The UCF Report, Vol. 13 No. 19, April 10, 1991

4-10-1991

University of Central Florida

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News Clips

Top student

Sundar Sinnappan, a senior computer engineering student at UCF, is one of seven finalists in the "Florida College Student of the Year" contest, sponsored by Florida Leader magazine. The winner will be announced Friday, April 12. Of the 21 students selected to compete in the contest, Sinnappan was the only UCF student.

The statewide contest recognizes students who balance three characteristics: working to support themselves through school, demonstrating superior academic proficiency, and showing strong community involvement in issues. Winners receive $30,000 in scholarships.

Star speaker

Actress Jayne Meadows will be the keynote speaker at the 19th Women's Enrichment Clinic at the Orlando Expo Center on Thursday, April 18. Meadows has received a Grammy nomination and four Emmy nominations.

The clinic is co-sponsored by the Orange County Medical Society Auxiliary and UCF's division of student affairs. Sessions ranging from personal communication to financial planning will address a list of topics in the program. Cost is $25.

For information, call 2821.

Summer sports

Recreational services offers softball and volleyball leagues this summer.

Softball registration for the May 6-July 19 season is Monday, April 15-May 1. Social softball, with games tentatively scheduled Mondays and Thursdays, is $125 a team. Class "C" League softball, games tentatively scheduled Wednesdays and Thursdays, is $190 a team.

Volleyball registration for the May 20-Aug. 2 season is May 1-15. Social volleyball, on Wednesdays and Thursdays, is $30 a team. Power volleyball, on Mondays and Thursdays, is $60 a team.

Those interested can register in recreational services, room 101. For information, call Loren Knutson, x2408.

Founders' Day ceremony honors faculty, students

University will be closed two hours for convocation

The University of Central Florida's best and brightest will be honored at the Founders' Day Achievement Convocation later this month.

Academic achievements by students and faculty will be recognized publicly at the convocation, now in its third year. The ceremony will be in the Student Center Auditorium on Wednesday, April 17, at 10:15 a.m.

Because of the importance of the ceremony, all classes have been canceled that day from 10 a.m. to noon to allow everyone at the university to attend. As in the past, awards will be given to recognize student excellence in earned grade point averages and in research.

This year, the newly-established Founders' Awards will be given to seven students, each of whom has done outstanding work in a single discipline.

Some of UCF's founding subscribers will be on hand to make the $500 cash awards which are being funded by the UCF Foundation. Students who are in the university honors program and those in honors in major programs will also be recognized, as will members of UCF honor societies.

Faculty will receive awards for teaching and for research and other creative activities. In addition, awards will be given to the Outstanding Teacher of the Year, Outstanding Researcher of the Year and Outstanding Librarian of the Year.

Emeritus faculty, retiring faculty and faculty completing 20 years of service will be recognized for their contributions to the university.

The UCF Concert Band will participate in this year's ceremony. The Central Florida Research Park has agreed to underwrite most of the costs of the day's activities.

In class of her own, professor's career not limited to school

Pat Manning, it seems, should be tired of education. After all, she's been teaching for more than three decades.

But instead of spending as little time as possible in the classroom, the University of Central Florida education professor is likely more involved now than ever. Manning, who has taught every grade from first to 12th as well as college students, was recently appointed to Florida Education Commissioner Betty Castor's transition team and the Center for Adult Literacy Advisory Council in Brevard County ... and the board of directors for the Summer Industrial Fellowship for Teachers. Oh, and last year she was elected to the Brevard County School Board. She does all this, by the way, while teaching at UCF's Brevard campus.

Manning, it seems, never will tire of work in the education field.

As the past, awards will be given to recognize student excellence in earned grade point averages and in research.

The vision of the University of Central Florida's future is coming into sharper focus under a newly completed strategic plan that identifies institutional strengths, defines UCF's mission and sets objectives to guide the university into the next century. Some of these features of the strategic plan are presented in a special eight-page insert in this issue.

The plan will be presented and discussed at an open forum in Phillips Hall, room 115, on Thursday, April 18, at 4 p.m. Subject to refinements produced there, the strategic plan is to provide the framework for further planning and action aimed at fully implementing the mission and accomplishing the objectives.

Special insert

Plan designed to guide UCF

Please see CLASS, page 3
Memorandum

To: Faculty, A&P

From: Barth Engert, commencement committee

Subject: Commencement procession

University of Central Florida commencement ceremonies are scheduled on May 6 in the gymnasion:

• College of Arts and Sciences, 8 a.m.
• College of Business Administration and Liberal Studies, 11 a.m.
• College of Education, 2:30 p.m.
• College of Engineering, Colleges of Health and Professional Studies, 7 p.m.

The procession line-up will begin 20 minutes prior to each ceremony at rooms 174, in the Education Building. You may enter from the east side of the building or through the lobby. Directional signs will be posted.

For information, call x9617 or x2494.

To: All faculty

From: Mancy Kelley, registrar's office

Subject: Grade collection rolls for spring term

The 1991 spring term grade collection rolls will be delivered to your office in a few days. The rolls must be completed and returned to the registrar's office no later than noon on May 8.

It will help us when processing the rolls if you complete the forms in ink. If your section is large enough to require multiple grade roll pages, please be sure to sign the bottom of each grade roll page. Each student must be assigned a grade. The faculty member can assign the grade of A, B, C, D, F, I, (S or U for research, thesis or dissertation), but cannot assign the student a grade of W, WP, WF or X.

If you have any questions, contact Kelley at x2033.

To University community

From: Wilson Rosario, finance and accounting

Subject: Sales tax exemption

Orders, Short Invoices, etc. made through the purchasing department (i.e. Purchase Orders, Limited Purchase Orders, Short Invoices, etc.) are not exempt according to Florida Statute No. 12A-1.001. The office of crime prevention advises that you affix your decal to your vehicle, and that lost or stolen decals should be reported to police as soon as possible. The parking service office will require a police report and replacements will be issued at half the cost of the original decal.

From: Parking service office

To: Full-time university employees (A&P, faculty, USPS)

Subject: Reserved parking spaces

The university's parking service office has been authorized to sell 100 24-hour reserved parking spaces to full-time employees (A&P, faculty and USPS). The cost per decal will be $60/2 for a calendar year, and issuance will be on a first-come, first-pay basis.

Orders may be made through the purchasing department (i.e., Purchase Orders, Limited Purchase Orders, Short Invoices, etc.). Purchases made by an individual authorized by the department, who will subsequently be reimbursed, are not exempt according to Florida Statute No. 12A-1.001. The individual should pay the sales tax and he or she can be reimbursed on a Reimbursement for Expenses Other Than Travel form.

