**News Clips**

- USPS Annual Staff Assembly Meeting will be held May 30 from 2:30 - 3:30 p.m. in the Board Room, Administration Building. Candidates for staff council positions will be there to meet voters.
- Lockheed presented an $8,000 check to Bob Westrick, director of the Brevard campus of UCF. This is the third grant from Lockheed in support of the graduate engineering program.
- President Steven Altman became a lifetime member of the Air Force Association (AFA) at the third annual Education Recognition Night hosted by the Central Florida Chapter of the AFA April 14.

- The Orlando Shakespeare Festival will host a community-wide free dance led by Sandra C. Bessey, founder and leader of the Stratford Renaissance Early Dance Group of Stratford-Upon-Avon, England. "Invitation to the Dance: An Evening of Early English Country Dance" will be held June 9 from 7:30-10:30 p.m. at the First United Methodist Church, 142 East Jackson Street.
- The Creative School is now collecting Alberston's blue receipts to help "purchase" a second computer.

**New Doctor**

Delores Inniss became UCF's first African-American to be awarded a doctoral degree. She received her Educational Leadership degree May 5 in a two-year program for outstanding junior administrators.

**Space Venture Proposed For UCF and Spaceport Florida**

UCF and Spaceport Florida have announced a joint venture that could propel UCF's new Space Education and Research Center (SERC) into a new era of experimentation aboard the space shuttle.

President Steven Altman and Edward O'Connor, executive director of Spaceport Florida, announced an agreement to begin work on an optical tracking experiment that is earmarked for launch possibly as early as late 1993.

The commitment by Spaceport Florida marks its first such affiliation with a Florida university.

The research, which will cover all phases of design, from shuttle requirements to the crew mission, will be led by Ronald Phillips, college of engineering. He will be working with scientists from SERC, plus others from the University of California at San Diego, Florida Institute of Technology and the University of Hawaii.

Jerry Ventre, the interim director of SERC, said that the center, aimed with good faith money from the college of engineering, has confirmed a reservation for a mid-deck locker aboard the space shuttle for launch in 1993 or '94. An estimated $1.2 million will be needed to turn the proposal into reality, he added.

The opportunity to work with SERC was hailed by O'Connor: "I think Spaceport Florida now provides a new way for university experimenters to have access to space. It's an exciting opportunity for the Florida education system to further develop scientific information and new technologies..." Altman was equally enthusiastic. "This confirms that UCF certainly has the necessary expertise, and the kind of spirit that's needed to carry out a mission of this magnitude," he said.

SERC was established earlier this year and consists of a cross-section of UCF faculty from a variety of disciplines who will be active in space research and education and community service.

**Open Meeting Dates for Input on Strategic Plan Issues**

Open one-hour meetings have been scheduled for the faculty of each of the colleges to share their thoughts on the strategic planning process. Please see insert for Strategic Planning Issues.

**New Deans of Colleges for UCF**

Belinda Rogers McCarthy, now associate dean in the school of social and behavioral sciences, University of Alabama, Birmingham, will become dean of the college of health and professional studies.

Richard C. Huseman, chairman of the department of management at the University of Georgia, will head the college of business administration.

Both are expected to assume their new posts in August.

McCarthy, a professor of criminal justice at UAB, was awarded a doctorate from the State University of New York at Albany. She has been on the UAB faculty since 1986.

Huseman, who holds a doctorate from the University of Illinois, has taught at Georgia since 1984. He has authored nine books and contributed to more than 100 publications.
Official Memorandums

Publication of these memorandums is for University policy and procedure convenience. Official notice to faculty and staff.

TO: All Faculty
FROM: Richard Astro, Provost
SUBJECT: Internal Search, Dean of Undergraduate Studies

With Dean Charles Micarelli's announcement of resignation from the position of dean of undergraduate studies, I chartered a committee to review the functions of the office of undergraduate studies. This committee has recommended some reorganization within undergraduate studies and that the position of dean should be continued with emphasis upon finding a person with strong academic credentials and a genuine interest in undergraduate education.

