



**THE UNIVERSITY OF WEST FLORIDA  
BOARD OF TRUSTEES  
Presidential Performance Evaluation and Metrics Ad hoc Committee  
Via Zoom Webinar  
Wednesday, July 19, 2023  
9:00 am CT**

To join this virtual public board meeting, please follow these Zoom Webinar instructions:  
<https://uwf.zoom.us/j/88005280834?pwd=eGtMRmFHbkdqMk1WeFZ3UDN1djV2UT09>  
Passcode: 047422

- I. Call to Order/Roll Call** Jill Singer, Chair
- II. Chair's Greeting**
- III. Public Comment**
- IV. Action Items**
  - a. Approval of the 2022-2023 UWF Presidential Evaluation
- V. Information Items**
  - a. Next Committee Meeting
- VI. Other Committee Business**
- VII. Adjournment**

**Draft email to be sent to the trustees prior to release of the evaluation.**

Trustees,

It is time for the Board of Trustees to evaluate UWF President Dr. Martha D. Saunders' performance as outlined by university policy.

University Policy BOT-14.01-06/17 Presidential Evaluation Policy states that each trustee will evaluate the President by completing a trustee evaluation. President Saunders assumed her duties as university president in January 2017, and since that time we have had 100% trustee participation in the annual Presidential Evaluation. The Presidential Performance Evaluation & Metrics (PPEM) Ad Hoc Committee encourages each of you to remain committed to this process so we will reach 100% participation again this year.

In keeping with our Board's history of 100% participation, it is important that each trustee take the time to provide answers to every evaluation question and additional comments within the open-ended questions throughout the evaluation. Your comments, observations and input are provided to the BOT Presidential Performance Evaluation and Metrics (PPEM) Ad Hoc Committee. It is the responsibility of the PPEM Committee to review the Trustee Evaluation results and the additional comments in the preparation of the Presidential Performance Evaluation Report to be presented to the full Board in September 2023.

The 2022-2023 Presidential Evaluation provides you with the opportunity to evaluate President Saunders on UWF's five strategic directions and recurring evaluative criteria as stated by university policy. The five strategic directions follow:

- Strategic Direction: Learner Centered and Focused
- Strategic Direction: Academic Programming, Scholarship and Research
- Strategic Direction: Personnel Investment and Engagement
- Strategic Direction: Community and Economic Engagement
- Strategic Direction: Infrastructure

Additional support documents are provided - as hyperlinks - within the evaluation to assist you in the completion of your evaluation. Those documents are:

- University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy
- 2022 UWF Accountability Plan
- 2022-2023 Presidential Goals
- 2022-2023 Presidential Goals Report - Self Eval
- 2022-2023 Presidential Scorecard
- 2021-2022 Presidential Evaluation Compiled Results

**Please complete the Presidential Evaluation electronically and submit no later than August 4, 2023.**

- The electronic evaluation is password protected: Password = TEST

## **Navigating within the evaluation**

- While completing the evaluation, you will be able to go back to previous sections by using the blue arrows at the bottom of the page.
- Do not use the back and forward buttons your browser provides.

The Presidential Performance Evaluation & Metrics Ad hoc Committee thanks you for your diligence and thoughtful consideration as you complete this year's 2022-2023 Presidential Evaluation.

Should you have any questions or need assistance, please contact Anna Lochas, [bot@uwf.edu](mailto:bot@uwf.edu); 850-380-2336.

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Please read the helpful tips and important information below regarding the Qualtrics evaluation.

## **Qualtrics email may be flagged as spam**

- The Qualtrics evaluation will be sent from the email address [noreply@qemailserver.com](mailto:noreply@qemailserver.com).
- Your email client may mark this message as spam - only because this email address sends out a ton of surveys.
- Rest assured, the Qualtrics survey you receive will be safe.

## **Evaluation accessibility**

- You may find that accessing the evaluation on a desktop or laptop will provide you with greater viewing and navigation ease.

