

**COLLEGE OF LIBERAL ARTS AND SCIENCES**  
**FIVE YEAR PLAN -- 2006-2011**  
1 September 2006

**Overview**

**Mission**

The College of Liberal Arts and Sciences constitutes the intellectual core of the University, and as such serves students from across the entire University. Its principal mission is to lead the academic quest for understanding, and to help shape our society and environment in all their diversity and richness.

**Planning Strategies**

Periodic reviews of a College's alignment of mission and resources are necessary. The College has reviewed resource allocations and their utilization by departments in order to enhance the impact on education, excellence of scholarship, and research productivity. We have taken this opportunity to plan for restructuring over the next five years. This restructuring will improve the undergraduate and graduate experience, integrate research, teaching and service, and build disciplinary and interdisciplinary programs where scholarship can flourish in both the liberal arts and the sciences.

This five-year plan uses strategies that advance the College overall, and draws on input and information from departments, programs, centers, external departmental reviews, dean's advisory committees, the College Financial Advisory Committee, and the College's administrative staff. We have created benchmarks using both general measurements that are standard across the University (number of faculty, SCH and PhD production, class size, number of Teaching Assistants per faculty, for example) and those that are unique to particular disciplinary clusters in the humanities, social sciences, natural sciences, and mathematical and statistical sciences (laboratory needs, writing-intensive courses, seminars and large lecture courses, differences in graduate student training, for example).

The plan divides the College's academic units into three categories: those slated for enhanced investment in support of the UF Work Plan; those with a record of success but with the potential for greater productivity; and those whose productivity or impact call for reorganization and/or reduction. This current plan focuses on the first and third of these groups, where the most change will occur. As a College we must make resource reductions in some areas in order to invest in others; thus the plan closely connects the budget to the College's mission and uses ongoing reviews of productivity to assess the contribution of all the College's activities toward its educational and research goals.

## **1. Natural Sciences**

The College will invest in those science areas that are central to the future of the University and the College. Over the next three years, the College will allocate faculty lines in Chemistry, Physics, Astronomy, the Biological Sciences (Botany, Zoology), Genetics, and areas relevant to the Environmental Sciences. These investments align with the University's Work Plan, and will support interdisciplinary programs in Emerging Pathogens, the Physical Sciences, Genetics and Nanoscience.

## **2. Social Sciences.**

The College will invest in Criminology, Psychology, Political Science and Communication Sciences and Disorders, all of which have strong educational and graduate research programs. Other social sciences need infrastructural support (laboratory investment etc.). The investment in Political Science is linked to the development of the Graham Center for Public Service.

## **3. Humanities.**

The College will allocate resources for languages and related fields in the Humanities. Specifically, the CLAS Language Studies Committee has been engaged to realign language and culture studies at UF to meet increasing demand for strategically important languages, and the goal of enhancing international programs. The broad outlines of this realignment are also to increase the impact of Less Commonly Taught Languages at UF. This includes investment of faculty lines and resources in Asian Languages and Middle Eastern Languages over the next three years. Realignment of resources will also necessitate changes in funding strategies for a number of other Humanities programs.

## **4. Area Studies**

As part of the University and College mission to internationalize UF, the College will continue to build on established Title VI National Resource Centers, foreign language acquisition, and other area studies programs at UF. Part of the proposed resource allocation is matching support for the federal awards to the Title VI Centers. Some of these hires will support efforts in the Humanities outlined above.

## **5. Interdisciplinary Studies**

The College will support interdisciplinary efforts through strategic initiatives such as the Graham Center for Public Service, as well as continuing investment in the area studies centers. In addition, the College will undertake an inventory of all centers and institutes with the goal of closing inactive units. We have drafted clear guidelines for management and reporting for active units and will implement these as part of the review process.

## **MAJOR STRUCTURAL CHANGES**

We have aligned resources with the UF Work Plan and the College's mission to strengthen integrated educational and research areas in the core academic disciplines and interdisciplinary fields. This will lead to transformations in the academic landscape and some structural reorganization. Reorganization will strengthen key academic areas, and realign other areas to enhance productivity and cross-disciplinary programs. The details of reorganizational changes will be developed in consultation with faculty, department chairs, and relevant committees. As of this date, we have initiated the following changes in the way CLAS is organized.

