

**Summary of Suggested Changes
To the Draft Strategic Work Plan for the University of Florida
from the University Libraries**

Additions and changes are preceded by the title of the section in which they appear.
Additions to existing paragraphs are in bold type.

Faculty

Paragraph 10, revise final sentence to read, "Faculty must have the opportunity and encouragement to grow in scholarship, to develop leadership skills, **have virtual access to needed library research materials**, and to polish their teaching techniques."

Paragraph 16, revise paragraph to read, "Through the UF Foundation, the university has initiated a \$150 million campaign to further enhance the scholarly environment and foster the creative work of the faculty. This Faculty Challenge campaign will help to provide endowed chairs, research funds, graduate student support, **broader and deeper library collections and resources in all disciplines and formats, specialized library information services to support faculty research and teaching**, and modern teaching technologies to enable world-class faculty to produce cutting-edge research and to prepare the next generation of the nation's leaders."

Additionally, insert:

Goal. Increase the breadth and depth of library collections in all formats to supporting research and information needs of faculty and their students, and provide innovative information delivery services to decrease time-to-publication.

Graduate, professional and postdoctoral students

Paragraph 4, revise second sentence to read, "Other criteria then enter the decision to choose a school. These may include the general academic atmosphere, **Library resources and Special Collections**, the physical plant and facilities, and the location of the school."

Insert fourth sentence in first goal to read, " ... taken. Library collections **and resources** lag behind those of AAU peers and inadequacy in this area affects time-to-degree. Deans ... "

Additionally, insert new text:

Goal. Improve the breadth and depth of library collections in all information formats in areas of graduate program growth, support newly created academic programs with additional infusions of funding for retrospective collecting, and meet graduate student library research needs in a rapidly changing information environment.

Undergraduate Students

Paragraph nine, revise to read: "The very best students in the state deserve the very best educational opportunities and programs. The university offers several signature programs, including the Honors Program and the Undergraduate Scholars Program, but UF students deserve more. Class sizes should be lowered in selected areas. Undergraduate research opportunities should be expanded. Students should have access to the latest technology **and to the finest library resources and services**. Libraries should be available long hours and should provide well-equipped and functional workspaces. The first step in this direction is being taken with the renovation of the Hub, which will become a center of student technological and social life. **Another step forward is the completion of the expansion and renovations of both Library West and the Legal Information Center, but several libraries remain overcrowded and obsolete.** The university should also provide greater access to tutoring and course assistance, some of which is currently provided at Broward Hall, and encourage **closer contacts and greater cooperation among the libraries and academic units.**"

Additionally, insert new text:

Goal: Expand and renovate outdated and cramped libraries. Provide students 24 X 5 library access in major libraries.

Life and its Sciences

Insert new text after final goal:

Goal. Increase library holdings and electronic information resources to enable faculty to remain on the cutting edge of knowledge.

Culture and the Human Condition

Paragraph 3, insert as final sentence: **The Libraries also further the University mission by sharing information resources with state, national, and international libraries, and by providing outreach services to a number of schools.**

Infrastructure and Facilities Needs

Delete existing goal (will be achieved by publication of report) insert new text and goals:

The Libraries of the University of Florida (Smathers Libraries, Health Science Center Libraries, and the Legal Information Center) engage in a wide variety of activities and services on behalf of the UF community's need for access to information and for a hospitable environment to pursue intellectual discovery and research. The Libraries enrich the intellectual life of the University and partner in the development and dissemination of new knowledge by providing a stable and reliable knowledge base, organizing information into meaningful and manageable

forms, maintaining the integrity of information in all formats, making available well equipped and functional workplaces on campus, and serving as a major cultural repository. They extend the reach of the University to local and state communities and beyond, sharing UF's unique information resources and services. The University must continue to recruit the best faculty and graduate students, and the excellence of library holdings is increasingly a major factor in their decision to come to UF. As UF's research, education, and clinical programs expand and deepen, the size and quality of the libraries must keep pace. A comparison of library collections, library physical amenities, library staffing, and specialized information services for undergraduates, graduates and faculty, demonstrate that UF lags behind its AAU counterparts. UF must ensure the success and continued growth of the libraries as part of its overall strategy.

Goal. Improve collections, library faculty and staff size, and physical plant to a nationally competitive level.