## **Opt Out Link - do not click**

- The email you will receive from Qualtrics may contain an opt-out-link.
- Do not click on the "Opt-out link" to avoid any future issues in receiving Qualtrics evaluations.

## **Saving a draft of the evaluation**

- While completing the evaluation, you may take a break and return to where you left off.
- To save your submission, simply close the tab that has the evaluation in it.
- To return to your draft, simply re-click the evaluation link in your email.

## **Using hyperlinks within the evaluation**

- You will find underlined hyperlinks throughout the Qualtrics evaluation providing additional support documents to aid you in completing the evaluation.
- If a link does not work, simply refresh your page to resolve the issue.

**Printing the evaluation**

- Once you complete the evaluation, a message will appear thanking you for submitting your evaluation.
- You can select the Download PDF option and print the summary of your responses.

**No duplicate evaluation submissions**

- You may submit your evaluation only once; no duplicate submissions will be possible.

**Evaluation No Long Anonymous**

- The UWF Board of Trustees approved the removal of the anonymity of the President's Performance Evaluation at the board meeting on June 15, 2023. The President's Performance Evaluation now requires each Trustee to identify themselves at the beginning of the evaluation.

[University Policy BOT-14.01-06/17: Presidential Evaluation Policy](#)

**IV. Evaluative Criteria**

a. Recurring Criteria. The Board shall evaluate the President based on certain criteria on an annual basis. This list of recurring criteria are meant to reflect core competencies of the Office of the President, including:

1. The Board of Governors (BOG's) Performance Based Funding Metrics/Strategic Plan;
2. Responsiveness to the BOG's strategic goals and priorities, and compliance with system-wide regulations;
3. The President's self-evaluation report;
4. The University's Strategic Plan, University Accountability Report;
5. President's goals;
6. Responsible fiscal management of the university;
7. Responsible supervision of key personnel;
8. Positive governmental and community relations;
9. Promotion of academic excellence and student success;
10. Promotion of ethical conduct;
11. Promotion of the reputation of the university;
12. Promotion of advantageous relationship with university affiliated entities;
13. University Advancement & Fundraising;
14. Key Performance Indicators (KPIs) in the Presidential Scorecard.

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First and Last Name

1. Please evaluate President Saunders on Strategic Direction: Learner Centered and Focused

**UWF Strategic Direction: Learner Centered and Focused**

Presidential Goal	Summary	Goal Report	Status
<b>Add five full scholarships</b>	The Division of University Advancement has worked collaboratively with Admissions to generate funding for five full-ride Argo Spirit scholarships.	<a href="#">Add Five Full Scholarships Goal Report</a>	<b>COMPLETE</b>
<b>Implement and track PBF funding Metric 10A</b>	The University of West Florida surpassed its goal of 50% with 58.6% of Baccalaureate Graduates Completing two or more types of High Impact Practices for the 2020-21 academic year (achieving 10 improvement points and 10 excellence points). The reporting and vetting of new HIP activities and courses are ongoing.	<a href="#">Implement and Track PBF Funding Metric 10A Goal Report</a>	<b>COMPLETE</b>
<b>Achieve 100% housing utilization of total available beds</b>	For 2022-2023, UWF Housing and Residence Life (HRL) increased program capacity design from 1,485 bed spaces to 1,500 bed spaces. At the beginning of the Fall 2022 semester, occupancy was at 100% and 98% by the end of that semester. HRL began accepting contracts for 2023-2024 at the end of January, and we are anticipating 100% occupancy and a waitlist again for 2023-2024.	<a href="#">Achieve 100% Housing Utilization of Total Available Beds Goal Report</a>	<b>COMPLETE</b>
<b>Expand health and wellness services for students and employees</b>	<p>In 2022-2023, the Division of Academic Engagement &amp; Student Affairs (DAESA) provided a myriad of health and wellbeing student programming covering healthy relationships, stress-management, drug and alcohol use and misuse prevention, body image and eating disorder awareness, hazing prevention, sexual assault prevention, sexual health, and sleep hygiene. DAESA's new strategic plan includes goals related to creating a culture of care reflective of the eight dimensions of wellbeing for students and DAESA staff and utilizing programs and building student resilience.</p> <p>In 2022, Human Resources hired an Employee Relations Coordinator who is responsible for the oversight of the wellness program, the Employee Assistance Program (EAP) and HealthierU. Human Resources saw a growth in the utilization of the EAP services by 3% and the EAP webinars by 24%. The University's utilization of the EAP tends to be over the national utilization average on a regular basis</p>	<a href="#">Expand Health and Wellness Services for Students and Employees Goal Report</a>	<b>COMPLETE</b>