If you have any questions, please call x2441.

Memorandum

To: Administrative council

From: lanet Park, equal opportunity and affirmative action programs office

Subject: Pay educational leave

Faculty and A&P employees are eligible for up to two semesters of fully paid educational leave; USPS employees are eligible for up to two semesters of fully paid educational leave and a stipend.

Applications for the 1991-92 Grants-in-Aid program are being accepted. Although funding for this program is contingent upon approval by the Florida Legislature, the process of screening and ranking applicants will begin now so that you may begin to plan for the fall.

The intent of the program is to help women, African-American, and other ethnic minority employees earn a bachelor's, master's or Ph.D. so that they can be eligible for more responsible jobs in their chosen career fields.

The committee will be made by a committee representing faculty, A&P and USPS. The committee will be assisted in its task by the staff of the equal opportunity and affirmative action programs office.

Guidelines of the program are outlined in Chancellor's Memorandum CM-85-06.2. The memorandum and a summary of recipients' obligations are available for review in ADM 330.

This program's continuation depends on the funding decision of the 1991 Florida Legislature. Committee ranking does not convey a guarantee of a grant. Start awards will be announced by President Altman as soon as possible following budget allocation decisions. Applications are due by Monday, April 22.

To: Administrative council

From: Janet Park, equal opportunity and affirmative action programs office

Subject: Resources for hiring officials

This is a reference list of resources available in the office of equal opportunity and affirmative action programs for hiring officials and search committee chairs. They are not secured by your department when a vacancy is being filled. If you need any of these materials, call x2348.

• Search Committee Handbook": This serves as a rule under the Florida Administrative Code. A description of the entire process is provided, with guidelines, options at each stage, and suggested non-discriminatory interview questions.

• Vacancy Announcement Procedures": Describes which positions have to be posted in the State University System, which have to be advertised, and what scope the searches normally include.

• Posting Dates": Deadline dates for transmitting SUS Position Vacancy Announcements to EEO for review and forwarding to appropriate vice presidential offices and the Unit of Legal Affairs. After the closing dates, departments may select any weekday beyond that to coincide with other advertising or conferen

• Tips for Search Committee Chairs": Practical information on organizing the process.

• How-to's for Conducting a Faculty Search": Information for committee chairs and America, who may be eligible. "How-to's for Conducting an Administrative and Professional Search" Also designed for committee chairs and members.

Please see MEMORANDUM, page 3

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Official Ballot

To spotlight the UCF employee of the month

I nominate (name) (campus address) to be UCF employee of the month. (Nominee must have been a University Systems Regional System employee at least two years.) Any employee, including faculty and A&P, may nominate a candidate on the basis of operation, dependability, attitude, etc. A name submitted remains in the pool of eligible candidates for one year.

Signed: (name) (campus address, phone)

Cut ballot and return to personnel EOM. (Mark envelope "confidential.")
Earth Day activities planned

The UCF Environmental Society is sponsoring activities during April to celebrate Earth Day.

• Wednesday, April 10, Orlando Greenpeace director Daniel Williams will speak at the Student Center Auditorium at 7:30 p.m. His lecture is titled "Time for a Sane and Safe Energy Policy."

• Monday, April 15, Cindy Westra, of Back to Nature Wildlife, Inc., will speak at the Student Center Auditorium at 7:30 p.m. The title of her lecture is "Domino Effect: Toxins vs. Wildlife and the Environment."

• Thursday, April 18, Michael Geoghegan, of the United Nations, speaks in the Student Center Auditorium at 7:30 p.m. His lecture is titled "Politics of the Environment."

• Friday, April 19, there will be an Earth Day concert in the Wild Pizza, 8 p.m.-1 a.m.

• Monday, April 22, there will be a celebration on the green, featuring information tables from the community and campus, vendors and music, 10 a.m.-3 p.m. There will be a concert at Symphony Under the Stars, at the reflecting pond at 7:30 p.m. For information, call Karen Simasek at 671-6902, or Sam Rao at 277-9374.

MEMORANDUM, continued from page 2

• "How To's for Conducting an Internal Search": When circumstances dictate that no new line is available, internal searches are conducted.

• "Applicant Logs": Formats for listing each applicant for faculty or A&P positions.

• "Sample Letters": Formats for acknowledging an application, requesting a nominee to become a candidate, etc. There are 10 sample letters in the current packet.

The following forms necessary in the hiring process can be obtained from the office of academic affairs:

• SLIS Position Vacancy Announcements

• SLIS Personnel Change Orders (to amend a posting)

• Faculty applications

• Faculty and Administrative Applicant Summary (cover page for hiring folders). Form AA19, Revised March 2, 1988.

For all departments:

From: Janice Blackwell, postal services

Subject: Postal update/reminders

Effective immediately all departments are required to put a piece count on all blue mail slips. This piece count will be broken down into first class, overseas, certified, insured, etc. The back of the blue mailers provides ample space for this accountability.

Because of the increase in complaints about overcharges on outgoing mail, it is imperative that each department assist us in reducing the chance of an error occurring.

All unsold letter size envelopes must be flapped for them to feed properly through the mail machines. If the envelopes are larger than letter size, they must be sealed before they arrive in the mail room. The mail machines will only seal letter-size envelopes.

All certified mail must have a certified sticker in the lower left hand side of the envelope. Please do not place the sticker in the upper right hand corner, because that space is reserved for postage. Please affix all return receipts to the back of the envelope.

Recently there have been changes on bulk mail. Effective March 17, all flims must be sealed with tabs affixed in the center of the file. This also applies to pamphlets. Rubber bands are still required lengthwise and horizontal. Staples and tape are no longer acceptable per the U.S. Postal Office. There are new forms required for bulk mail. They are available at Postal Services.

Please continue to separate overseas and first class mail. Please seal all overseas mail before sending it to the mail room. Please mark all courier mail with a stamp or marker.

Departments that have not purchased a stamp with its department name and account number, please do so as soon as possible. The stamp is required for legibility purpose. This will assist us in processing the mail faster.

We all postal services appreciate the opportunity to serve you, and we hope these reminders will help us to process your mail more accurately and efficiently. Thank you, and if you have any questions please contact us at x2400.
For Sale

Bike, Schwinn Worldsport, 27 in., 4 yr old. Rider OK. $75 or best offer. Bill, x2504.

Boat, 17 ft. Regal Bowrider w/ 170 hp I/O engine, custom drive-on trailer. Excellent condition. $6,300. x6337 or 566-7936.

Car, '77 MGB. Top condition, low miles, new top, $2,000. firm. L.J. Cunningham, x2581.