We have just completed the successful searches for three deans—all hired from universities external to UCF and Florida. I am convinced that for the position of dean of undergraduate studies, we will be able to find highly qualified candidates within the University. Therefore, I am announcing the availability of the position of dean of undergraduate studies and soliciting applications from candidates internal to the University. The application deadline will be June 1, and I anticipate that the position will be filled effective Fall 1990.

The criteria for the position is minimum rank of associate professor with tenure, with a record of significant academic administrative experience. Candidates must also have an exemplary undergraduate teaching record. Those interested in this position should indicate their interest to me by letter, including a current vita, postmarked by June 1, 1990. I would invite any interested parties to call me if they would like to discuss the position prior to a formal application.

TO: UCF Faculty
FROM: Phyllis L. Ruscella
SUBJECT: Library Program Announcement

Please inform your students of a class being offered at the UCF library to familiarize transfer students with the library resources and operations. Brochures detailing dates, times, and location of those sessions have been sent to all department chairs and branch campus directors. These brochures are also available at the reference desk on the second floor of the library, where interested students should report to sign up for the class. We would appreciate faculty efforts to promote this worthwhile instruction program designed especially to meet the needs of transfer students.

For additional information, please contact me at x2590.

TO: UCF Faculty & Staff
FROM: Lisa Wayte
SUBJECT: PC/Mainframe Short Course

Introtductory courses on the use of IBM PC and the IBM Mainframe will be given on the following dates:

- May 17 through May 27: $112,000 in new parking areas and a surplus sale will be held at the property warehouse next week. Inspection of items will be from 10 a.m. to 3 p.m., May 22 and 23. Bids will be opened May 24. Bid forms will be available at the inspection site.
- The sale is open to the public. Contact Ken Dedering at x5084 if you have any questions.

TO: UCF Faculty & Staff
FROM: Richard P. Turkiewicz
SUBJECT: Parking Lots

Parking lots G-4 and G-5 (formerly 1W & 2W) will be closed due to construction. The area is fenced and is designated the parking area for the future arts complex building. The traffic patterns will be changed and heavy equipment will be entering and exiting the area. If you have to use the adjacent areas during construction please use caution. We appreciate your cooperation and apologize for the inconvenience.

Attendance:

- UCF Administration: Steve Altman, Richard Astro, John Bolte, Frank Juge, Ashmun Brown, Mark Roberts, Janet Balanoff
- UFF: Dave Tropf, Phyllis Hudson, Frank Kuwaya, Bill Byers, John Debo, Carol Hinshaw, Cyrus Azimi, Karen Brinahm, Wendell Lauster, Phyllis Ruscella

1. John Bolte gave a status report of parking related matters since November:
   a. There are plans to make Lot 4 safer by constructing a new road behind the utility plant while closing off the parking lot to through traffic. Plans are drawn, money is available, the Environment Committee has approved of the action and construction should be started soon.
   b. UCF entered into a construction contract for the arts complex which has been signed. This construction will temporarily eliminate approximately 135 parking spaces. However, by fall semester, it is anticipated that there will be an additional 1200 spaces.

Given the strong concern expressed by UFF regarding the parking problem, President Altman asked to discontinue the proposed parking fee increase for fall. Additional funds are necessary to initiate a trust fund to accumulate $150,000 to provide a guarantee to bond holders for a parking structure; as well as, provide $12,000 in new parking areas and maintenance of existing parking areas. It was noted that the percentage increase in faculty parking fees was the lowest.

In addition, UCF continues to work for legislative funding of the new Arena access roadway and parking.

2. UFF questioned whether departmental secretaries at regional campuses would be upgraded to office managers. Now that restructuring is complete, the moratorium on audits and change of procedures has been lifted and the regional campus upgrades are a priority with academic affairs, but additional salary rate must be secured first. Since the budget for the office manager is important to the university operation, UFF is concerned about their morale.

3. UFF discussed concerns with adjunct faculty which included:
   a. Concerns with high number of adjuncts used;
   b. Need to offer benefits for regular part-time adjuncts;
   c. Request that research faculty use adjuncts to oversee research rather than replace teaching;
   d. Need for more graduate assistants; and
   e. Request that faculty have right of first refusal to teach courses on overload before hiring adjuncts.