<b>Align academic departments with transfer opportunities</b>	All academic colleges have assessed departments for potential transfer opportunities and through a combination of reform, reorganization and revisions have made significant progress toward facilitating transfers and increasing transfer student numbers.	<a href="#">Align Academic Departments with Transfer Opportunities Goal Report</a>	<b>COMPLETE</b>
<b>Sustain and expand the pipeline for diverse STEM talent to fill critical job needs in the region and state</b>	The College of Education and Professional Studies and the Hal Marcus College of Science and Engineering have multiple programs in place to fill the need for STEM talent in the workforce including grant funded programming, expanding STEM LLC in Presidents Hall, recruiting students for critical programs, and expanding on local industry partnerships, among other efforts.	<a href="#">Sustain and Expand the Pipeline for Diverse STEM Talent to Fill Critical Job Needs in the Region and State Goal Report</a>	<b>COMPLETE</b>
<b>Enhance parent engagement for student success</b>	Several of DAESA's units provide opportunities for parent engagement and publicized resources, specifically designed for parents. These are highlighted on websites in a monthly newsletter to parents and families and through the UWF Family Facebook Group. A variety of activities throughout the year were used to promote involvement in the UWF parent and family association and resulted in a 74% increase in subscribership in the UWF parent and family newsletter.	<a href="#">Enhance Parent Engagement for Student Success Goal Report</a>	<b>COMPLETE</b>
<b>Align academic engagement programs to enhance student retention and success</b>	DAESA has focused on improving academic success outcomes by enhancing and promoting evidence-based student support strategies that result in enhanced student retention and persistence through graduation. In 2022-2023, enhancements to programs and services offered included items such as new advising services, academic checkpoints with students during the summer, the implementation of a NC grade policy for FTIC students in their first 12 months of enrollment starting Fall 2022, and developing a communication campaign to engage faculty in supporting identified high-risk students with additional outreach/touchpoints, among other efforts.	<a href="#">Align Academic Engagement Programs to Enhance Student Retention and Success Goal Report</a>	<b>COMPLETE</b>

## Answer Options for Strategic Direction: Learner Centered and Focused

5 -- Exceeds Expectations

4

3 -- Meets Expectations

2

1 -- Does not Meet Expectations

## Additional Comments for Strategic Direction: Learner Centered and Focused

Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.



