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Long Range Plan Progress Report

University of North Florida

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UNIVERSITY OF
NORTH
FLORIDA

LONG RANGE PLAN

1986-1992

PROGRESS REPORT — 1988

Long Range Planning Committee

UNIVERSITY OF NORTH FLORIDA
Long Range Plan Progress Report

INTRODUCTION

In late September, 1988, Interim President Roy E. McTarnaghan asked the original members of the 1986 University of North Florida Long Range Planning Committee to reconvene for the following purposes:

1. To review progress regarding implementation of the recommendations in the "Long Range Plan 1986-1992."
2. To assess the UNF Long Range Plan for concordance with the BOR "Master Plan for 1988-1993."

President McTarnaghan met with the Committee at its reorganization meeting on October 11, 1988, and elaborated on his charge. At that time, the following decisions were made:

1. To review the Long Range Plan and determine, by consensus, those recommendations that could be affirmed by the Committee.
2. To review progress on additional recommendations by requesting information on the status of each from the appropriate University administrator or from the President of the Faculty Association.
3. To critique the UNF Long Range Plan for congruence with the BOR Master Plan.

Dates for committee meetings were established as follows: October 18, November 8, November 15, and December 6. Members of the Committee and staff who participated in this process were as follows:

Dr. Bette Soldwedel, Chairperson
Ms. Kathleen Cohen
Mr. Richard Crosby
Dr. Patricia Foster
Ms. Marsha Fox
Dr. Warren Hodge
Dr. Jay Huebner
Dr. Kenneth Jennings
Dr. Patrick Plumlee
Dr. Charles Winton

PROGRESS REVIEW

University Mission: The Long Range Plan contains seven position statements on the University's mission. The Committee affirmed five of the seven statements and requested additional information on the following two:

1. "Support research that advances knowledge, contributes to high quality education, and establishes the University's leadership as the generator of research directly applicable to its constituency."

Vice President Bardo provided documentation which suggests that the University is making efforts to provide support for research, and the Committee believes these efforts should be continued. (See informational responses in the appendix to this document.) The Committee does not have sufficient information on the nature of research assignments which are being funded by the Office of Academic Affairs "to three senior, tenured faculty members who interrupted their scholarly pursuits to serve the University for a period of time in administrative roles" to determine whether or not this support advances the purposes contained in the Long Range Plan statement.

2. "Controlled and well-managed growth in the size of the student body should be a part of the University's mission subject to additional faculty lines necessary to provide reasonable teacher/student classroom ratios."

Vice President Bullock provided information on patterns of growth. The Committee concludes that the University is trying to hold to the principle of moderate growth. While Vice President Bullock reports that average class size has remained relatively constant for a two-year period, the "reasonableness" of teacher/student individual classroom ratios remains an issue to be negotiated.

Programs: The Long Range Planning document contains 16 position statements on programs. The Committee affirmed eight of the statements and requested additional information on the following:

1. "The University should support a strong liberal arts program as well as strong professional programs at the undergraduate level."

Vice President Bardo provided information on the nature of the University's support. The Committee is concerned with the directions implied in the Vice President's responses. The responses concerned the

promulgation of new programs, but they do not address support for or commitment to existing programs.

2. **"A select number of strong graduate programs oriented toward the attainment of academic and professional skills should be in place in 1992 including doctoral degrees in business and teacher education."**

The Committee believes that progress is evident. In reviewing the response provided by Dean Edward Moses, College of Business Administration, the Committee accepts as prudent his suggestion to modify the wording in the Long Range Plan as follows (page 15):

By the early 1990's, the University should have determined the need for doctoral degree programs in Business and in Teacher Education and, if appropriate and if the financial commitments of the SUS are made, the programs should be ready for implementation.

The Committee notes that the College of Education and Human Services has made considerable progress in determining the need for and in designing a proposed doctoral program. The financial support for the program has not been clearly documented. Financial support for new programs should be the significant determinant before the University moves to increase the range of programs at undergraduate and graduate levels.

3. **"The University should study the academic needs of students and use the findings in course planning and scheduling decisions."**

Vice President Bardo's information on the implementation of the Systemwide Student Academic Support System indicates that appropriate progress is being made.

4. **"Based on accrediting agency standards and inter-institutional agreements, there are programs which require restricted access."**

Restricted access is currently in evidence in the Nursing program. As programs are added, it is anticipated that others may require restricted access due to limitations in resources.

5. **"By 1992, a specifically identified graduate faculty should show productivity in research made possible by adjustments in graduate class sizes and reductions in teaching loads."**

Vice President Bardo and Associate Vice President Healy addressed this statement in their informational

responses by indicating that a second tier of graduate faculty will be identified with the introduction of doctoral programs; however, the Long Range Planning Committee is unclear about the current roles and functions of present graduate faculty. The Vice President commented that "It is also anticipated that the research expectations of graduate faculty will continue to rise." It is not clear which tier of graduate faculty is referenced.

6. "Graduate programs should not be conceived of as a means of increasing enrollments."

Vice President Bardo's response affirms that each graduate program fulfills a need directly related to the mission-related need of the University.

