police protection and support services responsive to the needs of an expanding campus and increased enrollment
 - a. Devise manpower development plans that keep pace with the growing demand for services and expected campus expansion
 - b. Provide adequate facilities, staff, and administrative support for essential services
 - c. Relocate facilities to a more centralized position for more effective and responsive services
 - d. Expand integrated communications systems for improved contact with police
7. Provide appropriate resources to ensure attractive appearance and effective maintenance of campus buildings and grounds.
 - a. Correct existing problems with the HVAC systems in several of the campus buildings.
 - b. Establish centralized, computerized control to monitor HVAC systems throughout the campus.
 - c. Increase staffing and funding needed to achieve a higher standard of grounds maintenance.
 - d. Provide additional staffing from the Superintendent's office to handle increased workload.
 - e. Secure funds necessary for the painting and replacement of doorframes of the MSL building.
 - f. Increase funding for the Physical Plant equipment replacement program.

IMPROVE EFFICIENCY OF INTERNAL OPERATIONS TO
ACHIEVE UNIVERSITY-WIDE STRATEGIC DIRECTIONS

(continued)

8. Develop a coordinated plan for parking that keeps pace with expected campus expansion and enrollment objectives and provides a secure, convenient, available atmosphere responsive to the commuter clientel of this campus.
9. Initiate campus based purchasing support for the several University academic programs located in St. Petersburg.
10. Increase staffing in Personnel Services to meet increasing demands in contract and grant activities.

ENHANCE THE ORGANIZATIONAL ENVIRONMENT TO IMPROVE
THE QUALITY OF LIFE FOR THE UNIVERSITY COMMUNITY

1. Develop architectural plans for and proceed with construction of the campus Multi-Purpose facility.
2. Begin planning for needed Library/Learning Resource Center expansion.