## 2. Please evaluate President Saunders on Strategic Direction: Academic Programming, Scholarship and Research

### UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Summary	Goal Report	Status
<b>Enhance Emerald Coast offerings, student support and community engagement</b>	Eleven full academic programs are offered at the UWF Emerald Coast location. Transfer students are able to graduate with a bachelor's degree in their desired field within two years. New students have enrolled in the programs and others have shown interest in the programs.	<a href="#">Enhance Emerald Coast Offerings, Student Support and Community Engagement Goal Report</a>	<b>COMPLETE</b>
<b>Enhance online programming</b>	The Center for Teaching, Learning, and Technology (CTLT) coordinated faculty support, training, and technology implementation to enhance online programming including implementation of four new instructional tools, online course resources, an AI chatbot and course specific text messaging campaigns.	<a href="#">Enhance Online Programming Goal Report</a>	<b>COMPLETE</b>
<b>Launch B.S. in Human Resources Management</b>	The Bachelor of Science in Business Administration (BSBA) Human Resources Management (HRM) degree was approved by the Board of Governors and launched in Fall 2022 with 19 students already enrolled in this major.	<a href="#">Launch B.S. in Human Resources Management Goal Report</a>	<b>COMPLETE</b>
<b>Enhance the research and creative activities culture and opportunities</b>	UWF has supported campus research and creative activities via its Office of Undergraduate Research and the Office of Research Administration and Engagement. In 2022-23, OUR supported approximately \$60,000 in student research activities across all five UWF colleges and 62 travel awards totaling \$46,000.	<a href="#">Enhance the Research and Creative Activities Culture and Opportunities Goal Report</a>	<b>COMPLETE</b>



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Answer Options for Strategic Direction: Academic Programming, Scholarship and Research

5 -- Exceeds Expectations

4

3 -- Meets Expectations

2

1 -- Does not Meet Expectations

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Additional Comments for Strategic Direction: Academic Programming, Scholarship and Research

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

### 3. Please evaluate President Saunders on Strategic Direction: Personnel Investment & Engagement

#### UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Summary	Goal Report	Status
<b>Apply and receive accreditation from FDLE for University Police Department</b>	The University of West Florida Police Department achieved accreditation from the Commission for Florida Law Enforcement Accreditation on Feb. 23, 2023.	<a href="#">Apply and Receive Accreditation from FDLE for University Police Department Goal Report</a>	<b>COMPLETE</b>
<b>Develop and implement plan for employee retention</b>	An employee retention plan has been developed and approved. Work on the recommended items in the employee retention plan will begin immediately with all items in the plan to be in progress or completed by June 30, 2024.	<a href="#">Develop and Implement Plan for Employee Retention Goal Report</a>	<b>COMPLETE</b>
<b>Foster a climate of civil discourse according to the principles set forth in the State University System Free Expressions Statement and the Board of Governors' Civil Discourse Final Report</b>	UWF's commitment to Civil Discourse is highlighted through a dedicated website and in the institution's 2023 accountability plan. Additionally, the Board's Statement of Free Expression has been endorsed by the UWF Board of Trustees and Student Government Association.	<a href="#">Foster a Climate of Civil Discourse Goal Report</a>	<b>COMPLETE</b>
<b>Incorporate Board of Governors diversity, equity and inclusion recommendations into UWF Strategic Priorities</b>	The Board of Governors Diversity, Equity and Inclusion Recommendations were consulted when drafting UWF's 2022-2027 Strategic Plan. Specifically, Strategic Direction 7: Culture of Inclusion and Civility includes goals of maintaining a welcoming, inclusive, equitable and respectful environment for employees, students, visitors, and service partners and ensuring a commitment to open-minded and tolerant civil discourse.	<a href="#">Incorporate Board of Governors Diversity, Equity and Inclusion Recommendations into UWF Strategic Priorities Goal Report</a>	<b>COMPLETE</b>

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**Answer Options for Strategic Direction: Personnel Investment & Engagement**

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

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**Additional Comments for Strategic Direction: Personnel Investment & Engagement**