Goal. Strengthen the University's global reach by creating and adding online collections and services via the Digital Library and the Institutional Repository.

Goal. Support scientific innovation through improved access to scholarship in all information formats.

Goal. Foster interdisciplinary collaboration by serving as both a physical and virtual crossroads in today's information environment.

The renovation and expansion of Library West and the Law Library to centers for communication, contemplation and scholarship affect about half the student body and constitute a good first step toward meeting student need. However many other libraries remain cramped and obsolete.

Goal. Expand and renovate all cramped and obsolete library facilities.

**Draft Work Plan as Amended by the Faculty and Administration of the
Libraries (Smathers, Health and Law)
From Achievement to Recognition:
A Strategic Work Plan for the University of Florida
DRAFT – February 16, 2006**

UF aspires to join the ranks of the nation’s top public research universities and this plan lays out the strategies and goals the university will adopt to continue and accelerate the university’s pursuit of that strategic vision.

Carefully defined priorities must be selected, based on the institutional mission, human and physical resources, and on the thoughtful advice of the UF community and other university, government, and industry representatives. The best universities are advantaged by careful planning, a commitment to excellence by faculty, staff, alumni, and donors, and by a determination to invest in those university priorities that enhance quality. It is this commitment to academic excellence and the resulting achievements that will enhance this university’s recognition as one of the top public research universities.

One should not apologize for looking at “recognition” in an undertaking such as this. If one examines the right indices, it is an indicator of excellence. It is also a part of the value we provide to our students. It is also clear that recognition as a strong university growing in quality is a great help in obtaining the resources needed to accomplish that purpose. This is especially true in attracting the best faculty and graduate students, whose arrival will further enhance the university’s quality and recognition.

As a measure of stature, a university’s recognition is an amalgam of the recognitions of the faculty, their colleges, and their departments. The derivation of these recognitions is a complex and largely unscientific process relying on many factors. It depends on the size, quality, and productivity of the faculty, and on the excellence of their scholarly achievements. The depth and vigor of the individual, department, college, and institutional research programs are important factors influencing recognition, as are the quality and size of the undergraduate, graduate, and postdoctoral programs. Alumni play a large role in determining a university’s recognition through the roles they play in society and through their commitment and investment. A university’s recognition is largely dependent on its impact in fields of social, cultural, and scientific inquiry important to scholars, industry, government and the public. Increasingly, universities are measured by the concrete changes they effect in social systems and in state economies through “tech transfer.”

In comparisons of global indicators of university success, UF already ranks high. Improving these global indicators is a process as complex as improving a university’s recognition. University successes depend on institution-wide initiatives and policies, college priorities, and department and individual teaching and research programs.

It is critical that we optimize allocation of our resources in those areas that promise the greatest returns in enhancing the university's recognition and its measured indicators of success in meeting the needs of students and faculty and in addressing state priorities. However, all components of the University can contribute to the pursuit of excellence. The work plan for UF is designed to be an inclusive process.

Human Capital

The most important resource in any university resides in the faculty, staff, and students that comprise its talent pool. Administrators have the responsibility to structure an environment as conducive to the scholarly enterprise as possible.

It is also essential to recognize the importance of the city of Gainesville and surrounding counties to the future of UF. A vibrant, sustainable community with good schools and public safety will help attract and retain the human capital that is needed. The University must partner with the community across many dimensions in a truly symbiotic relationship.

Goal: Partner with the community to improve the quality of life and ensure a vibrant, sustainable environment in which to live and work.

Faculty

UF's success begins with the success of individual faculty members and teams of faculty. Department and college recognition, and the university's renown all rest on these successes. UF will advance its status among the public universities of this nation only as the quality, size, and scholarly engagement of the faculty grow.

Shared Governance. Shared governance is the hallmark of the American university system. Nothing fosters faculty engagement and success more effectively than shared ownership of the academic enterprise. Through the structures of the Faculty Senate and their further articulation in colleges and departments, faculty members participate in the important academic policy directions for the institution.

Shared faculty governance at UF is flourishing and will be nurtured. The university's success depends on the ability of faculty members to formulate a vision for their units and to initiate strategies to realize unit goals.

Goal: Ensure the continued evolution of shared faculty governance at UF and its integration into all aspects of academic life at college and department levels.