Car, '80 Toyota Corolla. Bright red. Excellent condition, $7,600 or best offer. Must see to appreciate. Dan, 677-9325 or x3316.


Filly, 1 yr old, thoroughbred/quarter horse mix. $49,900. 273-0541.

Duplex half, 2/1, new carpet, vinyl, dishwasher, disposal. Off Chickasaw. $25,000. 321-7763.

Horse, filly, 1 yr old, thoroughbred/quarter horse mix. $700. 349-5883.


Mobile home, '76 Fleetwood, 2/1, central heat and air. Near UCF. $3,000. x2552 or 623-7695.


Fleming, one deep purple sequin on top, lame on bottom. Size 9/10 altered, can let out. $40. Second powdery blue w/ full hoop. Size 11/12 altered. $150. Each has matching 6 1/2 size shoes. Melissa, x2546.

Scuba equipment, Fathom XL full web suit w/ Farmer John, $200. Pro Sub BC, $150. Aluminum 100 tank, $150. All like new. Jana, x806, 6 a.m.-5 p.m.

Shakespeare, Macbeth April 17. Pair $15. x2501.

Salamon ski, Joe Honeycomb 65 in. $50 obo. 677-8972.

Sofa and chair, very nice green and gold satin brocade. Each $75. Pair of 19 inch lamp shades, best offer. Virginia, 802-6069.

Sofa and loveseat, good condition, $250. Oak entertainment center, $75. Prather, x851 or x2505.

Soloflex, good as new w/ all attachments, $80. Victor, x2553 or x581.

Table, glass on gold pedestal. Beautiful. Seats six. No chairs. $50 or trade for complete twin bed. Judy, x2821.

Tandy 100 monitor, b/w Commodore mouse. See at the Clip Joint. Negotiable. x5085.


Travel trailer, '76 Airstream. $33 ft. Excellent condition w/ lots of luxuries. $8,000. 277-8259.

VCR, AKAI Hi-Fi stereo, remote, VHS, $2482 or 2/17-4113.


Calendar

Courses:
The Institute of Government is offering the following at the UCF Winter Park Center. For information, call 673-1234.

• Monday, April 15, Business Writing, 8 a.m.-5 p.m.
• Tuesday, April 16, 10 Business Writing, 8 a.m.-5 p.m.
• Wednesday, April 17, Personal Computers, 1-4 p.m.
• Thursday, April 18, 10 Business Writing, 8 a.m.-5 p.m.
• Friday, April 19, UCF Business Plan Development, Melbourne, 1-4 p.m.

Exhibits:
The following items will be on display in the library through April.


Festival:
The University Student Association, 8 a.m.-4 p.m., info x2357.

Lectures:
• Monday, April 15, well-known authority on Holocaust theology Alice Eckardt will present a free lecture on "The Impact of Nazism and Shoah (Holocaust) on Palestine and the State of Israel." in the Presidents Board Room, at 1 p.m. For information, call x5069 or x2521.

Workshops:
The Small Business Development Center is offering the following. For information, call x5553.

• April 18, Sources of Financing, 1-3 p.m.
• April 19, Business Plan Development and Marketing Plan Development at the Winter Park Public Library, 9 a.m.-noon and 1-4 p.m.

Seminars:
The Small Business Development Center is sponsoring the following. For information, call x5553. Courses in the College of Business Administration building, room 371, unless noted.

• Wednesday, April 10, Sources of Financing, 1-3 p.m.
• Friday, April 12, UCF Saxophone Quartet Recital, 8 p.m.

The UCF Report is a publication of the department of public affairs, division of university relations, University of Central Florida, P.O. Box 20000, Orlando, FL 32816, (407) 823-2504. Publication of announcements and official memoranda about university policy and procedures in The UCF Report constitutes official notice to faculty and staff.

David Finney, Editor
Irene LeBlanc, Editorial Assistant
Kristen Sweet, Editorial Assistant
Bill Thompson, Photographer
Last spring, the Strategic Planning Council began Level I of UCF's strategic planning process. Level I concludes with two primary outcomes: a new mission statement for the university and corresponding objectives for the '90s.

The proposed mission statement and objectives listed below will be finalized after an open forum on Thursday, April 18.

These Level I outcomes emerged from three inputs: First, external forces likely to influence UCF were analyzed (See pages 5-8 of this supplement for a summary.). Second, the UCF community was surveyed about the goals the university should pursue. (The goals survey results were reported in the Oct. 31 issue of The UCF Report.) Third, academic and administrative strengths and weaknesses were evaluated; these were distilled into the comparative strengths and advantages listed at the bottom of pages 2-7. The objectives were formulated to achieve UCF's mission by enhancing strengths and redressing weaknesses, capitalizing on external opportunities and ameliorating external threats and reflecting the goals of the UCF community.

With the conclusion of Level I, specific action planning will begin for Level II. During the coming year, colleges, departments, divisions and units will develop detailed strategies for achieving UCF's mission and objectives.

This detailed planning will be informed by the findings by subcommittees of the Strategic Planning Council on a variety of issues critical to the university. These issues were raised by President Steven Altman last spring, and the subcommittees' responses will be discussed and evaluated during Level II planning. (Summaries of the findings presented in question and answer format begin on page 33.)

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### Proposed Mission statement

UCF provides advanced education that matches institutional strengths with evolving regional, state, and national needs. It supports these advanced programs by recruiting excellent faculty and students, and by supplying the infrastructure that enables these programs to achieve national prominence.

Basic and applied research as well as creative activity are integral parts of a quality education. UCF faculty are scholar-teachers. As such, they create new knowledge, new points of view, and new means of expression in a broad range of academic, professional, and socially significant areas. Their creativity fosters innovation as they convey their results, methods, values and expressions to students, colleagues and the public.

Service to its community is an important extension of the teaching and research mission of the university. Public service is prominent at UCF, with the university developing partnerships with the community to enrich the educational, artistic, cultural, economic, and professional lives of those it serves in Central Florida and beyond. Education is more than classroom experience. UCF students are involved in cooperative research and participate in artistic, social, cultural, political and athletic activities. UCF provides academic diversity by bringing to its campus distinguished national and international leaders who expose students and the community to a wide range of views and issues. UCF achieves cultural diversity by using its multi-campus facilities to serve a diverse population of traditional and non-traditional students from various races, cultures and nationalities.

