

**BOARD OF GOVERNORS
STRATEGIC PLANNING/EDUCATIONAL POLICY COMMITTEE**

**Strategic Planning for the State University System
Y-Axis
University of North Florida**

Goals and Objectives

II.C.4. Centers of Excellence

(Institutions that plan to establish new centers should so indicate, with measurable goals if possible.)

At this time, the University of North Florida does not have a designated Center of Excellence. However the university would consider applying for this designation for one of the following proposed centers should additional funding become available: (a) an advanced weather information systems research center; (b) a center for developing rapid response and remote sensor networking; (c) a center for study of vector-borne diseases, including their ecology, genomics, and biotechnological control; and (d) a manufactured structures performance research center.

An advanced weather information systems research center would build on five years of research in developing methods to capture and transmit real-time field data during natural disasters. The capture and transmission of these data utilize intelligent sensors, global positioning satellites, and other technologies. By integrating these data into geospatial databases, personnel would have immediate and continuous information on incident development and on the progress of incident responses. The proposed rapid response and remote sensor networking center would utilize similar architecture as that developed for the advanced weather information systems research center. In this case, however, the systems would be used to deploy chemical, biological, and radiological impromptu network sensors.

A third possible center under consideration at UNF would focus on studying insect-host interactions integral to vector-borne diseases (including those agents transmitted by mosquitoes, ticks, fleas, lice, and other arthropod vectors). The primary mission of this center would be to understand better the natural history, epidemiology, molecular and structural biology of pathogenesis inherent to such infectious agents and to develop new and more effective means for controlling the diseases (reducing their public health burden) worldwide.

The primary objective of a manufactured structures performance research center is to develop innovative methodologies to improve the performance of existing manufactured structures against extreme loading conditions such as hurricanes and other adverse conditions existing in the state of Florida. The second objective is to improve the current design provisions of manufactured structures and help develop new innovative structural

systems. The third objective is to bring together manufacturers, building officials, engineers, building contractors, and insurers for the purpose of deploying the technologies developed through the center.

UNF has a demonstrated and unique capacity in each of these areas, with approved and pending patents for the first two centers and ongoing funded research in the first three listed above. Each of these proposed centers has significant potential for technology transfer, directly responds to critical needs within the state and other areas of the country. The university also has established local, state, and national partnerships to support each of the centers.

The success of each center will be measured by three sets of metrics: the number of patents submitted and approved by the center, the amount of additional external funding awarded to the center, and the extent of technology transfer that occurs as a result of the center's efforts. Other measures specific to the particular mission of the center will also be established.

II.C.6. Other forms of national recognition for institutions' academic and research programs

(List any forms of national recognition that are part of your institution's goals.)

Goal: The University of North Florida will establish five to six flagship programs through which UNF will provide national leadership.

One of the ten key elements in UNF's new strategic plan, currently under development, calls for the university to designate a set of flagship programs which will provide national leadership in specific fields of study. These programs will extend UNF's current reputation for offering a top quality undergraduate education, generating the institutional and student benefits that come from increased national recognition.

The university's jazz studies program already provides such leadership and is recognized nationally, competing with jazz programs at Eastman, University of Miami, and North Texas State. The program's reputation is validated by publications such as *Downbeat*, which recognized it as the leading program in the United States; by honors awarded by the International Association of Jazz Educators for student ensemble and soloists in student and faculty performances; by the professional accomplishments of program graduates and faculty; and by recognition from other institutions and artists.

A select number of other programs in which UNF is uniquely qualified to provide national leadership will be chosen for support as flagship programs. These programs must be tied to UNF's inherent strengths and reflect the university's core competencies and mission. In developing these programs, UNF will evaluate existing and potential resources, and the opportunities to attract or develop strong academic leadership for each program.

As these programs are selected for the University of North Florida, its Board of Trustees will apprise the Florida Board of Governors. Well before 2008-2009, UNF will have designated five to six flagship programs. By 2012-2013, these five to six programs will have established national reputations as measured by ratings from professional organizations and publications, documented graduate successes, and faculty honors received.