Salaries and Benefits. The best faculty can be recruited and retained only if UF offers competitive salaries and benefits.

Current salaries at UF rank in the bottom quartile among AAU public universities and only around the median when adjusted for cost-of-living. UF's fringe benefits package

also ranks just below the median for AAU public universities. These circumstances must improve to ensure success in recruitment and retention of talented faculty. The university has begun this improvement through the Salary Performance Plan for Professors and through internal salary enhancement initiatives. The past two years have seen 4% and 5% merit salary programs.

Goal: Raise faculty salaries to median AAU public university levels. Improve UF's fringe benefits package.

Faculty members express keen interest in how the university addresses their concerns, and to what degree UF fosters a family-friendly environment. These issues arise in connection with child-care, employment of a trailing spouse, and partner benefits, among others. The Faculty Survey has identified numerous issues related to climate. These results present specific areas in need of attention.

Goal: Through the offices of the Senior Vice Presidents and the Vice President for Human Resources, UF's policies align with those offered at peer universities. Improve the overall climate for faculty.

Professional Development. There are other important components that foster faculty engagement and achievement. Faculty must have the opportunity and encouragement to grow in scholarship, to develop leadership skills, **have virtual access to needed library research materials**, and to polish their teaching techniques.

As they develop their professional careers and establish a record of achievement, junior faculty need appropriate guidance to realize the goals set by departments, colleges, and the university. The Faculty Senate has recommended policies for mentoring junior faculty and for a mid-term review to assist them as they move toward the tenure evaluation process.

The most important decisions made about faculty are those having to do with promotion and tenure: they are the principal means by which the quality of the institution is maintained and developed. Before awarding tenure, the university must be convinced the faculty member will be a productive scholar, teacher, and leader for the long term. Faculty members should have an appropriate period of time to establish a record of achievements that reasonably predicts their success. The Faculty Senate has reviewed the university's promotion and tenure policies and has made a series of recommendations for their revision.

Goal. Implement at department and college levels the Faculty Senate recommendations on tenure, promotion, mid-term review, and mentoring.

UF must assist faculty members in obtaining national and international recognition for their work. Both faculty and administrators should highlight exceptional work of colleagues in meetings and publications and should nominate them for appropriate awards and recognitions. The university has created several internal awards and titles that

recognize outstanding achievements. These include the title of Distinguished Professor, the Academy of Distinguished Teaching Scholars, UF Research Professor awards, Teacher of the Year awards, Doctoral Mentoring awards, and the Teacher-Scholar of the Year award.

Part of any university's recognition is built on faculty members who have achieved nationally recognized distinctions such as membership in national academies. UF is proud to have a number of faculty members holding such membership, but not all UF faculty worthy of these honors have been recognized to date.

Through the UF Foundation, the university has initiated a \$150 million campaign to further enhance the scholarly environment and foster the creative work of the faculty. This Faculty Challenge campaign will help to provide endowed chairs, research funds, graduate student support, **broader and deeper library collections and resources in all disciplines and formats, specialized library information services to support faculty research and teaching**, and modern teaching technologies to enable world-class faculty to produce cutting-edge research and to prepare the next generation of the nation's leaders.

Goal. Develop strategies to recognize and reward both internally and externally UF faculty members who have demonstrated outstanding achievement. Complete successfully the \$150 million Faculty Challenge Campaign.

Goal. Increase the number of faculty who are members of national academies.

***Goal.* Increase the breadth and depth of library collections in all formats to support the research and information needs of faculty and their students, and provide innovative information delivery-services to decrease time-to-publication.**

Diversifying the Faculty. Diversifying the faculty is a goal UF must achieve to maintain the vitality of the faculty and the student body. In some respects, the university has been quite successful, ranking seventh nationally among all universities in both the number of African- American and Hispanic students who have received Ph.D.s in the last six years and fourth nationally among all universities in the number of National Achievement Scholars enrolling. But substantial improvements must be made in the faculty ranks.

Goal. Develop a systematic strategy through the offices of the Senior Vice Presidents to improve faculty diversity.