UCF is committed to the free expression of ideas, the equality of all people, and the dignity of the individual.
Strategic plan for success: Level I

Plan takes aim at ambitious targets

Goals for next decade stress objectives for quality education

Academics

Undergraduate programs:
• Support the general education program, reducing class sizes and increasing full-time faculty participation to national averages in each discipline.
• Develop selected new undergraduate programs that match the strengths of the university, with the needs of the community, as identified by the external forces analysis. Significant potential for program development exists in high technology and human service areas and in areas related to high visibility Central Florida industries.
• Increase the honors program to 150 FTTC students entering each year.
• Restructure the liberal studies/interdisciplinary studies program to give it direct faculty oversight.
• Work closely with community colleges to assure equivalence of quality in general education.
• Gradate programs:
  • Implement appropriate mechanisms to assure quality control in graduate education.
  • Develop selected graduate programs, including doctoral programs, that support existing strengths in graduate education and research, as well as those responsive to regional needs identified in the external forces analysis. Significant potential for program development exists in high technology and human service areas and in applied areas related to high visibility Central Florida industries.

Special initiatives in diversity:
• Enhance the understanding of the international and multicultural nature of the environment in which we exist throughout all university curricula and programs.
• Promote a campus culture in which cultural, racial, age, and gender diversity are valued.
• Provide academic enrichment opportunities for a diverse student population.
• Increase faculty awareness of different learning styles.

Critical Competencies and Awareness:
• Promote curricular and non-curricular basic competencies (communications, problem solving, and creative skills).
• Develop a critical thinking and writing initiative across the curriculum.
• Increase computer literacy.
• Promote an environmental, technological, cultural, and international awareness.

Special Initiatives in the Arts:
• Increase the visibility, centrality, and support of the Arts at UCF and their roles in the community.
• Complete current planning for the organization and structure for the Arts at UCF.

Research, scholarly activity
• Increase annual research, contract, and training external funding to $75 million from a broad spectrum of sources.
• Vigorously cultivate public-private linkages in order to augment research support and facilitate technology transfer.
• Enhance scholarly activity through the use of reassigned time and increased travel support, staff support, and internal grants-in-aid.
• Increase active participation in broadly-defined research, scholarly, and creative activity to 100 percent of permanent, full-time UCF faculty.

Public, professional service
• Actively promote the utilization by faculty, staff, administrators, and students of their professional expertise to help improve life Central Florida.
• Encourage involvement by university faculty, staff, administrators, and students in service to their communities and professions through consulting, speeches, memberships, and leadership roles.
• Develop appropriate reward mechanisms for service based on professional expertise in recognition of its contribution to the university's mission.

Human resources

Faculty Development:
• Meet or exceed the regional average of faculty salaries, determined by the Oklahoma State Study.
• Increase the representation of minority and female faculty, including administrative faculty, consistent with the available national pool of potential faculty within disciplines. The annual "Affirmative Action Plan Update" states ideal representation goals by job family.
• Provide opportunities to enhance faculty scholar-teacher development in the areas of teaching, research and scholarly activity, and service to students (advising, counseling, mentoring).
• Have a student-full-time faculty ratio in each program equal to or less than that of the State University System as a whole.
• Maintain course loads consistent with those of other universities with similar research and service missions.
• Increase computer literacy.

Staff Development:
• Achieve competitive staff salaries.
• Increase the cultural and gender diversity of administration and staff. The annual "Affirmative Action Plan Update" states ideal representation goals by job family.
• Provide opportunities to enhance career development for administrators and staff.
• Increase computer literacy.

Facilities, infrastructure

Provide the facilities necessary to support instruction and research and scholarly activity at a university with 35,000 students. These include:
• Faculty and administrative space.
• Computer networks and instructional technology.
• Library resources and services.
• Classrooms, teaching and research laboratories, and support shops.
• Performing and fine arts halls, studios, and galleries.
• Parking and transportation.

Provide the services necessary to establish a collegiate environment and to give appropriate support for students. Important areas include:
• Collegiate environment (programs to involve commuter, part-time students, co-curricular programs such as speaker series, exhibits, symposia).
• Academic support (learning centers and resources, career development).
• Student life (student development, health and wellness, recreation, entertainment, appropriate retail opportunities).
• Residential (dorms, residence life programs).

Provide an administrative infrastructure to deliver facilities, programs, and services responsive to the needs of a multi-campus university.
• Assure that facilities and services planning rest on broad-based input from the university community.
• Assure that all divisions adopt and consistently follow an administrative philosophy and attitude that make educational concerns paramount.
• Develop an administrative system of policies and procedures allowing each campus the greatest flexibility.

Please see OBJECTIVES, page 3

Strengths define university's uniqueness, confer advantages

An undergraduate/teaching university
• The university is the area's only comprehensive post secondary educational institution.
• UCF has taken great pride in the quality of its undergraduate programs. It continues to recognize and reward good instruction.
• Our honors program is attracting many of Florida's finest. More and more, UCF is the institution of choice, rather than convenience in collections that support the university's undergraduate mission.
• UCF's undergraduates have the opportunity to experience team research, giving them an edge when they start careers or graduate study.
• UCF's library has an excellent staff and has made outstanding contributions in collections that support the university's undergraduate mission.
• UCF's undergraduates are regularly recognized for their scholarly achievements.

A research/graduate university
• The university has attained a critical mass of research talent and...
Q & A: Addressing the issues

Q. What is the desirable role of the arts at the university?

A. We recommend that an appropriate administrative structure be established, housing the departments of music, art, and theater, as well as the Community Arts Program, the Orlando Shakespeare Festival, and perhaps the film program. Fostering cooperation with the community should be a major end of this restructuring. The report contains several specific suggestions to achieve this goal, including increased presence of all the arts in downtown Orlando.

To increase the funding for the arts, this subcommittee urges a special five-year "pinnacle" funding plan implemented by the Florida legislature. We also recommend that an arts student fee be initiated, giving free admission for students to all arts events on campus.

Q. What is international education's role?

A. This subcommittee assumes that the role of international education at UCF must be increased. There are a variety of causes for this increase including the number of additional foreign students on campus, the number of foreign tourists in the area, the increased activity in international trade of local businesses and industries, the relocation of citizens from many countries to Central Florida, and the demand by our students for opportunities to study overseas. To advance international education we recommend the following:

- International education should be infused into the entire curriculum, with special emphasis upon foreign languages, ESL, and courses in cultural diversity.
- Support should be made available to faculty to encourage and sponsor participation in greater internationalization in their fields.
- Study-abroad programs should receive additional resources.
- Services to foreign students on campus should be enhanced.