### **1. Biological Sciences.**

We are reviewing a plan to reconfigure the administrative units of the Departments of Botany, Zoology, and the teaching program in Biological Sciences into a common administrative organization for all areas of the biological sciences. This will be a natural evolution of the integrated programs and anticipates planning for a common Life Sciences Building. It also results in increased efficiencies in administrative and service functions. The realignment will focus on the research and educational initiatives in modern biology and the introduction in Spring 2007 of the new undergraduate degree program in Biological Sciences.

### **2. English.**

The College will review the educational mission of the Department of English in terms of engagement at all instructional levels (lower, upper, and graduate) and SCH generation. An internal search for a new Department Chair will be initiated this term. At the same time we propose to reorganize the University Writing Program and the Dial Center for Oral and Written Communication to emphasize writing across the disciplines. This reorganization includes expanding the pool of potential graduate teaching assistants to all College disciplines and a reduction of the number of English department graduate students working in these programs.

### **3. Mathematics.**

The College will reorganize the Mathematics department to rely less on adjuncts and temporary appointments. Similar to the realignment in English, the department will be expected to follow the principle that students need exposure to permanent faculty at every level of their educational experience to better prepare them for future careers. An internal search for a new Chair will be initiated this term. Another restructuring effort includes increased mentoring of doctoral students by faculty with the goal of increasing PhD production.

#### **4. Dean's Office.**

We have also reviewed the mission and function of the Dean's office, and will continue an ongoing review of overall organization. We have reduced administrative staff and increased financial office oversight of departmental fiscal management. We developed consistent benchmarking, reemphasized key success indicators, and established monitoring metrics (as previously identified).

#### **Selected Departmental Realignments**

A good college of liberal arts and sciences evolves as new scholarship emerges, requiring a changing mix of disciplinary and interdisciplinary programs. The current list of CLAS academic units supports the core of our mission:

- African American Studies
- African and Asian Languages and Literatures
- African Studies
- Anthropology
- Asian Studies
- Astronomy
- Botany
- Chemistry
- Classics
- Communication Sciences and Disorders
- Criminology, Law and Society
- English
- European Studies
- Geography
- Geology
- Germanic and Slavic Studies
- History
- Linguistics
- Mathematics
- Philosophy
- Physics
- Political Science
- Psychology
- Religion
- Romance Languages and Literatures
- Sociology
- Statistics
- Women's Studies
- Written and Oral Communication
- Zoology

In devising departmental plans, the College office is acting on the assumption that resources must be recalibrated in order to support well-managed, growing programs. All CLAS Departments are expected to manage resources (faculty lines, support for graduate students, research opportunities, etc.) in ways that improve the impact of a department on the University of Florida, as well as the scholarship of the discipline as a whole. Measures of success for a department include the scholarly and research productivity of the faculty, the numbers of students who take classes in a department (both within the major and from the University as a whole), the successful production of MA and PhD students, the engagement of faculty with teaching a spectrum of classes from small to mid-sized to large, at different levels (lower, upper, and graduate), and the extent to which the department creates and enhances knowledge as well as financial resources through grants and other external funding.

Each academic program, through the office of the Chair, will be provided with CLAS “Guidelines for Chairs for Managing Faculty and Fiscal Resources: Teaching Assignments and SCH production,” as well as “Guidelines for use of Teaching Assistant Funds for Graduate Students.” These documents set out management expectations and strategies based on the College’s missions of undergraduate and graduate education, research, and service.

The following tables provide specific plans for changes in faculty FTE, totals for Other Personnel Services (OPS), numbers of state-supported graduate teaching assistant lines, and Other Expenses (OE) for selected departments that represent the most significant resource reallocations in the College. Reductions and increases reflected in the tables are based on a budget that does not include across the board salary raises or any increases or decreases in OE amounts as College budgets change between now and 2011. Changes in budgets and the mission of the College can affect the implementation of this plan.