Students

Graduate, Professional, and Postdoctoral Students

The university's recognition and success depend heavily on the size and quality of its graduate and professional programs. Graduate and professional students represent the next generation of scholars and entrepreneurs who stand to create knowledge and

promote economic growth in the state and the nation. Faculty members educate them as they make the transition from students to colleagues. In return, they stimulate and assist faculty in research projects. The impressions of their UF experiences will play a large role in determining the university's recognition as they move into the upper echelons of academe, industry, and government.

Because the relative size of the UF graduate program ranks below the relative size of graduate programs in the top universities around the nation (as a proportion of the total campus student population), the university began several years ago to increase the graduate student population on campus, while limiting growth in the undergraduate population. As the UF research program expands and deepens, the size and quality of the graduate program must keep pace.

Goal. Increase the relative size and quality of the graduate program to align with peer AAU public universities.

There is intense national and international competition to recruit the best prospects for each graduate program. From the student applicant's point of view, the recognitions of the university, the college, the department, and, often most importantly, one or more faculty members, are of paramount importance. Other criteria then enter the decision to choose a school. These may include the general academic atmosphere, **Library resources and Special Collections**, the physical plant and facilities, and the location of the school. A comparison of stipends and benefits is often a deciding factor, and in this area, UF lags behind its AAU counterparts. The Alumni Fellowship program is nationally competitive, but barely so.

Goal. Improve graduate assistant stipends and Alumni Fellow stipends. Provide competitive benefits for graduate assistants and fellows. Infusing more financial resources into the graduate program is the first step to enhancement, among many more that need to be taken. **Library collections and resources lag behind those of AAU peers and inadequacy in this area affects time-to-degree.** Deans, department chairs, and faculty must pay serious attention to recruiting, mentoring, retention, placement, and assessment. Because students often choose graduate school based on areas of excellence in a department and even on the specialties of individual faculty members, success in recruiting depends largely on the motivation, enthusiasm, and personal contact of faculty in the units. Post 9-11 policies and mounting competition from universities abroad have increased the need for careful attention to international recruits.

Goal. **Improve the breadth and depth of library collections in all information formats in areas of graduate program growth, support newly created academic programs with additional infusions of funding for retrospective collecting, and meet graduate student library research needs in a rapidly changing information environment.**

As graduate students progress through their academic programs, the faculty has a responsibility to include them in the academic life of the department, to help them

develop and refine their teaching skills, and to assist them in understanding and navigating the professional academic culture. Retention rates and time-to-degrees that are competitive with our AAU peers are good indicators that these responsibilities are taken seriously in departments.

Goal. Review through the Graduate School and Deans the recruitment, mentoring, professional development practices, retention rates and time-to-degree statistics in individual departments and seek appropriate improvement.

Every investment in a graduate student must count. Placement of graduating students reflects on the university and should be undertaken seriously. A university's recognition is determined in large part by the numbers of highly placed alumni in academe, government, and industry.

Goal. Review department placement records and practices and develop state-of-the-art placement and tracking services.

The university also lags behind its AAU counterparts in the number of postdoctoral scholars and fellows pursuing research on campus. Not only do postdocs add to the academic milieu, thereby attracting talented graduate students, they are important partners in developing research programs and in contributing to the institution's recognition. Postdoctoral salaries are determined most often by granting agencies, but UF should insure that they have access to appropriate benefits and that they are treated as respected members of the UF family.

Goal. Increase the numbers and improve the benefits and working conditions of postdocs.

Undergraduate Students

UF proudly compares the quality of its undergraduate student body to that of any university in the nation. The students are exceptionally high achievers and will graduate from the university as the next generation of leaders in industry, academe, and government.

Goal. Maintain the academic quality of the undergraduate student body.

The quality of the student body is a major contributor to UF's exemplary graduation rate. University academic policies and procedures also help students to remain on track and graduate in a timely fashion. The four- and six-year graduation rates place UF among some of the best public universities in the nation.

Goal. Continue to improve the graduation rates incrementally.

One of the factors that influence graduation rates is the ability of students to muster the financial resources needed to follow a full-time course of study. Financial need can also

affect the diversity of the student body. UF must ensure that financial need does not impede the ability of the state's talented students to attend.

Goal. Provide a pool of financial aid sufficient to meet the needs of students.