Strategic Planning Council

- Richard Tucker, psychology, council chair
- Christian Bauer, computer engineering
- Madjid Belkerjed, electrical engineering
- Anthony Biss, physical plant
- William Branch, computer services
- William Callerman, management
- Joyce Dorner, nursing
- Luis Elias, CREOL
- Terri Fine, political science
- Robert Flick, philosophy and humanities
- Cheryl Green, social work
- Charles Hughes, computer science
- Marcella Kuykela, educational foundations
- Kenneth Lawson, student affairs
- Harvey Lewis, college of Business Administration
- Dean McFall, public affairs
- Nancy McGee, instructional programs
- Paul McQuilkin, undergraduate studies
- Mickey Mullen, economics
- Sarah Pappas, Daytona Beach campus
- Robert Rellengt, educational services
- John Schell, English
- Lisa Shirley, student organizations
- Franklin Snelson, biological sciences
- Christine Toutsik, housing and residence life
- Emma Lee Twibell, university development
- Donald Unser, student center
- Jeanette Ward, university library
- David Washington, molecular biology and microbiology
- Gary Whitehouse, College of Engineering
- Officio: Daniel Coleman, institutional research
- Jerry Osterhaus, facilities planning
- Peter Rautenstrauch, mathematics
- Jerry Gravander, ACE fellow
- Lisa Isaacs, administrative assistant
- Member, steering committee

Faculty Advisory Committee

- Dale Bandy, Knight's professor of taxation, accounting
- Denise Caldwell, physics
- Kristin Condon, Jenkins chair, community arts
- Lee Eubank, music
- Charles Harpole, head of film division, communications
- Gary Orwig, educational services
- Robert Rebar, educational services
- John Schell, English
- Lisa Shirley, student organizations
- Franklin Snelson, biological sciences
- Christine Toutsik, housing and residence life
- Emma Lee Twibell, university development
- Donald Unser, student center
- Jeanette Ward, university library
- David Washington, molecular biology and microbiology
- Gary Whitehouse, College of Engineering
- Officio: Daniel Coleman, institutional research
- Jerry Osterhaus, facilities planning
- C. Peter Rautenstrauch, mathematics
- Jerry Gravander, ACE fellow
- Lisa Isaacs, administrative assistant
- Member, steering committee

STRENGTHS, from page 2

resources in a number of areas for which there is strong regional support and national needs.

- The College of Arts and Sciences established the first Ph.D. program in computer science in the state of Florida. This department continues to be the state's leader, with strong research programs, excellent external funding, and quality instruction.

- Arts and Sciences also established the first Ph.D. program in human factors psychology in the state of Florida. This department has successfully recruiting a talented, internationally respected faculty.

- The College of Engineering has developed a strong program of research and graduate study with five free-standing Ph.D. programs producing graduates who are becoming leaders in high-technology industries of the state and nation.

- The College of Education offers a Ed.D. degree in educational leadership and curriculum & instruction. This and other graduate programs in education provide much needed support for our rapidly expanding K through 12th grade school system.

- The College of Business Administration offers a range of graduate programs. It performs research in traditional areas such as investment theory and in non-traditional areas such as computer-based expert systems.

- The physics and electrical engineering departments have hired some of the world's most outstanding
Strategic plan for success: Level I

ISSUES, continued from page 3

will strengthen future effectiveness. The organization of structure of this program and the definition of measurements should be addressed in Level II of Strategic Planning.

Q. What is the role of area campuses?

A. We recommend the continued support of these campuses. This subcommittee also urges increased support for both the Brevard and Daytona Beach campus libraries. In addition, we recommend that, at these area campuses, additional faculty be hired; that promotion and tenure guidelines be equitable; that academic and student support programs receive equitable funding; and that library, computer services, and education technology programs be strengthened.

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

A. This subcommittee believes that the College of Extended Studies should be encouraged to continue and expand its mission, pursuing the hiring of a marketing expert, the construction of an ESL classroom, the development of a privately-funded hotel and conference center, and the establishment of appropriate certificate programs with faculty oversight.

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Q. What should be the university’s research goals and emphases?

A. This subcommittee asserts a single objective for UCF's research goals, which is to create an environment where excellence in research and scholarly activity is pursued. To achieve this objective, we offer the following recommendations:

- Establish graduate programs in mature disciplines.
- Create support services as needed, including a graduate school.
- Support research in areas of strength and promise, appropriate to our locale.
- Provide budgetary support for scholarly activities as well as incentives for the PI.

Q. What are the desirable and realistic enrollment targets and student/faculty ratios for 1995? 2000? What is the university’s optimal/maximum size?

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?

A. This subcommittee thinks that the university should plan for a projected enrollment of 35,000 students by the year 2000 and put appropriate measures in place to control enrollments. Academic standards for admission into programs should be the basis for limiting enrollment. Increased private funding for scholarships must become a priority. We believe that enrollment goal setting should include reviewing limited access programs, establishing recruitment strategies, and coordinating program management through a committee. Specific recruitment strategies will address and control the demographic profile of the student body.

Q. Should the university plan for a downtown presence?

A. UCF is a metropolitan university and has already shown a commitment to making education accessible by strategically locating branch campuses in urban areas. This subcommittee deems a presence in downtown Orlando extending classrooms and administrative offices necessary to meet the needs of UCF’s primary service area. A physical presence fosters interactive relationships between the university and its communities.

Q. What are the quality of student life and the opportunities for student development?

A. For the vast majority of the student body, student life does not exist beyond attending classes and standing in lines for registration, the bookstore, etc.

For the minority of students involved in fraternities, sororities, student government, professional and social clubs, intramural and intercollegiate athletics, and the Program Activities Council, there are considerable opportunities and challenges. Comprehensive student services for a large portion of the student body are inadequate, hampering the quality of student life and limiting student development. It is anticipated that this issue is being addressed in the plans for a Student Union and increased campus housing.

Q. What is the role of the university relative to the business, industrial, educational, health and legal communities?

A. This subcommittee points out that the university is expected to have visible, aggressive leadership, available and accessible services that stress academic excellence, and cutting-edge special insert, page 4

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ing scholars in electro-optics and laser research. This growth was made possible by the establishment of CREOL.

- The Institute for Simulation and Training links faculty with research projects of mutual interest to the simulation industry and faculty. The Institute itself has sufficient depth and breadth of talents that its presence has led to greater national and international recognition of UCF’s research excellence.

- UCF is making development efforts for new graduate programs in critical areas. For example, programs currently being developed include a Ph.D. in mathematics, and masters in taxation and social work.

- UCF is planning for the future by studying the feasibility of a law school and other important graduate programs such as Ph.D.'s in chemistry, clinical psychology, literature/writing, and political science.

- The university's faculty receive substantial external grants. UCF faculty lead the other state's universities in successful Florida High Technology and Industry Council grant proposals.

