

# 1. ACADEMIC MISSION OF THE UNIVERSITY ELEMENT

The mission of the University of South Florida has been transformed since 1995 in ways that are having a profound effect on the development of the Sarasota/Manatee Regional Campus. The development of the regional campuses has been made a priority of the University administration and the Florida legislature. With the addition of fiscal resources, separate budgetary authority and increased autonomy to develop new programs, there is a need to create an administrative structure to exclusively serve the needs of the regional campus with the intent of developing a completely new set of instructional and administrative facilities. That campus setting will clarify the long-term vision for the USF Sarasota/Manatee Regional Campus. It is to be a part of the University while continuing to focus on the needs of citizens and taxpayers of Sarasota and Manatee counties. The planning for the Sarasota/Manatee Campus has been incorporated into the larger strategic plan of the whole University by adopting a mission that encourages applied and distributive research consistent with the purposes of a Category I Research University while remaining a place of excellence in teaching. To fulfill these twin goals of (1) serving the local community and (2) providing a setting in which faculty can carry out research requires acknowledgement that “one size does not fit all campus settings.” The Sarasota/Manatee Regional Campus has accepted that premise in its planning by identifying a cluster of academic disciplines and specializations that will respond to community needs as well as provide the critical interactions among a resident faculty that stimulates a research environment. Some this interactive and self-enhancing collegiality is already well advanced.

It is a well-established premise that culture and structure are interactive. The organizational model serves to shape the values and values influence administrative frameworks. The Sarasota/Manatee Regional Campus has identified four broad areas that will be cornerstones of the Academic Mission within the larger University setting

- Educational Programs and Services
- Business Administration Programs and Partnerships
- Life-long Learning and Inter-Generational Studies and Services
- Social Service Programs to Meet Community Needs

In each case, the structure of programs is or will be defined as a response to local need while providing a setting for faculty members to advance independent or collaborative research.

The clear definition of the USF Sarasota/Manatee regional campus future does not contravene the fact that the Regional Campus must accommodate the larger goals set forth in the overall USF Strategic Plan. That more comprehensive plan will shape the future of the entire University. The five goals contained in that plan are:

- A. Supporting and increasing faculty research, scholarship and creative activities.
- B. Developing the student enrollment profile consistent with a Research I University
- C. Fostering interdisciplinary research and education
- D. Increasing the engagement of the University with the community and region
- E. Enhancing the quality of student life and the intellectual climate to support teaching and learning.

Each goal is considered as important for the regional campus as for the main campus. Therefore, each goal has been addressed in the planning sections presented below, indicating how it can be realized at the regional campus level. Moreover, there is indication of how the design of campus operations, development of programs and integration of campus assets will support the realization of all five goals.

## Summary of Objectives and Policies at the Sarasota/Manatee Regional Campus

Objective 1.1 To Support and increase faculty research, scholarship and creative activities.

Policy 1.1.1. To encourage the perception among faculty that the same commitment to research exists on the regional campus as the main campus despite the absence of facilities or more extensive and interaction with colleagues.

Policy 1.1.2. To overcome the sense of isolation that a faculty member may feel at a regional campus, by giving attention to integrating cognate disciplines in settings that encourage research and writing while still preserving attention on teaching.

Policy 1.1.3. To develop a Center for Productive Aging and Intergenerational Studies.

Policy 1.1.4. To develop a Center for Business Innovation to integrate private-public partnership and address corporate and economic needs with research interests and support from USF faculty.

Policy 1.1.5 To encourage more collaborative research in Social Services and Community Needs by linking current programs in speech and language disorders, the MSW in social work, expanded programs in nursing and medical informatics, the MA in Criminal Justice Administration, and the planned degree in public service administration as well as the new School of Hotel and Restaurant Management.

Policy 1.1.6 To develop a centralized system within the Office of Academic Affairs for integrating collegueship, more effectively managing assets, improving options on joint grant development and maintaining the integrity of individual degree programs while meeting the larger University goal.

Objective 1.2 Develop a student profile consistent with a Research I University.

Policy 1.2.1 To more consistently define the student population profile less in terms of who are enrolled and more in terms of those who successfully complete their studies.

Policy 1.2.2. To more precisely recognize the profile of students admitted who are characterized by more focus on their fields of study and academic performance exceeding the performance of those who began their careers at USF as freshmen.

Policy 1.2.3 To make these mature students more aware of the opportunities that exist within their fields of study and encourage them to understand that they are studying not just to get a better “job” and must see their studies as a basis for becoming a “professional” in that field.

Policy 1.2.4 To enhance the mentoring relationship by expanding the number of faculty with whom students can interact on a routine basis.

Policy 1.2.5 To conscientiously encourage student awareness of their faculty members not just as teachers but also as engaged researchers.