While the undergraduate student body is of enviable quality, it must be further diversified. This includes cultural, expericultural, and economic diversity. A diverse group of students enriches the educational experience of each student and better prepares them for life after graduation. The university must strive for fair access to educational opportunity for all sectors of the state.

Goal. Increase the diversity of the student body.

The very best students in the state deserve the very best educational opportunities and programs. The university offers several signature programs, including the Honors Program and the Undergraduate Scholars Program, but UF students deserve more. Class sizes should be lowered in selected areas. Undergraduate research opportunities should be expanded. Students should have access to the latest technology **and to the finest library resources and services. Libraries should be available long hours and should provide well-equipped and functional workspaces.** The first step in this direction is being taken with the renovation of the Hub, which will become a center of student technological and social life. **Another step forward is the completion of the expansion and renovations of both Library West and the Legal Information Center, but several libraries remain overcrowded and obsolete.** The university should also provide greater access to tutoring and course assistance, some of which is currently provided at Broward Hall, and encourage **closer contacts and greater cooperation among the libraries and academic units.**

Goal. Enhance on-campus educational services and opportunities.

***Goal.* Expand and renovate outdated and cramped libraries. Provide students 24 X 5 library access in major libraries.**

UF's students will graduate into an increasingly global economy and society. They must leave equipped to navigate comfortably and to compete in that society. To that end, UF has begun internationalizing the campus and its curriculum, and internationalization was made the focus of the last SACS accreditation study.

Goal. Continue to internationalize the campus and its curriculum.

Due to its physical limitations, the Gainesville campus of the university will accommodate only a limited number of students. The university has an obligation to the state's citizens to provide as much access as possible to educational opportunities. The university has begun to meet that obligation in recent years through development of distance education programs. Using innovative blends of technology and courses conducted by faculty at sites around the state and the nation, UF is making several

undergraduate and graduate educational programs available to people in or near their homes.

Goal. Expand access to educational programs through distance education.

Staff

Staff members provide all manner of services critical to the operation of the university. Without them, the university would be unable to fulfill its mission.

The university has a responsibility to structure a comfortable and productive environment to help the staff succeed and to grow in their jobs. In recent years, staff employment plans and benefits have been revised to provide new opportunities. Around the same time, staff members have faced formidable challenges from new technology and several natural disasters.

Goal. Structure a comfortable and productive working environment for staff. Review and align employment plans and benefits.

Strategies for Maximum Impact

The success of the university depends on an exceptional group of faculty, graduate students, undergraduate students, and postdoctoral scholars who turn their talents to new and creative scholarly endeavors. UF is one of the most comprehensive universities in the nation, and the range of its endeavors is extensive. No single strategic plan can pretend to direct all of the disciplinary activity that advances the recognition of individual faculty and departments. Nor can a group of strategic planners direct faculty efforts to a few centrally-planned projects on which the university pins its hopes. The strength and success of the American research enterprise depends in large part on the ability of faculty to choose research agendas and to move quickly in new directions to advance those agendas. Faculty, departments, and colleges must always have incentive, drive, and access to resources to pursue new areas of great promise.

This plan embraces all research excellence at UF that enhances the scholarly recognition of the institution and that attracts the funding to continue pursuit of the research. Every academic unit can contribute.

Based in part on the university's mission, critical state needs, potential for scholarly impact, and the wisdom and prescience of faculty and administrators, the university invests some of its resources in carefully chosen strategies and themes to achieve maximum impact. These resources include financial commitments, **library resources**, faculty and student time and effort, and facilities, equipment and infrastructure. This section describes some of the areas that attract continued university investment and faculty interest, especially in an era in which interdisciplinary research grows in importance each year. UF will especially support interdisciplinary research that broadens the impact of UF faculty expertise on emerging and important research areas.

Life and its Sciences

The 21st century has been named by some "the century of biology and the brain." In fact, the biological and life sciences form a large component of most top university research portfolios. UF's research agenda in these areas span a substantial number of programs across many colleges. In particular, the College of Liberal Arts and Sciences (CLAS), the College of Engineering (COE), and the Institute of Food and Agricultural Sciences (IFAS) partner with the six colleges in the Health Science Center (Medicine, Dentistry, Veterinary Medicine, Pharmacy, Nursing, and Public Health and Health Professions), whose missions focus on life sciences research agendas.