An interactive university

- UCF has made major commitments to capitalize on the regional strength of Orlando's entertainment industry.

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ISSUES, continued from page 4

research. Businesses are looking to UCF to supply
services instead of performing
functions themselves, and the
research can be outsourced.

Q. What is the impact of the Department
of Defense cutbacks on Central Florida and UCF?

A. This subcommittee believes that DOD cutbacks
will result in increased unemployment in DOD industries (with the exceptions of human
factors, and simulation and training), as well as
decreased research dollars. In response, UCF
should focus on pursuing research funding to
retain veterans in target areas of high demand
and special opportunities. In addition, the univer-
sity should encourage research that results in
technology transfer and helps develop Florida's
value-added industries.

Q. What is UCF's relationship to community
college? To the pre-college educational system?

A. The primary goal of UCF's office of
community college relations is to serve as a liaison
to the state's community college system and to
ensure that A. A. degree transfer students have
the same academic opportunities as do "native"
students in pursuing a baccalaureate degree.

In regard to pre-college (high school) relations, the
subcommittee believes that UCF is doing a
satisfactory job in its recruitment efforts, especially
in a time when there are more students than
the university can afford to admit. Strengths lie in
recruitment procedures, paper processing, and
working with "dented" students and offering them
options.

We suggest the following future considerations:
• Increase funds to attract minority and
talented students at both the community college
and pre-college levels.
• Add full-time positions at both levels (i.e., a
secretary and a minority recruiter for community
college relations, and data entry operators in the
SASS office).
• Acquire an image-processing system to become
a "paperless", more efficient operation.

External forces affecting UCF

I. Economic

• Continued regional growth

During this decade, Florida's economy is expected to grow at a
slower rate than it did from 1989-
1990. However, the Central Florida region is expected to outperform
projected state growth and add jobs
to any other part of the state.

According to the Florida Long-Term Economic Forecast report prepared by the Bureau of Economic Research at the University of Florida, the rate of expansion in non-agricultural civilian wage and salary employment will drop into a range averaging about 3
percent annually through the year
2000, down from 5.4 percent and 4.2

Nonetheless, a 34.6
percent growth in regional employment (Orange, Seminole, Ocala, and Volusia Counties) is expected by
the year 2000. The southwestern region (Tampa St. Petersburg, Clearwater metropolitan area to the Port
Myers-Cape Coral metropolitan district) should closely rival the central area by increasing jobs an estimated 28.1
percent.

• Expanded service industry growth

The already dominant services-producing industries will grow faster throughout the decade than this
region's goods-producing sector of the
economy.

The services-producing sector of the economy, which already plays a
larger role here than in the U.S.
economy, will further enlarge its
dominance during the nineties, the report indicates. Data compiled for the Florida Long-Term Economic
Forecast show a regional service economy of 677,200 non-farm jobs in 1990, increasing 36.8 percent to
292,900 jobs in 2000. The growth
would mean 62.8 percent (compared to
15 percent in 1990) of all non-agricultural wage and salary earners would draw their pay from the
service sector.

At least two forces that are evident
to a national, statewide, and locally
growing economy is the increasing
demand on jobs. One is the tendency
to retain quality students to have two breadwin-
ders, creating the need to buy
services of all types formerly per-
formed by the adult member who
stayed home.

The second is the graying of
America. Older consumers tend to
buy services instead of performing
them themselves. Florida's class of
affluent seniors also buy a mix of
services that track with their econ-
omic status: more brokerage and
banking services, for example.

In addition, an older population re-
quires more medical services. A
third factor influencing service
employment growth is the expansion
of high tech companies in the area,
resulting in the need for support and
technical service specialists.

• Increased tourism, service-related
opportunities

Tourism and hospitality-related businesses will provide additional
opportunities for service sector expansion throughout the region, where health services jobs in that county.

Health-related jobs in Orlando are
predicted to jump 57.5%
(35,800 to 56,600). During this
decade in Brevard County, health
services jobs are expected to increase
at a faster rate (60.6 percent) than all
other employment categories.

The underlying cause for the
robustness in projected health
services employment will be due
to the health concerns and complaints of an increasingly aging population and increased health care businesses
among people of all ages.

People 65 and older will constitute mid-Florida's fastest growing bracket
during the remainder of the century.

Jobs in finance, insurance, and real
estate also are likely to grow at a
career faster than the average for Central
Florida's overall services sector.

The biggest projected increase is expected in Brevard County, employment is
increased 20 percent (8,200 or
8,800 jobs per year). This growth is
second only to the gain expected in health
services jobs in that county.

Growing public demand for
cultural experiences, evidenced, for
example, by a near doubling of
subscribers to Orlando Opera
Company performances over four
years, could be a sign that the arts
(described recently by The Orlando Sentinel as having passed "from
gawking adolescence to uncertain
young adulthood") may be maturing economically and artistically.

• Growth of high visibility indus-
tries

In the Economic Yearbook of Florida

Please see FORCES, page 6

Economic Research (publishing the
Business Barometer of Central Florida
and the Impact Series), and the Center
for Executive Development.

• The College of Business Adminis-
tration is active in developing
initiatives in entrepreneurship,
international commerce and execu-

STRENGTHS, from page 4

Examples include the development of the Shakespeare Festival, the es-
tablishment of the School of Commu-
nications, the creation and funding of the
film program, and the building of the
arts complex.

• UCF's athletic programs are a focus
for pride on campus and in the
community.

• Many of UCF's departments are very
strong in applied research. This
encourages significant interaction
with the Central Florida community.

• More than 80 percent of the gradu-
ates from UCF seek careers in Central
Florida. According to major area
employers, UCF is their best source
for industrious, well-educated
employees. The presence of our
graduates in this regional workforce
greatly enhances the university's
interactive role, improving the
economic health of our community.

• The College of Business Adminis-
tration's service programs match
UCF's metropolitan mission, e.g., the
Small Business Development
Center, the Center for Business and

Special Insert, Page 5

Wednesday, April 19, 1990
Strategic plan for success: Level I

Chronology of strategic planning process

1990:
• April — President Steven Altman forms the 25-person Strategic Planning Council (SPC); consultant provides process guidelines.
• May — The council establishes five subcommittees to analyze external forces.
• June — UCF community surveyed using Institutional Goals Inventory.
• June — Altman names nine-person Faculty Advisory Committee to assist SPC with evaluation of academic strengths and weaknesses using academic audits as primary source.
• August/September — First draft of external forces analysis distributed to UCF community and open meeting held on campus.
• September — Level 1 issues subcommittees formed, drawing upon more than 100 campuses and communities for feedback. All administrative units submit audits to SPC for evaluation.
• October — Results of institutional goals inventory published in Oct. 31 The UCF Report.
• November/December — Academic evaluations completed and circulated to colleges/department for feedback. All administrative units submit audits to SPC for evaluation.