*During the next five year period of realignment and reallocation, the following departments will see investments in fiscal and human resources:*

Biological Sciences: Departments of Botany and Zoology and Program in Biological Sciences

The new Biology major begins in spring 2007. The following budgets do not include additions to faculty and staff requested in the original plan for the new major. Also, Biological Sciences is dependent on strengthening its core disciplines of Botany and Zoology.

Department of Botany

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	17.5	\$209,000	10	\$51,300
2007-8	18	\$224,000	11	\$52,740
2008-9	19	\$240,000	12	\$55,670
2009-10	20	\$240,000	12	\$58,600
2010-11	21	\$260,000	12	\$61,350

Department of Zoology

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	23	\$318,000	8	\$117,735
2007-8	24	\$334,000	9	\$120,000
2008-9	25	\$340,000	9	\$125,000
2009-10	25	\$356,000	10	\$130,000
2010-11	26	\$375,000	11	\$135,000

Program in Biological Sciences

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	2	\$616,076	65	\$ 9,400
2007-8	2	\$635,000	67	\$11,000
2008-9	2	\$635,000	67	\$12,000
2009-10	2	\$644,500	68	\$12,000
2010-11	2	\$663,500	70	\$12,000

Department of Chemistry:

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	51.3	\$1,961,800	130	\$265,080
2007-8	54.3	\$2,100,000	137	\$280,000
2008-9	52(57-5*)	\$2,200,00	140	\$296,530
2009-10	54	\$2,400,00	143	\$302,880
2010-11	56	\$2,500,00	146**	\$309,240

\*Includes expected losses due to retirements.

\*\*Subject to the availability of laboratory space.

Department of Criminology, Law and Society

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	9.2	\$220,370	10	\$20,240
2007-8	11.2	\$270,500	13	\$22,500
2008-9	12 (13-2*)	\$335,000	16	\$24,000
2009-10	12	\$375,500	18	\$26,000
2010-11	13	\$410,000	20	\$28,000

Includes senior hire in 2007-08. The 2008 planned FTE includes 2 retirements(\*)

Department of Psychology

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	36	\$847,913	71	\$95,000
2007-8	36	\$860,000	72	\$97,000
2008-9	37	\$900,000	74	\$100,000
2009-10	39	\$950,000	76	\$105,000
2010-11	42	\$1,050,000	79	\$110,000

*During the next five year period of realignment and reallocation, the following departments will see a reduction in fiscal and human resources:*

Department of English

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	59.5	\$759,860	59	\$85,500
2007-8	57.5	\$745,890	58	\$85,500
2008-9	55.5	\$708,595	56	\$90,000
2009-10	53	\$673,165	55	\$90,000
2010-11	51	\$639,507	54	\$89,250

Department of Germanic and Slavic Studies

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	20	\$104,500	10	\$ 31,500
2007-8	18	\$73,150	7	\$ 31,500
2008-9	17	\$52,250		\$ 29,750
2009-10	16	\$31,350	3	\$ 28,000
2010-11	14	\$0	0	\$24,500

Department of Mathematics

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	58.5	\$1,183,870	80	\$85,000
2007-8	57	\$1,154,400	78	\$125,400*
2008-9	55	\$1,110,000	75	\$121,000*
2009-10	54	\$1,065,600	72	\$118,800*
2010-11	52	\$1,036,000	70	\$114,400*

\*OE increase represents realignment to \$2,200/faculty member

Department of Philosophy

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	18	\$300,899	24	\$31,500
2007-8	18	\$286,000	22	\$31,500
2008-9	17	\$260,000	20	\$29,750
2009-10	17	\$234,000	18	\$29,750
2010-11	16	\$234,000	18	\$28,000

Department of Religion

Year	FTE Faculty	Total OPS	Graduate Students supported by TA funds	Other Expenses
2006-7	16.5	\$187,494	13	\$25,650
2007-8	13.5	\$140,000	10	\$27,125
2008-9	14	\$112,000	8	\$24,500
2009-10	14	\$112,000	8	\$24,500
2010-11	14	\$112,000	8	\$24,500