UF will remain a major player in biology, the life sciences, and biotechnology by assuming a leadership role in carefully chosen sectors of these fields. To accomplish this, the university's investment strategy must be part of a coherent plan involving the colleges and partners such as Shands HealthCare and Scripps Florida to share their talents and resources and focus and coordinate their research efforts.

The McKnight Brain Institute has matured to become a premiere international example that integrates efforts in these colleges in its remarkable quest to understand and treat the functioning brain and nervous system. The university is moving rapidly to invest in new programs and must consider investments in emerging areas such as bioimaging, diabetes mellitus, cardiovascular medicine, regenerative biology and medicine, and emerging pathogens.

Goal. Leverage to the maximum extent UF and partners' expertise in the biological, agricultural, and life sciences and in biotechnology.

The university's first new investment is the rapid development of the Cancer and Genetics Institute, to be housed in a new state-of-the-art facility devoted to research in these areas.

The second step is construction of a new facility devoted to nanoscience, and, in particular, to the relatively new field of bionanoscience. Plans for this building are being formulated by teams of architects and faculty.

A third step in the form of a new life sciences research facility is the university's next building priority.

A fourth step is a new building for research and programs in emerging pathogens.

Goal. Complete the four new buildings devoted to research in these areas.

The magnitude of the investment required to develop and maintain a prominent research program in the biological, agricultural and life sciences is large. It is a required investment in the 21st century, however, and UF must not shy away from it. Because of

the large sums involved, faculty and administrators have a special responsibility to make every dollar count.

Goal. Continue to strengthen faculty resources and priorities. Seek new funding opportunities.

***Goal.* Increase library holdings and electronic information resources to enable faculty to remain on the cutting edge of knowledge.**

The infrastructure will facilitate faculty investigations into basic and applied research questions in genetics, molecular and cellular biology, bionanoscience, medical treatment of disease, and biotechnology. There are other important themes that speak to the university's statewide responsibilities in research, outreach, service, and education.

Nanoscience

UF's nanoscience facility will not be devoted solely to bionanoscience. There are many other important and challenging questions and potentially lucrative answers to be explored. The properties of atoms and molecules at the scale of one billionth of a meter are quite different from the properties they exhibit in their macro states where we normally experience them. While this may appear to be an esoteric scientific study, it is not. Exciting new materials and applications have already been invented, and the commercial, scientific, and medical potential of this science to enhance our civilization and quality of life is large. UF must be on the forefront of this new technology.

Goal. Complete construction of the nanosciences research and fabrication facility. Develop a coordinating plan for participation of faculty in COE, CLAS, IFAS, and the HSC.

Health Professionals and Health Care

The state has focused attention on its critical shortage of health-care professionals. The university has an obligation to help meet these needs through education and training of doctors, nurses, pharmacists, and other professionals. Retention of trained doctors in the state is an important consideration, as well, and this can be accomplished through expanded availability of resident training positions in the state.

Goal. Assist the state in addressing critical shortages of health-care professionals.

Units in the HSC also serve the health needs of Floridians directly by staffing clinics and hospitals around the state. This is an important outreach service for the public good that also enhances the university's recognition.

Goal. Maintain and strengthen the system of clinics and hospitals and strengthen the Shands HealthCare partnership.

IFAS

The Institute of Food and Agricultural Sciences (IFAS) is dedicated to developing knowledge in agriculture, human, and natural resources and to make that knowledge accessible to sustain and enhance the quality of human life. It is the primary, but not exclusive, entity that addresses the land grant mission of UF. IFAS contains the College of Agricultural and Life Sciences, Florida Agricultural Experiment Station, and Florida Cooperative Extension Service which together through a network of Research and Education Centers and Extension Offices create a presence in every county. The teaching, research and extension programs extend into every community in the state offering solutions for counties, cities, industry, and individual citizens.

Goal. Strengthen IFAS' statewide network of extension, research and academic programs to continue to be relevant and provide science based solutions to Florida's citizens.

IFAS' research and educational programs focuses on agricultural, natural resource and human systems. While contributing to the success of Florida's agriculture, IFAS faculty have also developed a national and international reputation. As Florida's population grows, new challenges are posed for the future of agriculture, Florida's natural ecosystems, and the quality of life of its citizens. Many of these challenges are also echoed globally and hence Florida must be a leader and a model in the world. IFAS' research and educational programs must continue to expand to meet new needs and answer new questions. Extramural funding and faculty productivity must increase to enable IFAS to make these critical contributions of knowledge to Florida and to the planet.