II.D. Meeting community needs and fulfilling unique institutional responsibilities
(Major institutional priorities that are not reflected in the statewide goals should be included here.)

UNF's strategic plan, under development at this writing, commits the university to the pursuit of excellence, with a focus on providing quality instruction and rich learning opportunities for UNF's students. At the same time, the strategic plan commits the university to build collaborative and supportive relationships with stakeholders and the community. The plan also pledges to ensure that the university's research and service agendas, as well as its curriculum, are relevant to the university's students and the community.

In examining UNF's local and student relevance, the university has established over thirty different community advisory boards. These advisory committees have asked the university to focus on the quality of the educational experiences offered its students through the strength of its general educational and liberal arts programs, and the strength and relevance of its professional schools.

The university also utilizes national, state, and regionally-based studies to provide direction for its growth. Two of the latter reports include the Jacksonville Community Council, Inc. (JCCI) Town and Gown report and the First Coast Targeting Plan. According to the JCCI report, local higher education institutions should be engaged in "improving and expanding the community's intellectual infrastructure"; recruiting and producing more college graduates, particularly in engineering, science, and mathematics, as well as other areas which support targeted industries in the Jacksonville region; and exploring student internship opportunities and opportunities for faculty involvement in the community. According to the same report, the University of North Florida is already working to address some of these areas through its public lectures, nationally recognized jazz studies program, co-sponsoring of the "Philosophy Slam," and through various centers including the Division of Continuing Education, the Florida Center for Public Policy, the Institute of Government, and the Center for Entrepreneurial Studies/Small Business Development Center.

The First Coast Targeting Plan, produced by Whittaker Associates, Inc. for the Jacksonville Chamber of Commerce, calls for increased focus on information technology, financial and insurance services, medical services and research. The report also calls on the community to strengthen its distribution and logistics operations, as well as specialized manufacturing.

The University of North Florida takes seriously the ideas presented by its advisory committees and the reports mentioned above. Response to these ideas can be seen throughout the university's strategic plan and in this document.

Quality Instruction

Institutional Priority: UNF commits itself to offering students opportunities to engage in enriching and transformative learning experiences.

In keeping with the recommendations of community advisory committees and the JCCI study, UNF understands that a great education requires educational experience beyond the completion of a collection of courses required for a degree. Among these are programs such as the Great Decisions Program, jointly sponsored by the World Affairs Council and UNF's Undergraduate Enrichment Program. Great Decisions engages students in informed dialogues on current events using a global perspective.

The university's Writing Program is another example of this commitment. The Writing Program, unique in the SUS, provides a five step assessment cycle and instills in students habits of mind and essential learning skills.

A third example of these experiences is the Urban Professional Development School experiences provided for education majors. This program, ranked as one of the country's best by the American Association of Colleges of Teacher Education and the National Council on Accreditation in Teacher Education, prepares UNF students to succeed in urban school settings. It also enables the institution to improve the education in urban schools.

As the university realizes its strategic plan, a complete listing of these enriching and transformative learning opportunities will be made available to the Florida Board of Governors, as well as specific measures of the success.

Relevant Curriculum

Institutional Priority: UNF is committed to initiating new and strengthening existing degree and non-degree programs which respond to community needs.

As noted on the Y-Axis spreadsheet, there will be an increase in the actual numbers of University of North Florida graduates who complete degrees in targeted need areas. However, minus additional resources that go beyond enrollment growth funding, data indicate that there will be a slight decrease in the percent of graduates who enter these fields. The resources needed to increase the percent of graduates vary from field to field. To increase the number of nursing graduates, the university would need to focus on building program capacity – e.g. additional faculty and expanded space. To increase the number of graduates in education and emerging technologies, the university would need

resources to attract greater numbers of qualified students – e.g. additional student scholarships and assistantships.