7. "Careful review of all alternatives is essential to determine programs that should be added, dropped or merged."

The Committee agrees that the mechanism is in place to insure that the review process includes departments, the colleges, divisions, academic administrators and the Faculty Association.

8. "The decentralization that currently exists with respect to program flexibility should continue. The new Graduate Council should be coordinative rather than compliance-oriented or directional."

The legislation passed by the Faculty Association establishing the Graduate Council gave the Council considerable potential ability to centralize the administration of graduate programs. So far, this potential power has not been exercised. However, according to a memorandum from Associate Vice President Healy addressed to the Long Range Planning Committee, the appointment of a graduate dean is under consideration, and that "the entire array of (graduate) programs requires more centralized administration..." This response suggests a possible movement in the direction of greater centralization of UNF graduate programs.

Faculty and Staff: The Long Range Planning document includes 20 statements with regard to faculty and staff. The Committee sought information on progress being made on 16 of the statements.

1. "It is essential that more resources be made available for faculty and staff renewal and development."

Responses were forwarded to the Committee by Vice Presidents Bardo and Bullock and Dean Marcelle Lovett. The Committee believes that progress is being made for both faculty and staff.

2. "The University should initiate or support training programs to strengthen the skills of faculty and staff."

The Committee believes progress is being made and urges the continuation of efforts to coordinate training.

3. "A teaching resource center should be set up where faculty can voluntarily participate to improve their teaching skills."

Responses suggest that steps have been taken by the College of Arts and Sciences to address improvement of teaching skills. However, no progress has been made on the establishment of a teaching resource center.

4. "Useful opportunities for skill enhancement such as computer workshops and library seminars should be promulgated between 1986 and 1992."

Vice President Bullock's response leads the Committee to conclude that the University has initiated numerous activities to enhance faculty and staff skills.

5. "The University should evaluate carefully new technological resources and seek to acquire those that can demonstrably improve the quality of teaching and students' educational experiences."

Responses from both Vice President Bardo and Vice President Bullock indicate that there have been significant positive efforts to acquire new technological resources.

6. "Faculty should either possess or be well in progress toward a terminal degree in an academic discipline. Staff positions that support faculty instruction and research should carry qualitative criteria similar to faculty but with reduced expectations in terms of educational background and attainment."

Responses were received from Vice Presidents Bardo and Bullock. Based on their responses, the Committee believes that appropriate qualitative criteria are being used in selection of faculty and staff.

7. "Part-time and adjunct faculty should only be hired to handle transitional or unique instructional needs."

Based on responses received from Vice President Bardo and including commentaries from the Academic Deans, it is apparent that the number of adjuncts remains a concern but that the University is attempting to reduce their number. This requires continuous monitoring.

8. "Before 1992, the University should have well-developed guidelines in place pertaining to the employment of part-time and adjunct faculty. These guidelines should be established as expeditiously as possible."

The Committee observes that there are no university-wide guidelines at the present time. Guidelines that exist are at departmental or college levels.

9. "To attract and retain quality faculty and staff, strenuous efforts should be made to: (a) seek an expanded funding base beyond the present formula; (b) maintain good working conditions and competitive salaries; and (c) maintain class sizes that are small enough to ensure quality instruction."

On the matter of expanding the funding base beyond the present formula, efforts need to be initiated. A survey was conducted by the Faculty Affairs Committee of the Faculty Association in November 1988 concerning parts "b" and "c" of this statement. Surveys were received from 80 full-time faculty, 12 administrative faculty and 8 adjunct faculty and generated the following responses: Seventy-one percent of the respondents felt the University's efforts to maintain class size compatible with quality education were "fair" or "poor." A majority (54%) of the faculty believe their current working conditions are "fair" or "poor," and nearly two-thirds (66%) of the faculty disagree that the University has "always" or "usually" made strenuous efforts to maintain good faculty working conditions over the past two years. In response to "c", information on class sizes has been provided by Mr. Richard Crosby, Administration and Planning. The Committee affirms its belief in the statement that classes need to be small enough to ensure a quality education and believes that this decision should rest appropriately at the department level.

10. "Faculty performance should be monitored on an annual basis covering the range of instruction, research and service activity. Staff should also participate in an annual performance review. By 1992, the University should have in place a validated evaluation instrument for the assessment of staff performance."

Vice President Bardo and Vice President Bullock provided informational responses. Vice President Bardo indicated that faculty performance evaluations are conducted annually in accordance with BOR-UFF Collective Bargaining Agreement provisions. Vice President Bullock indicated that State University System rules and collective bargaining agreements are implemented annually in the evaluation of staff. The Long Range Planning Committee is concerned that faculty performance in the classroom is not adequately assessed and that student evaluations do not adequately measure teaching performance.

11. "An annual performance review of administrators should be conducted. By 1992, a validated evaluation instrument should be in use."

Interim President McTarnaghan and Vice President Bardo provided informational responses describing present evaluation methods. There is no indication of progress in adopting a validated evaluation instrument.

12. "Between 1986 and 1992, the Faculty Association should consider the topic of faculty assessment. By 1992, assessment criteria advocated by the Faculty Association should be implemented to complement student evaluations of faculty instruction."