Goal. Increase extramural funding and scholarly productivity for research, extension and academic programs which span basic discovery, innovation, and application.

Education, Children, and Families

The state and nation need new approaches to learning from birth through post-secondary education. The University of Florida will lead by conducting multidisciplinary research; demonstration programs and outreach with school districts, community agencies and other higher education institutions. Special emphasis will be on literacy, pre-K, and high poverty schools. We will address the social problems of children and their families. In higher education, efforts are needed in teacher preparation in math/science education.

Goal: Assist the state to improve the pre-K-20 education system.

Goal: Improve the health and well-being of children and families.

Aging

UF has a responsibility to understand and improve the quality of life for its elderly. UF is uniquely positioned to explore aging issues. As Florida's older population has exploded

with retirees, the state has become a bellwether of what will eventually happen to the nation. More than 300 faculty have more than \$25 million in external funding to research the effects, implications, and dynamics of aging. Research ranges from housing options to nutrition to the neuroscience of aging. The university's programs focus on helping seniors enjoy active and fulfilling lives. UF has one of the nation's strongest research programs on issues of cognition, including Alzheimer's. We also have one of the strongest research-oriented geriatric nursing programs in the country.

Goal. Address social, medical, and legal aspects of aging.

Culture and the Human Condition

Our cultural ecosystem is important to the quality of institutions, communities, and nations. We must strive for balance between the arts, humanities, and sciences. Many colleges participate in structuring a rich campus and state environment, but the College of Fine Arts, the College of Design, Construction, and Planning, and CLAS have special responsibilities in this regard. Fine Arts, in particular, must help insure an environment rich in art, music, theater and dance as part of UF's educational mission to its students and UF's outreach missions to the citizens of the state. The college accomplishes this through the creative works and scholarship of its faculty and through active engagement of students and the statewide community in classes, performances, and events.

The galleries and performing arts programs of the College (UFPA) enhance the academic programs and extend the reach of the College into the community. The local community uses the UFPA to attract tourists, new residents, and businesses to North Central Florida. UFPA supports the international and interdisciplinary efforts of the College of Fine Arts and UF by commissioning new works, becoming a place to develop new works, resending an international and diverse program, and developing outreach efforts with local schools, hospitals, arts teachers, and master classes for UF students.

In addition to the College of Fine Arts, UF Performing Arts, Florida Museum of Natural History, and the Harn Museum provide a major cultural resource for the State of Florida. As with the UFPA, the Harn and Florida Museum of Natural History provide both educational and cultural outreach programs to schools and the community around us. **The Library also furthers the University mission by sharing information resources with state, national, and international libraries, and by providing outreach services to a number of schools.**

Goal. The CFA, in partnership with the New World School of the Arts in Miami, UF Performing Arts, and the museums, will cast its creative light on UF students, the citizenry of Florida, and internationally.

Space Sciences

UF has made great strides in the space sciences over the last decade. The Astronomy Department's focus on the development of image-detection devices has led to funding

increases, telescope time, and significant scholarly achievements. Colleagues in organic chemistry have made notable publicized discoveries in astrobiology, while colleagues in physics have participated actively in the LIGO project. Through the Department of Mechanical and Aerospace Engineering, UF is the lead institution on the URETI project to develop the next generation space shuttle. UF is also the lead institution for space sciences research at the Kennedy Space Center.

Goal. Continue to expand UF activity in space sciences and look for ways to increase interdisciplinary research collaboration in this area.

Professional Preparation to Serve the State

A number of colleges play an important role in advancing the professional and economic needs of the state and nation through their education programs and in enhancing UF's recognition through their research programs. The Colleges of Law, Business Administration, and Journalism and Communication fall into this category, among several others that have been mentioned previously. Graduates of these colleges have provided important leadership and service to the state and nation for several generations and UF must ensure the successes of these programs as part of its overall strategy. In their scholarship and academic programs these colleges can provide intellectual support for interdisciplinary initiatives. In all professional programs the emphasis will be on achieving national recognition in order to provide Florida Residents access to the best quality professional education.