UNF's nursing program provides an example of an instance where additional resources were needed to increase graduates in a targeted need area. A collaborative agreement between UNF and eight area hospitals allowed UNF to **increase the number of nurses** graduating from the College of Health by providing additional faculty lines to support this program. The same was the case in a previous agreement in which local healthcare organizations funded the startup costs for the institution's **physical therapy program**. The success of both of these programs can be found in the number of graduates, the employment rates for these graduates, the successes achieved by program graduates, and employer satisfaction surveys.

Over the course of the next four years (2004-2005 through 2008-2009), UNF will need additional funding to continue and further expand its nursing program, and to change its master's of physical therapy program to a doctor of physical therapy program. Success for the nursing program will be measured by increasing funding for and graduation rates from the program. Success for the physical therapy program will be measured by initiation of and full accreditation for the program. These programs respond to advisory committee recommendations as well as the First Coast Targeting Plan.

In keeping with recommendations from the First Coast Targeting Plan, UNF's **program in distribution and logistics (supply chain management)** provides another example of meeting community needs through degree program offerings. This program has received external funding through two endowed chairs: one in logistics and one in wholesaling. The Coggin College of Business is also responding to community needs in the Targeting Plan through its **financial services and Global MBA programs**. In all three of these cases, success is measured by the number of majors completing the program, internships provided for the students, external support for these programs, and the associated faculty's scholarly productivity.

The College of Computing, Engineering, and Construction is examining two changes in its degree programs to meet community needs identified by its own advisory committees, the JCCI study, and the Targeting Plan. The first is a highly **integrated program in engineering and technology** at the undergraduate level. The second is the offering of a **five-year bachelor and a master's engineering degree program**. Both of these initiatives respond to changing directions within the professions. The first focuses on a more integrated and hands-on engineering education; the second responds to the identified need for more broadly trained engineers with stronger math, science, and liberal studies backgrounds. Both of these proposals will need to be evaluated through the university's program approval process.

With the increased attention on ethical decisions in business, healthcare, law, social services, and government, the Department of Philosophy will begin new **master's degree and post-baccalaureate certification programs in applied ethics**. These programs will prepare philosophy majors to pursue further graduate study and other professionals to

meet the demand for trained ethicists within the professions. The success of these programs will be measured by the number of students who graduate or receive their post-baccalaureate certificate, the number of degree students who pursue further graduate study, and the satisfaction ratings from professionals completing the certificate program.

UNF is also pursuing development of an **education preparation institute**, a non-degree program for individuals seeking teacher certification. This program will help address the teacher shortage in northeast Florida. Once begun, the success of this program will be measured by the number of teachers certified through the program and the number of years these teachers serve in the K-12 classroom.

Two other non-degree programs UNF offers to meet local training needs are its **training programs for law enforcement officers** and its **Railroad Institute**. Programs to train law enforcement officers in traffic accident and crime scene investigations and in other areas of law enforcement are offered through UNF's Institute for Police Management Training. The Railroad Institute is offered through UNF's Division of Continuing Education. The success measures for these programs include numbers of students, employer satisfaction, and income generated by the programs.

Research and Service

Institutional Priority: In its strategic plan, UNF commits itself to build and demonstrate mutually supportive relationships with stakeholders and the community, evident in the university's research and service agendas.

The University of North Florida's research and service agendas focus on working with and addressing community needs. The success of this priority can be seen in the accomplishments of the following university centers and institutes:

- ✦ The Florida Institute of Education – With a statewide mission, FIE has received national attention for its early literacy research. FIE also provides state leadership in drug free and safe schools initiatives.
- ✦ The University of North Florida Public Opinion Research Laboratory – This relatively new center serves as a resource for public policy makers, faculty researchers, government and nonprofit agencies, businesses, and students.
- ✦ The University of North Florida Small Business Development Center – For three years in a row, Florida Trend rated this center as the most productive center in the state.
- ✦ The Northeast Florida Center for Community Initiatives – CCI has worked with more than twenty-five different agencies in conducting evaluation research and public policy analysis.
- ✦ The Blue Cross and Blue Shield Center for Ethics, Public Policy, and the Professions – Funded by a donation from Florida Blue Cross and Blue Shield, the newly established Center is uniquely prepared to raise the level of dialogue and ethical decision making in northeast Florida and beyond.