A response on progress of this item has not been received.

13. "The University should promote the early retirement program."

Vice President Bullock's response leads the Committee to conclude that the University is doing what it can do to make information available through dissemination of literature.

14. "Between 1986 and 1992, the University should seek to achieve a mix of full-time, part-time and adjunct faculty wherein 15-20% or fewer faculty will be part-time and adjunct employees."

Responses from Vice President Bardo indicate that the mix of faculty has been achieved.

15. "The University administration should work with the Board of Regents office to secure a funding allocation for support staff that provides a 1:5 ratio for teaching faculty. Support staffing for full-time administrators should be calculated separately, documented and reported to the University community as a regular practice."

Specific information on progress is not available. The Committee believes that some efforts have been initiated but that more "push" needs to be made to acquire support staff on a rational, formula basis. Information on support staffing for administrators has not been forthcoming.

16. "The University Faculty Association has provided an excellent example of participatory governance. The University administration should strive to achieve a similarly participatory governance model. Beginning in 1987, the University should consider the establishment of a study group to determine what modifications to its existing governance arrangements are desirable."

Vice President Quinlan provided an informational response for this statement. The Long Range Planning Committee believes that discussion between administrators and faculty needs to continue to promote participatory governance.

Students: The Long Range Plan contains ten statements that pertain to students. The Committee requested progress information on nine of the statements:

1. "Recruitment and retention of students should remain a University-wide commitment."

Vice President Bolden provided documentation indicating that faculty, administrators, staff and students are involved in various aspects of recruitment and retention of students.

2. "Between 1986 and 1992, the University must aggressively recruit minority students to increase minority student enrollment to 8% or greater."

Vice President Bolden and Richard Crosby, Assistant Vice President, Administration and Planning, contributed information pertinent to the Long Range Planning Committee statement. Enrollment of minority students exceeds the 8% target figure; however, enrollment of Black students is less than 8%. For Fall 1988, 6.5% of enrolled students were Black. Efforts need to continue to bring the enrollment of Black students to 8%.

3. "The University must increase its efforts to attract National Merit Scholars so that by 1992, the University can attract at least 25% of the National Merit Scholars from its region."

Vice President Bolden provided information on efforts to attract National Merit Scholars. Progress in meeting the 25% level, however, is not evident. In 1988, only one new National Merit Scholar was enrolled, according to data made available by the Office of Administration and Planning.

4. **"Between 1986 and 1992, the University administration should plan and implement a systematic follow-up of its graduates."**

Vice President Bolden reports that a follow-up on the employment status of graduates will be available in Spring 1989. An additional study tracking employment is planned. The Long Range Planning Committee is concerned that no follow-up study of graduates is planned, to date, that will allow the University to make informed judgements about the quality of its programs and its graduates.

5. **"Between 1986 and 1992, University colleges and divisions should monitor and evaluate the effectiveness of advisement procedures as a means of evaluating student development."**

Vice President Bardo's response addresses advisement of students in the context of the formal Academic Advisement Programs functioning under each academic dean or director. The Long Range Planning Committee continues to be concerned that student progress be systematically monitored and assessed during the total time the student is enrolled at the University. To avoid confusion in use of the term advisement, the Committee restates the proposition as follows: "Between 1986 and 1992, University colleges and divisions should determine the effectiveness of their procedures to monitor and evaluate student development."

6. **"The Library is the major support service for students' intellectual development. Among support services, it should receive priority attention in budget considerations that relate to staffing and the acquisition of up-to-date resources."**

Vice President Bardo provided information from a report prepared by Andrew Farkas, Director of University Libraries. The report suggests to the Committee that financial resources for the Library have increased by at least 14% for each of the last three years. Data need to be reviewed on staffing to determine if it is consistent with demands for services.

7. "Between 1986 and 1992, the University should continue to evaluate the effectiveness of various student support services in the light of changing student populations."

Both Vice President Bardo and Vice President Bolden indicate that such evaluations will take place during the current school year. The Committee believes the evaluations should continue in the years ahead.

8. "Inasmuch as budgetary constraints affect both student and university support of student services, priorities and funding levels should be established by means of student, faculty and administration consultation and collaboration."

Vice President Bolden provided information on the establishment of priorities and funding levels. The Long Range Planning Committee reports this information as an indication of progress.

9. "Between 1986 and 1992, students and Student Affairs personnel should study various forms of student governance which might enhance participation of all students."

Vice President Bolden provided substantial documentation on efforts being made to enhance student participation in governance systems.

BOR MASTER PLAN
1988-89 THROUGH 1992-93

The Long Range Planning Committee reviewed the State University System Master Plan for concordance with the UNF Long Range Plan. In general, the two documents are consistent. However, two points of inconsistency are noted. The Committee believes that the University of North Florida description given in the BOR Master Plan does not accurately portray the University's role in off-campus instruction. Secondly, the Committee believes the BOR Master Plan does not reflect the priority accorded by the University community to the Library as an educational resource.

The Master Plan lacks some degree of specificity which makes it difficult to comment further on the concordance between the two documents. For example, what degree of freedom will the University of Florida continue to have to expand into the Greater Jacksonville area?