1991:
• January — Final report completed on external forces analysis.
• February — Final report completed on institutional goals/values.
• February — Summaries of academic strengths and weaknesses completed by SPC and FAC after review by deans. Issues subcommittees submit reports.
• February/March — Summaries of administrative strengths and weaknesses completed.
• March — FAC and SPC meet to review all materials in "matching process" leading to generation of mission and objectives.
• April — Draft of Level 1 products circulated to UCF community and open meeting held on campus.

II. Educational

Fervent technology

Technological impacts affect all aspects of society, impacting virtually everything from the way we entertain ourselves to the speed with which we can destroy our environment. To contribute to the future, the general population must be equipped in basic sciences and aware of the societal impact of new technologies. Citizens must learn critical thinking, must adapt to a changing world. Although there are many legitimate reasons for studying technology, its primary thrust is placed on its community service role. The university is expected to contribute to the community where it is located. Though it must continue to foster the traditional demands for effective teaching and research, greater emphasis is placed on its community service role.

The college student mix is changing because of UCF's metropolitan setting and increased access to higher education by segments of the population. Today, women comprise the majority of students in our universities. It is estimated that by the turn of the century entrance into the Central Florida work force will be predominantly African-American and Hispanic. The enrollment of minorities, lower socio-economic groups, part-time students, and older adults has caused a rethinking of the traditional mission of the university. The essence of the challenge of the urban university is to find ways to serve a new generation of people who need the benefits of higher education.

Graduate study pressures

Graduate study should be built on a broad base of undergraduate education. In order to prepare students for leadership positions, especially in scientific, engineering, and professional disciplines where new knowledge is rapidly created, quality graduate programs are required. Local agencies and institutions consistently demand highly trained personnel who have completed graduate work. UCF's importance as a supplier of qualified individuals becomes more evident in light of national projections that demand for graduate degree holders in science will far surpass the supply between 1990 and 2010.

III. Legal/political

Access issues

Political and legal forces influence access to an UCF education by both students and potential students. Increasing enrollments, technological

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STRENGTHS, from page 5

• The focus areas of the College of Health and Professional Studies fit well in the mission of an interactive, metropolitan university. In particular, the college's programs in social work, tourism management, nursing and criminal justice provide opportunities for integrating study and community service.

• Faculty in all the university's colleges contribute as individuals to the area's government, charities, schools, industry and culture.

• The Central Florida Research Park is the country's premier new university-centered research park. Tenants reflect Orlando's industrial strengths and UCF's academic strengths.

• The fragile ecology of Florida is served by research and teaching in the environmental sciences and engineering at UCF.

• UCF is positioned physically and academically to take advantage of international business opportunities.
FORCES, continued from page 6

advances, and demographic changes have all affected how we are regarded by federal, state, and local authorities. We find our service to our students and faculty increasingly influenced because of and despite these outside forces.

- High expectations and accountability
  The demand for excellence in education and institutional accountability promises to be a political and legal force that UCF will be asked to address. Because of shrinking tax dollars, the legislature can be expected to demand cuts in programs that cannot prove their efficacy. Whether academically sound or welcome, such political pressure for accountability will probably lead to legal measures attempting to quantify excellence. The alternative to program cuts is excellence in the education we provide and voluntary accountability through such measures as standardized examinations, value-added testing, and other proofs of effectiveness. This demand for accountability — reflected in the CLAST requirement, education and engineering exit examinations, and other professional entry testing — already influence our program. The desire for excellence has led to state mandates such as the Gordon Rule, undergraduate enhancement funding, and honors program.

- Legislative involvement
  UCF is a public institution of higher education, and so by definition is greatly affected by the political winds (trends of citizens and legislators) in its 11-county service area. UCF is also affected by the moods/trends of the state legislative body, because it is part of the State University System of Florida.
  Trends at the state political level include:
  - A growing cynicism/mistrust of educational bureaucracies, faculty as well as administrators.
  - A tendency to grow impatient waiting for universities to solve problems and, thus, legislators enact their own "solutions" by mandate.
  - A reliance on the state sales tax and an embracing of the "no new taxes" philosophy resulting in an unstable tax base for funding higher education.
  - A decrease in the percentage of general revenue funds spent on state education and an increased reliance on lottery funds to make up the loss.
  - A change in the "favored" university status (UF and FSU used to be treated better than other state universities, but the trend now varies annually).

- Research direction
  The university has made significant progress in research. However, there are a number of legal and political issues that could limit this success in the future. According to UCF's Division of Sponsored Research, UCF is most productive in the area of high technology (computer science, engineering). However, current trends at the federal level indicate research interest in NASA and the environment; at the state level priorities seem to emphasize educational research.
  In addition, the future of research at UCF depends heavily on political issues at the federal level, because of party issues. There are a number of laws which also impact research activity, including the Age Discrimination Act, Byrd Amendment (anti-lobbying), Drug Free Workplace Act, Disbarment (for nonperformance) Act, Fraud in Research Act, Animal Welfare Act (animals used in research), Americans with Disabilities Act, and laws (civil rights, human subjects in research, etc.) that pertain to UCF collectively.

- Free speech challenges
  A minority of the population is exercising significant political pressure to restrain the freedom of speech. This movement has the potential for limiting academic freedom. This political force has conserved textbooks in Florida, influenced the showing of The Last Temptation of Christ at Seminole Community College, and generally tried to limit the freedom of speech in our community.

IV. Social/cultural/ demographic

- Cultural diversity
  Cultural diversity is a fact of life in Central Florida. The Sunbelt in general, and Central Florida in particular, has an area continues to experience in-migration from the rest of the United States and the world. The diversity of the beliefs, values, histories and languages associated with these different cultures presents a myriad of opportunities and threats to UCF.

- Globalization of economy
  Related to cultural diversity but transcending it is the worldwide move to a global economy. Nations are discovering the need to work together for world-survival, sharing resources, capitalizing on strengths, and minimizing weaknesses. As John Naisbitt states in Megatrends 2000, "Gorbachev says that the world economy is becoming a single organism and no state, whatever its social system or economic status, can develop normally outside it."

Recent developments throughout the world, including the European Community, Eastern Europe, the Pacific Basin, and the Far East, show the interrelationships of nations in the development of that single organism. Central Florida and the greater Orlando area are rapidly becoming an international hub. Many elements including the Kennedy Space Center, the Naval Training Center, Westinghouse, the Orlando International Airport, the booming tourist industry, high-technology, light-manufacturing, and consumer-oriented businesses including headquarters and branch operations for national and international businesses are but a few examples of Central Florida's entries into this global economy.