- ✦ The Center for Research and Consulting in Statistics – The Research Statistics Center is used by businesses, non-profit organizations, and public policy makers to design and conduct statistical research.
- ✦ Northeast Florida Institute for Science, Mathematics, and Computer Education – The Center supports regional and statewide research and training on P-12 and college level education in science, mathematics, and technology.
- ✦ The Center for Race and Juvenile Justice Policy – The Center has worked on projects focused on reducing crime rates among minority youth.

UNF also pursues its commitment to relevance by working with a number of private and public, profit and non-profit entities. Currently, these include the Schultz Center for Teaching and Leadership; Episcopal Children's Services; the National Council on Economic Education; Hubbard House; United Way of Northeast Florida; the Jacksonville and the Beaches Convention and Visitors' Bureau; Mayo Clinic; local school districts; local hospitals and healthcare agencies; the Jacksonville Human Rights Commission; the Jacksonville Electric Authority; the City of Jacksonville; the St. Johns River Water Management District; the Florida Departments of Transportation, Health and Education; Adtec; Blue Cross Blue Shield of Florida; Rayonier, Inc.; Armor Holding, Inc.; Predator Products; Geoscopix Technologies; Dura Automotive Systems; First Coast Management Services; Kerr-McGee Chemical; etc.

Through these partnerships, the university provides collaborative educational and development programs; needs assessments, survey research, and policy analysis; research in education, child development, healthcare, and technology fields; support for business and economic development; and research opportunities for UNF students. Over the course of the next several years, UNF commits itself to increasing the number of its partnerships and the related activities.

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**Strategic Planning for the State University System
Y-Axis**

Goals and Objectives	2002-03 (or as indicated)	2008-09	2012-13
I. State University System Goals			
A. Access to and Production of Degrees			
1. Bachelor	39,989	50,305	58,622
2. Master's	12,179	15,316	17,845
3. Doctoral*	1,315	1,428	1,508
4. Professional	1,380	1,864	2,278
TOTAL	54,863	68,927	80,253
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	74%	89%	100%
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees	54,863	68,927	80,253
TOTAL Degrees in Targeted Programs	22,320	31,986	40,054
Targeted Program Degrees as % of All Degrees	41%	46%	50%
1. Critical Needs: Education	1,281		
2. Critical Needs: Health Professions	3,227		
3. Economic Development: Emerging Technologies	10,480		
a. Mechanical Science and Manufacturing	2,564		
b. Natural Science and Technology	2,538		
c. Medical Science and Health Care	734		
d. Computer Science and Information Technology	4,086		
e. Design and Construction	503		
f. Electronic Media and Simulation	55		
4. Economic Development: High-wage/high-demand jobs	7,332		
5. Educated citizenry/workforce (not specifically targeted)	32,543		
*The number of doctoral degrees needed will be evaluated at the program level in consultation with universities. Florida currently produces 96% of the national average in doctoral degrees per capita, but many of these are not in fields that lead primarily to research or teaching.			

