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USF AT ST. PETERSBURG

STRATEGIC PLAN
(Update)

April 18, 1986

USF ST. PETERSBURG CAMPUS

A BRIEF MISSION STATEMENT

and

LIST OF SUGGESTED STRATEGIC OBJECTIVES

April 18, 1986

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 teaching, research, 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. This special charge makes us cognizant of our special mandate to meet the upper division needs of Junior College programs and graduates.

Up to now the campus has been largely successful in meeting the special needs of mature 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, education, and technology. As structured, its multi-collegiate format, manageable size, and budgetary autonomy provide an ideal environment for interdisciplinary study and curricular innovation. The adjacent Salvador Dali Museum, the Poynter Institute for Media Studies, and the USF College of Medicine at All Childrens Hospital 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 A: Emphasize improvement of existing programs

1. Strengthen on-campus programs with regular full-time faculty in Accounting, Criminal Justice, Elementary/Early Childhood Education, Engineering Technology, Information Systems - Decision Sciences, Mass Communications, and Social Science Interdisciplinary.
2. Develop a comprehensive program in Engineering Technology including IBM PC Laboratory, to meet ABET criteria and to support goals of university and community in providing computer competency for all students and faculty.
3. Enhance Library collections:
 - (a) Liberal Arts
 - (b) Archival
4. Increase funding and staffing of curricular offerings in technical and expository writing as well as in speech communication.
5. Expand areas of graduate study including support for current Master's of Liberal Arts, the MBA program, and Criminal Justice.
6. Support development of the International Language Institute.
7. Provide adequate expense base for academic programs.

Objective B: Insure adequacy of resources in Core Liberal Arts Disciplines: humanities, American studies, philosophy, religion, languages, fine arts, mathematics, natural sciences, communications.

Objective C: New Programs

1. Develop a graduate program in Print-Journalism.
2. Initiate selective non-laboratory offerings in Engineering.
3. Develop undergraduate/graduate programs in social work.
4. Develop further programs and institutes in such areas as European, Germanic, and Humanistic studies that take advantage of interdisciplinary campus format.
5. Develop a Master's program in Public Administration.
6. Solicit support to meet library needs of the medical program.

Objective D: Enhance campus library resources to support University Library efforts to qualify for membership in the Association of Research Libraries.

1. Accelerate collection development.
2. Ensure direct dial access to ARL data banks for research and interlibrary loan.

Objective E: Provide sufficient computer support to ensure computer literacy of all USFSP undergraduates and provide positive response to all their computer needs.

1. Provide computer support with micro-vax computer.
2. Provide adequate number of microcomputer and appropriate software in the library for computer assisted instruction.

Objective F: Develop comprehensive Academic Advising Services.

ENHANCE QUALITY OF THE STUDENT EXPERIENCE

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

1. Develop programs to enroll exceptional high school students for USF and Florida Junior College student for USFSP.
2. Promote further personal interaction and professional cooperation between St. Petersburg Junior College counselors and advisors and their appropriate USF St. Petersburg counterparts.
3. Establish a more systematic relationship with St. Petersburg Jr. College concerning minority recruitment and retention programs.
4. Establish a citizens' minority advisory committee.
5. Improve publicity concerning campus programs and academic offerings.
6. Promote and develop exchange programs for graduate and undergraduate students at national and international levels.
7. Provide adequate staffing and resources to expand visitations to Junior Colleges and provide better outreach, minority recruitment pre-admission counseling and advising to students.
8. Through library activities allow gifted high school and college students access to the collection.

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 and ensure an adequate system for clarifying students' vocational, cultural, social, and personal goals.
2. Increase faculty involvement in activities planning, lectures, concerts, performances, and other cultural events.
3. Encourage further development of student organizations that parallel academic disciplines and increase faculty involvement as effective advisors and mentors.
4. Promote increased student opportunities for internships and other cooperative education opportunities.
5. Develop a system of Campus wide standing committees with student/faculty staff participants, e.g., Honors & Awards, Food Service, Commencement.
6. Improve information and coordination of off-campus term projects (e.g., Summer Abroad, Semester at Sea, etc.) and information concerning grants and scholarships.

Objective 2: (continued)

7. Increase resources and institutional support of honor student programs.
8. Design and provide for Personalized Library Use Service (PLUS) to help students with extensive and sophisticated research needs.
9. Expand interlibrary loan access to undergraduate students.
10. Support free on-line searching service for faculty and students.
11. Provide audio-visual design and production service facilities for students and faculty to develop hands-on experience in preparing audio-visual materials for their projects.
12. Provide funding for research and leave for Student Affairs professionals to enhance priorities for development of leave.

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 and vocationally oriented topics.
4. Strengthen orientation and registration procedures.
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.
7. Maintain and increase Library recreational reading collection.

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.
 - * Increased support for 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 the multi-purpose building to expand recreational opportunities and meeting places for students.
5. Provide leadership training for Student Government and other student leaders.
6. Extend campus office hours consistent with student needs.
7. Provide full career and mental health counseling to students.
8. Support the development of intercollegiate athletics in the areas of sailing and baseball.
9. Ease book borrowing procedures by automating circulation and borrowing from other SUS libraries.

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 to faculty members on an equal basis with such opportunities afforded Tampa faculty.
2. Provide funding for research or sabbatical leave for library faculty to enhance their chances for publication and teaching.

Objective 2: Increase faculty involvement with their respective 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 and with scholars of other disciplines.
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. To support library expansion in order to meet the information needs and expectations of the business and civic communities as well as those of the medical and marine science programs.
2. Increase the number of terminals to access distant databases for bibliographic searching and interlibrary loan.
3. Support funding a microform collection for historical research.

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 by developing a business reference collection.

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 census 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 in northern Pinellas County.

Objective 4: Establish Academic Advisory Committees for each academic area to include faculty and representatives of community client groups.

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. Establish Endowed Scholarships to meet the financial needs of students.
3. Promote the development of a Dean's Unrestricted Fund.
4. Secure funding to establish several Endowed Professorships.
5. 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.
6. Develop "food for thought" luncheon program with committee and faculty interaction.
7. Develop funds and plans for a county/higher educational needs assessment.
8. Utilize society for Advancement of Poynter Library to support university's efforts to raise funds for the library and its endowment goals.
9. Provide resources to represent more effectively the campus mission and needs to the various campus constituencies.

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 implement 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.
8. Acquire and utilize telefacsimile technology to enhance intercampus document transfer among USF libraries.

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

1. Initiate regular and timely campus participation in formulating university policy.
2. Review Campus Dean's position in administrative hierarchy.
3. Promote improved communication among the several campuses and auxiliary activities.
4. Review and formalize local administrative structure.
5. Review and formalize local program coordinators.
6. Provide effective police protection and other logistical 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. Continue with energy-management improvements by replacement of obsolete equipment and computerization of equipment controls where possible.
 - b. Increase staffing and funding needed to achieve a higher standard of buildings and grounds maintenance.
 - c. Provide additional staffing in the Superintendent's office to handle increased workload.
 - d. Secure funds necessary for the painting and replacement of doorframes of the MSL building.
 - e. Continue 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.

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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.