- Liberal and holistic education
  Ten percent of the workforce changes occupations every year. More than half of the jobs in our economy will soon require education beyond high school. Advances in technology are making the skills of a large number of current workers obsolete. These trends in the work force emphasize the need for people who are educated, trained and able to adapt to a rapidly changing work place.
  Additionally, the human drive to improve the quality of life requires informed decisions and choices concerning finances, health care, relationships, environmental issues, arts and recreational pursuits. Many organizations are now focusing on the physical and mental well-being of their members. For example, health education programs have been initiated which focus on "wellness" and adoption of a lifestyle that prevents or minimizes disease. Counseling services are offered which help an individual maintain emotional and mental health by dealing with personal and relationship problems.

- More non-traditional students
  As a result of demographic shifts that are occurring in the nation and more so in Central Florida, it is anticipated that a larger number of
non-traditional students (e.g., older adults, dual career parents, veterans, individuals who require minimum room and board to retain their current positions) will be enrolling in the university. Innovative educational and service programs are required to attract, retain, and develop these students.

- **Booming population**

Accommodating growth and ensuring access to higher education is one of the major issues confronting the State University System and the University of Central Florida. Both the traditional and non-traditional student populations are projected to grow in large numbers. The state of Florida is projected to increase in population from 13.09 million in 1990 to 15.89 million in the year 2000. The number of Florida high school graduates is projected to skyrocket for the years 1995 to 2000, affecting the traditional student population. This accounts, in part, for the SUS student enrollment increase from the present 166,000 to 244,000 in the year 2000.

- **Social/health service needs**

Rapid urbanization and population growth in Central Florida have been accompanied by a variety of societal problems that impose tremendous stress on family, business and social life. A critical need exists for trained human service professionals who can address the social and health problems which already exist and those likely to develop. Last year the Federal Department of Health and Human Services specifically identified Florida as an area where certain problems, such as substance abuse, could be expected to grow rapidly. Other problems such as domestic violence, homelessness, the need for long term care for members of the older boomer generation, crime will also continue to increase. Dislocation associated with accelerated in-migration will certainly increase due to changes in economic and demographic forces and in the composition, structure and role of the family.

- **Thriving arts**

Artistically and financially, the impact of the arts on Central Florida is profound. Artistically, Central Florida is becoming a mecca for arts-related activities. Disney projects, Universal Studios, Florida Symphony Orchestra, Southern Ballet Theatre; Orlando Opera Company, Civic Theatre of Central Florida; Orlando Shakespeare Festival; Orlando Museum of Art, Maitland Art Center; Crealde Arts, numerous art festivals, movie productions, recording studios, etc., provide a myriad of opportunities — not only for audiences but also for performers, creative artists, writers, teachers, technicians, arts administrators, and arts-related businesses.

Presently, the majority of personnel in the arts "industry" have to be imported from other areas of the nation because Central Florida simply does not have the talent and expertise needed to supply this burgeoning industry. Need for professional personnel in all the arts areas is expected to continue to increase at an exponential rate throughout the decade. Additionally, there is increased demand for a variety of cultural opportunities and artistic expressions due to the cultural diversity of the area. Finally, as the primary institution of higher learning in Central Florida, the community expects UCF to provide cultural activities as well as develop and train graduates with expertise in the arts areas.

This dramatic demographic shift presents challenges for higher education in regards to teaching, research, and service in gerontology; for Florida's universities, challenges represent opportunities for national leadership. The needs are pervasive; effective response will require a strong multidisciplinary and interdisciplinary effort. Issues and challenges to be addressed include:
- Determining ways not only to add years to life, but also an optimal quality of life to those years.
- Creating training and/or retraining strategies for a growing pool of older workers.
- Infusing gerontological content into general education to counter ageism and promote life-long preventative health strategies.
- Educating and training a sufficient pool of social service and health care providers.
- Applying existing and developing technologies to the needs of the aged, including the development of cognitive and physical protheses to promote continued community-based functioning.
- Planning for increased retirement rates during the next decade for a graying academic.

V. Technological

- **Blossoming high tech**

Major high technology industries such as Martin Marietta, Harris Corporation, and Stromberg Carlson have been the primary driving forces in the economic growth for the Central Florida area and have spawned many other small high technology companies. These industries require a strong university to sustain a long term economic vitality and rely on UCF for new innovations and qualified personnel. The Florida High Technology and Industry Council report that the following high technology industries are currently at play in the Central Florida area and affect UCF: microelectronics, simulation and training, computer integrated engineering and manufacturing, materials processing, and biomedical devices and biotechnology. Micro-electronics deals with the design, fabrication, and testing of highly miniaturized solid state devices. The miniaturized chips are the heart of most electronic systems.

The space program will most likely be the best candidate for future increased funding levels by the federal government as a result of the recent turn of events in Eastern Europe and anticipated cut-backs in Department of Defense spending. NASA's commitment is reinforced by the president's mandate for a manned mission to Mars. Martin Marietta, McDonnell Douglas, and General Dynamics are private industries that have scheduled over 30 commercial launches in the 90's. The space station program is almost a reality and the prospect of space crystal growing and space manufacturing will be projects for the future. Satellite communication technology, remote sensing, and space biomedical research will be beneficiaries of the development and exploration of space.

- **Processing information**

Office and educational environments are in rapid transition. Microcomputers now provide pathways to colleagues, educational institutions, business enterprises, and government as a result of their portability, low cost, miniaturization, and information databases across the nation and around the globe. Electronic document interchange, electronic mail, facsimile transmissions, and voice mail are essential functions of the workplace. Graphics and image processing, interactive videos, television conferencing, and distance learning via satellite communications are growing phenomena. The 90's will be the decade of integration for computing and video platforms to access and utilize local, national, and international information databases.

- **Lightwave to the forefront**

Lightwave technology deals with the generation, detection, control and use of light. It is playing a major role in telecommunications, high-speed computers, information processing and storage, medicine, consumer electronics, entertainment, modern manufacturing, defense, and research. Estimates of the economic impact of lightwave technology range from a $30 billion-a-year global market in the 1990's to a $100 billion-a-year market by the turn of the century.

- **Alternative energy interest**

Alternative energy technology is a focus to the general public and state and federal governments since the nation and the world are depending on fossil fuel resources. This depletion must be minimized by conservation and more efficient processing.

- **Military forces**

AFSC's involvement with the dangers of air, water, and ground pollution from the continued use of fossil fuels, demands that alternative energy sources be developed.