Richard Astro and Frank Juge responded to the requests:

a. Adjuncts are only used when necessary or when positions are not provided by the legislature.

b. The faculty has given waives a limiting factor and are determined independently.

c. Phyllis Hudson agreed that the issue be handled in a dialogue, although the contract is compliant with and a reason given in each case. He indicated that the criteria has not changed since he has been here. The criteria are stated and subject to interpretation since they involve subjective decisions. A primary purpose in his review is to establish that there is not a discontinuity between the record and recommendations of the review committees. He further stated that he would welcome a discussion with the faculty member to discuss appropriate methods to achieve promotion. It was agreed that this issue was of sufficient importance and that discussions would continue.

Dr. Cyrus Azimi, an adjunct faculty in psychology, discussed his role at UCF.

4. Dave Tropf discussed UFF's concerns with the promotion process which resulted in certain recommendations for promotion being overturned by the administration. A written statement outlining the UFF concerns about collegiality, equity, and the contract was read by Dr. Tropf and is available upon request.

UFF requested that the decisions be reviewed and reasons be given for the denials. The Provost indicated that the best response was a dialogue, although the contract is complied with and a reason given in each case. He indicated that the criteria has not changed since he has been here. The criteria are stated and subject to interpretation since they involve subjective decisions. A primary purpose in his review is to establish that there is not a discontinuity between the record and recommendations of the review committees. He further stated that he would welcome a discussion with the faculty member to discuss appropriate methods to achieve promotion. It was agreed that this issue was of sufficient importance and that discussions would continue.

UFF/UCF Consultation Minutes - April 10

The UCF Report
Shaping UCF's Future

Everyone's Opinions Sought In Building Strategic Plan

The Strategic Planning Council has been formed by President Altman and has been given the responsibility for guiding the on-going strategic planning process at the University of Central Florida — an activity which is of highest priority for the University and its members' collective pursuit of excellence.

In his inaugural address, President Altman shared his vision of the future of this University. The purpose of the Council is to translate this vision into reality, with the assistance of all members of the UCF community.

This insert is an effort to enlist that assistance. In it, you will find excerpts of President Altman's inaugural address and charge to the Council, a list of Council members, a flow chart of the strategic planning process to be followed, and a list of issues identified by the Council to date.

"The ultimate result of planning is the articulation of a crisp and clear strategic vision for the future."

— Dr. Robert C. Shirley, president, the University of Southern Colorado and consultant to the Strategic Planning Council

At the end of the insert is a form giving you the opportunity to share your input on the information presented. Please complete and return this form by the date listed. Be a part of formulating UCF's plan for the future.

Council Identifies Issues to Address

Level I

1. Which existing degree program areas offer the best potential for further development of degree level offerings or program expansion?

2. Which new program areas appear to represent opportunities for future development, and at what degree levels?

3. Which current program offerings should be refocused, down-sized, or terminated?

4. What is the University's role in promoting cultural diversity?

5. What is the desirable role of the Arts at the University?

6. What is the role of international education?

7. Have we developed sufficient outcome measures to adequately assess institutional effectiveness?

8. What is the role of area campuses?

9. What is the role of extended studies and community education?

10. Describe the University's research goals and emphases.

11. What are the desirable and realistic enrollment targets and student/faculty ratios for 1995? 2000? What is the University's optimal/maximum size?

12. What is the desirable demographic profile of the student body in terms of full-time/part-time mix, FTIC/transfer mix, undergraduate/graduate mix, commuter/resident mix; and racial, ethnic, special needs populations, gender, international, and geographic ratios?

13. Should the University plan for a downtown presence?

14. Assess the quality of student life and the opportunities for student development.

15. What is the role of the University relative to the business/industrial/educational/health/legal community?

16. What is the impact of Dept. of Defense cutbacks on Central Florida and UCF?

17. What is the University's public service role?

18. What is the University's relationship to the community colleges? To the pre-college educational system?

See ISSUES Back Page

Six Features of Strategic Planning

1. Academic strategic decision making means that a college, school, or university and its leaders are active rather than passive about their position in history.

2. Strategic planning looks outward and is focused on keeping the institution in step with the changing environment.

3. Academic strategy making is competitive, recognizing that higher education is subject to economic market conditions and to increasingly strong competition.