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C. Building world-class academic programs and research capacity			
1. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$ 85,090	\$ 85,090	\$ 85,090
b. Federal Research Expenditures per full-time faculty	\$ 40,491 (2001-02)	\$ 42,039	\$ 43,105
c. Research expenditures - Contracts and Grants (Constant dollars)	\$1,023,438,497 (2001-02)	\$ 1,738,996,414	\$ 2,354,304,598
2. U.S. Patents Issued per 1000 full-time faculty	10.9	10.9	10.9
3. National Research Council rankings (number of ranked programs in top 25% nationally)	2002-2003 survey is pending. Six out of 62 in top 25% in 1992-93	Progress Indicated in Related Measures	36 out of 146 programs ranked in top 25% nationally
4. Centers of Excellence			
a. Biomedical and Marine Biotechnology (FAU)	X (2003-04)		
b. Photonics (UCF)	X (2003-04)		
c. Regenerative Health Biotechnology (UF)	X (2003-04)		
d. New Centers of Excellence...			
5. Doctoral degrees Per 1000 full-time faculty	120 (2001-02)	120	120
6. Other Forms of National Recognition for Institutions' Academic and Research Programs			
a. Faculty Admitted to the National Academies in the last five years	TOTAL= 6 NAS=4 (UF-3, FSU-1) NAE=2 (UF-1, FAU-1) IOM=0	9	13
b. Highly Cited Scholars	TOTAL=29 (FSU-7, FAU-1, FIU-1, UCF-3, UF-14, USF-3)	46	62
c. Nobel Prizes, Pulitzer Prizes and MacArthur Fellowships awarded to faculty in last five years	TOTAL=1 NOB=0 PUL=0 MAC=1 (FIU)	2	2
d. Academic Programs that Will Receive National Recognition			

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II. Constituent University Goals	*2003-2004		
A. Access to and Production of Degrees			
1. Bachelor	2,214 ^a	2,569	2,945
2. Master's	567 ^a	606	661
3. Doctoral*	5 ^a	38	40
4. Professional	0	0	0
TOTAL	2,786^a	3,213	3,647
5. Access/Diversity: Minority Representation in SUS Graduates as Percentage of Expected Representation	13.9%	16.5%	17.3%
B. Meeting statewide professional and workforce needs (details to support I.A.)			
TOTAL Degrees	2,786^a	3,213	3,647
TOTAL Degrees in Targeted Programs	1,860^a	2,092	2,398
Targeted Program Degrees as % of All Degrees	66.8%^b	65.1%^b	65.8%^b
1. Critical Needs: Education	499 ^a	611	670
2. Critical Needs: Health Professions	120 ^a	141	144
3. Economic Development: Emerging Technologies			
a. Mechanical Science and Manufacturing	12 ^a	9	9
b. Natural Science and Technology	56 ^a	52	48
c. Medical Science and Health Care	224 ^a	261	309
d. Computer Science and Information Technology	140 ^a	102	199
e. Design and Construction	52 ^a	72	88
f. Electronic Media and Simulation	31 ^a	38	40
4. Economic Development: High-wage/high-demand jobs	726 ^a	806	891
5. Educated citizenry/workforce (not specifically targeted)	926 ^a	1,121	1,249
C. Building world-class academic programs and research capacity	*2003-2004		
1. Research Expenditures			
a. Total Research Expenditures per full-time faculty	\$12,111	\$13,540	\$16,614
b. Federal Research Expenditures per full-time faculty	\$8,074	\$9,677	\$12,553
c. Research expenditures - Contracts and Grants (Constant dollars)	\$14,516,284	\$21,201,122	\$28,705,265
2. U.S. Patents Issued per 1000 full-time faculty		2 per 1000	2 per 1000
3. National Research Council rankings (Number of ranked programs and, of those, number in top 25% nationally)			
4. Center(s) of Excellence		UNF II.C.4. attached	UNF II.C.4. attached
5. Doctoral degrees per 1000 full-time faculty	12.6 ^a	19.4	19.3
6. Other Forms of National Recognition for Institutions' Academic and Research Programs	UNF II.C.6. attached	UNF II.C.6. attached	UNF II.C.6. attached
D. Meeting community needs and fulfilling unique institutional responsibilities		UNF II.D. attached	UNF II.D. attached

^b While the number of targeted degrees increases each year, current projections indicate this number will represent a smaller percentage of the overall degrees. To change this pattern UNF would need to institute specially funded programs which are described in the narrative for II.D.