Policy 1.2.6 To utilize the inter-disciplinary grouping of centers, alliances and service initiatives to promote collaborative faculty and student work so students will achieve an awareness of professionalism consistent with a Category I University.

Policy 1.2.7 Fully implement the campus program for student evaluation and outcomes measurements consistent with the revised criteria of the Southern Association of Schools and Colleges (SACS), the regional accrediting agency.

Objective 1.3 Foster Interdisciplinary Research and Education

Policy 1.3.1 To foster interdisciplinary research and education by drawing together clusters of disciplines within centers or structured initiatives is fundamental to meeting this goal.

Policy 1.3.2 To expand the programming of the Consortium for Educational Professional Development and Technical Assistance (est. 2001)

Policy 1.3.3 To create a Center for Community Services, Public Policy and Leadership

Policy 1.3.4 To complete planning and implement A Center for Productive Aging and Intergenerational Studies

Policy 1.3.5 To establish a Center for Venture, Innovation and Business Entrepreneurship

Objective 1.4 Increasing the Engagement of the University with the Community and Region

Policy 1.4.1 To insure that the development of each new degree program is done with specific and intentional concern for the needs of the local community.

Policy 1.4.2 To plan and implement the four clusters of academic focus in a manner that their concomitant service obligation will help promote continuing and expanding engagement with the people of Sarasota and Manatee counties.

Policy 1.4.3 to expand well-established linkage to the public school systems

Policy 1.4.4 To identify and expand a great range of contacts for service with service agencies and under-served populations,

Policy 1.4.5 To implement the program for a center for advanced health care practices and policy formation.

Policy 1.4.6 To develop an expanded array of relationships with local government bodies at the city and county levels and citizens groups to increase the role of the of the regional campus in public policy

#### Objective 1.5. Enhancing the Quality of Student Life and the Intellectual Climate to Support Teaching and Learning

Policy 1.5.1 To complete the new campus classroom facilities proposed for the Crosley site in which modern classrooms with appropriate technology will aid the instructional process.

Policy 1.5.2 To respond effectively to the modest inventory of needs expressed by the students in terms of: good teaching environments, adequate parking, day-care for busy working adult students, a well-lighted campus for students attending evening classes, adequate computer labs and study areas, and access to information beyond the campus.

Policy 1.5.3 To constantly remain sensitive to how the administration can effectively meet student's needs and consistently monitor administration performance in terms of how it provides academic services and manages the classroom environment.

#### Objective 1.6.1 Assessing Achievement and Measuring Success

Policy 1.6.1 To complete and implement a strategic plan for the College of Business Administration faculty in which the criteria are consistent with making programs meet ISO9001 standards

Policy 1.6.2 To complete and implement a strategic plan for academic programming for the College of Education Faculty that meets all SACS standards as well as those of the National Council for Teacher Accreditation

Policy 1.6.3 To complete and implement a strategic plan for academic programming for the College of Arts and Sciences Faculty that meets all SACS standards as well as those of the professional accrediting agencies

Policy 1.6.4 To fulfill the portion of the USF Sarasota/Manatee Campus Mission Statement that reads, "The campus will collect, study, and retain information about how well we are achieving our educational mission. Faculty and staff will exchange ideas about ways to enhance student learning and staff development on a regular basis. USF will support faculty and staff professional development as a vital part of its team commitment."

Policy 1.6.5 To integrate the results of annual evaluations of CAS, COBA, and COE strategic plans and operations into on-going improvements in implementation of the overall campus strategic plan.

#### Objective 1.7. The USF Sarasota/Manatee Regional Campus will continue its practice of developing a Campus Master Plan that is updated at five-year intervals.

Policy 1.7.1. The Regional Campus administration will submit to the USF Board of Trustees and the Florida Board of Education, within four years from the date of plan adoption and every five years thereafter, an evaluation and appraisal report which lists accomplishments, identifies obstacles and problems, identifies need for goal modification, addresses local and government participation in the process, addresses the effects of changes in the State Comprehensive Plan and identifies means for continuous monitoring and evaluation of the plan during the remainder of the overall planning period.

Policy 1.7.2 Submit to the USF Board of Trustees and the Florida Board of Education within five years from the date of plan adoption and every five years thereafter a proposed plan amendment which incorporates the findings and recommendations contained in the evaluation and appraisal reports and which contains updated baseline data (as appropriate) and goals, objectives and policies to be accomplished during the remainder of the overall planning period.

Policy 1.7.3 Undertake an annual review of the goals objectives and policies and programmed improvements identified in the most recently approved Master Plan to determine if amendments modifying the plan are necessary. Should revisions to this Master Plan, either alone or in conjunction with other amendments, exceed the thresholds established in s. 240.155(9), F.S. Amendments to this Master Plan that do not exceed these thresholds shall be consolidated into a single submittal and sent to the USF Board of Trustees and the Florida Board of Education for review and approval.