4. Strategic planning concentrates on decisions, not on documented plans, analyses, forecasts, and goals.

5. Strategy making is a blend of rational and economic analysis, political maneuvering, and psychological interplay. It is therefore participatory and highly tolerant of controversy.

6. Strategic planning concentrates on the fate of the institution above all else.

— From Academic Strategy
Steps For Building An Action

"We are the place to be because we are one of relatively few universities positioned right to make the adjustments needed to stay viable, to grow, and to make a difference."

"My vision of distinction for UCF is to make it sensitive to and responsive to the challenges and changes that the 1990's brings us."

"My vision of distinction for UCF is to make it sensitive to and responsive to the challenges and changes that the 1990's brings us."

"My vision of distinction for UCF is a great urban university, serving and leading the public in our large and important region, in teaching and research programs of national significance."

"The 90's will see fulfillment of one of the University's earliest goals with a major new initiative in space. The new Space Education and Research Center is now operational, blanketing a comprehensive, coordinated area of distinction. We will, literally, figuratively, and finally, reach for the stars."

Level I
President Steven Altman's inaugural address presented a vision of the future which advances the work of the Strategic Planning Council. Excerpts of that vision surround the sequence chart descriptive of the Council's adopted planning process.

"We must continue to promote public-private partnerships, outreach programs to improve people's skills, perspectives or satisfaction with life, and economic development."

"We will expand our area campuses, and perhaps add another, as resources permit, and broaden our influence beyond Orlando. We will play 1A football this decade, and have an athletic program of which our faculty can be proud."

"We will be serious about the virtues and economic necessity of a culturally diversified campus."
**PURPOSES AND PROCESS GUIDELINES**

The purposes of the Strategic Planning Process are as follows:

- Assess the University's current status;
- Affirm and refine the University's mission and priorities for the 1990's;
- Develop a comprehensive, action-oriented plan to guide and improve the University's instruction, research, and service programs;
- Develop recommendations to improve the University's operating effectiveness and efficiency.

The following are portions of the process guidelines for developing the plan:

- The process must be open and encourage the participation of all constituent groups of the institution. It will be important for the Council to communicate regularly with the campus community and to provide public opportunities for the community to share thoughts and ideas with the Council.

- The reviews and recommendations must be data-based, with conclusions that can be documented. Final recommendations must be action-oriented, feasible, and justified.

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**To: The UCF Community**

I have read the information provided in the insert in *The UCF Report* and I would like to provide the following comments/suggestions for your consideration:

[Space for comments/suggestions]

Please return by May 23, 1990 to:

Dick Tucker, Chair, Strategic Planning Council
Department of Psychology, Phillips Hall 317
Betty Martin is lovingly called "Sarge" by the cadets at Army ROTC. She's probably the only sergeant they'll ever present with two dozen red roses, as she's May's employee of the month.

Her position as senior secretary sometimes means that she is up at 2 a.m. for three or four weeks at a time working on the cadets' accession packets, which consists of 25 pages of information on each individual. She says she is pleased to put in the hours because her efforts are appreciated and rewarded. The two dozen roses were presented to Betty at a formal military formation in her honor.

A patriot through and through, Betty believes in "the military strength of our country," and loves working with the cadets.

She was in the Army reserves for eight years. She went to basic training at age 34, and says she "lost a lot of weight - in a hurry."

She also enjoys gardening and love to get mileage from what I buy. Her son, Huston, and daughter, Deanna Lee, are in the U.S. Navy, stationed in Naples, Italy, on her second world tour. Her son, Huston, and daughter are in the U.S. Navy, stationed in Naples, Italy, on her second world tour. Her daughter, Deanna Lee, of weight - in a hurry."

Betty was raised in an all-female orphanage, and says she found a marvelous role model in Louis A. Piper, president of Kentucky Female Orphan School (later changed to Pinkerton High School and Midway Junior College) in Midway, Ky. Piper believed in education. "Ahead of his time, he believed that a woman needed to be prepared to support herself," says this mother-turned-sergeant.

As a result of living in the orphanage, Betty is very close to her children, and to her former roommate from the orphanage, Margaret Florence. Betty credits Margaret with "putting and pulling her through high school and college."