Goal. Strengthen the educational and research facets of professional programs and colleges, with special emphasis on interdisciplinary endeavors.

Information Technology

The departments of Computer and Information Science and Engineering, Electrical and Computer Engineering, and Decision and Information Sciences focus on information technology and its professionals.

Goal. Assist the state and the nation to meet their needs for professionals educated in information technology.

Infrastructure and Facilities Needs

To attract the best faculty, graduate students, and postdocs, the University must support a modern infrastructure and provide leading edge facilities. The university's four major building priorities have been described above.

Goal. Complete construction of the Cancer and Genetics Institute, the Nanosciences Research Fabrication Facility, the Life Sciences Building, and the Emerging Pathogens Building.

A 21st century Information Technology system must be built to meet the needs of faculty and students in research and teaching. Information Technology has become a core resource in every institution of higher education in America. It facilitates computation, communication, information storage and retrieval, and all aspects of the enterprise that comprise this University. UF is a pioneer in several aspects of Information Technology. Notable examples include the NSF-sponsored Virtual Data Grid under construction, applications in the UF Brain Institute, and the new initiative in Digital Arts. In some areas, such as general access to IT by students, UF lags behind its counterparts. As more technologies converge in IT, UF must create and sustain an Information Technology structure that enables the University's mission and goals.

The renovation of the Hub to a center of student technological and social life is a first step to providing students updated IT facilities.

Goal. Build a 21st century IT infrastructure.

The Libraries of the University of Florida (Smathers Libraries, Health Science Center Libraries, and the Legal Information Center) engage in a wide variety of activities and services on behalf of the UF community's need for access to information and for a hospitable environment to pursue intellectual discovery and research. The Libraries enrich the intellectual life of the University and partner in the development and dissemination of new knowledge by providing a stable and reliable knowledge base, organizing information into meaningful and manageable forms, maintaining the integrity of information in all formats, making available well equipped and functional workplaces on campus, and serving as a major cultural repository. They extend the reach of the University to local and state communities and beyond, sharing UF's unique information resources and services. The University must continue to recruit the best faculty and graduate students, and the excellence of library holdings is increasingly a major factor in their decision to come to UF. As UF's research, education, and clinical programs expand and deepen, the size and quality of the libraries must keep pace. A comparison of library collections, library physical amenities, library staffing, and specialized information services for undergraduates, graduates and faculty, demonstrate that UF lags behind its AAU counterparts. UF must ensure the success and continued growth of the libraries as part of its overall strategy.

Goal. Improve collections, library faculty and staff size, and physical plant to a nationally competitive level.

Goal. Strengthen the University's global reach by creating and adding online collections and services via the Digital Library and the Institutional Repository.

Goal. Support scientific innovation through improved access to scholarship in all information formats.

Goal. Foster interdisciplinary collaboration by serving as both a physical and virtual crossroads in today's information environment.

The renovation and expansion of Library West and the Law Library to centers for communication, contemplation and scholarship affect about half the student body and constitute a good first step toward meeting student need. However many other libraries remain cramped and obsolete.

Goal. Expand and renovate all cramped and obsolete library facilities.

The Dynamic Approach to Strategic Planning

A university is part of an ever-changing environment and strategic planning must be sensitive to new opportunities and changes in resources and conditions. It is essential that faculty be part of the process because they see environmental change at the discipline-level before others. Administrators are specifically charged with scanning the landscapes in Tallahassee, Washington, DC and on the frontiers of science. This requires communication and transparency. It also requires UF to be able to move quickly in response to change. Scripps, the Water Institute and emerging pathogens are examples of new opportunities that surfaced during the past two years. Just this month, an interesting opportunity has surfaced involving ethanol – an alternate to fossil fuels. The Legislature has asked IFAS to develop new directions for agriculture in Florida. The U.S. President has singled out ethanol as a major new federal initiative. UF has one of the leading researchers in this area and we have just begun to consider how best to respond.

It is always going to be the case that new opportunities will arise. With limited resources, UF will have to make hard choices on where to focus. And, we will make those decisions based upon the mission statement approved by the Board of Trustees:

"Providing an unparalleled experience where the very best create and share knowledge to serve the people of Florida and the world."