Betty worked as an office manager at the University of Kentucky for 6 years, in the anthropology department and then in university publications. The raises in university publications, were contingent on what was sold. Betty started at $2.72 per hour and in 3 1/2 years increased her pay to $7.24 per hour. In fact, she used her retirement fund from U.K. to relocate to Orlando. She has had an "ongoing romance" with the ocean ever since she vacationed here, at the beach, in '74. She loved it so much that she decided she would move here when her children were grown.

When she first arrived at UCF, she lived in a duplex nearby, pedaling her bicycle to work. She worked in another department on campus before moving to ROTC. She believes she was hired because of an editorial she wrote for the Central Florida Future. She had gone to a military parade and noted that there were only 30 spectators. That upset her so much that she wrote an editorial. As a result, she was invited to an Air Force ROTC change of command ceremony where she learned that there was an opening at Army ROTC. She applied and got the job.

She enjoys writing poetry and "tinkering." "I'm a fixer-upper. I love to get mileage from what I buy. She also enjoys gardening and washing cars.

One of her perks as secretary in a contact name and telephone number.

Calendar

When submitting items for the Calendar please include:

On display - The following exhibits will be on display in the Library:

- Social and Moral Implications of Holocaust, by Eva Ritt and Anita Lam, Holocaust Memorial Resources and Education Center of Central Florida, through May 31.

- Professionalism in Nursing: In Honor of Nurses Month, May 1-31, by Marsha Worst and Al Vigo, Department of Nursing, through May 31.

At attention - Armed Forces Day, May 19.

Take a break - Memorial Day, May 28, observed as university holiday.

At the lecture - Film and television actor James Best will conduct master classes in camera technique for actors during two workshops May 14-25 and June 4-15. The artist-in-residence will be joined by faculty who will teach classes in acting, voice, diction, movement, hair and makeup as well as the use of costume and lighting. Monday through Friday hours will be 10 a.m. to 3 p.m. for the first workshop and 1:30 p.m. to 8:30 p.m. for the second. Non-credit participation cost is $395 and three credit hours can be earned for an additional $105. For further information, call 275-2661 or 249-6100.

In Camp - Joe Dean, UCF head basketball coach, is currently taking applications for the first UCF summer basketball camp for boys ages 8-17. There will be two one-week sessions beginning June 11-15 and June 18-22. Both sessions are daily from 9 a.m. to 4 p.m. Enrollment is limited and applicants are accepted on a first-come basis. The cost is $110 per student. For more information contact 291-5905.

The following tennis camps will be held on campus:

- June 24-25
- July 8-13
- July 15-20
- July 22-27
- July 29-Aug. 3

An advanced camp will be held July 1-6. For more information contact Lori Bardell, camp director, at 275-2143.

In Recognition - The USPS Annual Awards Banquet will be held on July 20 at 7:30 p.m. at the Holiday Inn/UCF. Employees will be recognized for their years of service. Tickets are $12.50 a person.

Employee of the Month

Army ROTC, is her participation in the yearly military ball. This past year, the cadets performed a skit with one of the male cadets impersonating Betty. "They have it on video if anyone cares to have a good laugh," she says. She also is an invited guest at all awards ceremonies.

Although she misses her son and daughter now that they are grown, she feels as if she has a new set of youngsters to care for. "They are the loves of my life," she says. She holds the officers and non-commissioned officers (NCO) she works with in high regard. The Army ROTC officers and NCOs move every three years, so Betty gets to meet a lot of people. "I like that."

While Betty's days are devoted to the Army, her off hours are spent dating a retired Navy chief. She says she plans to visit Kentucky in June to play grandmother, "although I'm way too young for that."

Written and submitted by Irene LeBlanc, editorial assistant, The UCF Report.

Food Services
Summer Term A
(May 14 - June 22)
Hours of Operation

The University Club
Mon. - Fri.
11:30 a.m. - 1:15 p.m.

Tropical Oasis
Mon. - Thurs.
7:30 a.m. - 5 p.m.
Fri.
7:30 a.m. - 2 p.m.

Great Escapes
Mon. - Fri.
7:30 a.m. - 2 p.m.

Potpourri Catering will be closed during A Term.
The Wild Pizza and Patio Cafe will be closed for the summer.