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

#### 4. Please evaluate President Saunders on Strategic Direction: Community and Economic Engagement

##### UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Summary	Goal Report	Status
<b>Achieve and sustain 5% alumni engagement</b>	We are currently at 4.2% alumni participation for the fiscal year. We believe that after 2023 Day of Giving and the spring commencement ceremony, we will surpass our goal of 5% alumni giving for FY23.	<a href="#">Achieve and Sustain 5% Alumni Engagement Goal Report</a>	<b>ON TRACK</b>
<b>Continue the silent phase of the Capital Campaign</b>	The silent phase of the Capital Campaign is on track with pre-launch preparation, including development of concept and branding for Here For Good Capital Campaign, microsite design, launch video concept development, and private meetings with major donors and corporations.	<a href="#">Continue the Silent Phase of the Capital Campaign Goal Report</a>	<b>ON TRACK</b>
<b>Implement external relations three-year plan</b>	During the 2022-2023 academic year, the External Relations plan centered around expanding and nurturing relationships with the Florida Legislature, Florida Board of Governors, and community members and leaders. In ensuring the visibility of the University through strategic partnerships and engagement, we continue to develop UWF's legacy across our region and state.	<a href="#">Implement External Relations Three-Year Plan Goal Report</a>	<b>COMPLETE</b>
<b>Move football games to campus with average attendance of 4,500</b>	We had a successful football season in 2022 holding all home games on campus. Athletics and University staff worked diligently to create an on-campus football stadium in 6 months. There was a tremendous effort to secure the bleachers and auxiliary equipment to make a great environment for our students, campus, and the Pensacola community. Our average attendance for the season was 4,886 with the largest attendance being homecoming with a crowd of 5,503. We received favorable feedback from our season ticket holders and campus community about the move.	<a href="#">Move Football Games to Campus with Average Attendance of 4,500 Goal Report</a>	<b>COMPLETE</b>

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### Answer Options for Strategic Direction: Community and Economic Engagement

5 -- Exceeds Expectations

4

3 -- Meets Expectations

2

1 -- Does not Meet Expectations

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### Additional Comments for Strategic Direction: Community and Economic Engagement

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

5. Please evaluate President Saunders on Strategic Direction: Infrastructure

**UWF Strategic Direction: Infrastructure**

Presidential Goal	Summary	Goal Report	Status
<b>Landscape Master Plan Phase 1</b>	Phase I of the Landscape Master Plan is the main entry monument, which will orient students, faculty, and the community within the “University meets State Park” setting. Funding has been identified that includes Capital Improvement Trust Funds (CITF) for a portion of the design and development. During the fiscal year 2022-23 the design phase will be completed, and actual work is anticipated to begin during the 2023-24 fiscal year.	<a href="#">Landscape Master Plan Phase 1 Goal Report</a>	<b>ON TRACK</b>
<b>Implement Campus Master Plan</b>	The 2021-2031 Campus Master Plan was adopted in June 2022, contingent upon subsequent public hearings and external agency reviews held during the coming months. The confirmation of the 2021-2031 Campus Master Plan was on December 15, 2022.	<a href="#">Implement Campus Master Plan Goal Report</a>	<b>ON TRACK</b>
<b>Manage CARES/HEERF funds</b>	The spending for the HEERF I (CARES) and the HEERF II (CRRSAA) funds (Institutional and Student portions), the HEERF III (ARP) Student portion, and the SIP Institutional Aid funds are now complete. Plans are being developed to finalize the spending of the less than \$1M remaining Institutional Aid funds, by no later than June 30, 2023.	<a href="#">Manage CARES/HEERF Funds Goal Report</a>	<b>ON TRACK</b>
<b>Launch and implement UWF Strategic Plan</b>	The University’s new five-year strategic plan was approved following the Board of Governors’ September 2022 meeting. University Advancement and DAESA have created new divisional strategic plans that align with the University’s. Academic Affairs and Finance and Administration are providing support and leadership in areas that compliment and tie into the University’s new strategic plan.	<a href="#">Launch and Implement UWF Strategic Plan Goal Report</a>	<b>COMPLETE</b>
<b>Build Gooden Center addition</b>	We have been working with Facilities Planning and Construction and Goodwin Mills Caywood architects through the design phase of the Darrell Gooden Center addition. The drawings are 100% complete and approved. The University selected Morette company as the contractor with a tentative construction start date of May 8, 2023.	<a href="#">Build Gooden Center Addition Goal Report</a>	<b>ON TRACK</b>

<b>Renovate field house</b>	The first phase of construction for the Building 54 Fire Mitigation Renovations began in July 2022. While supply chain issues have impacted some of the renovation work; the project is currently on track to be completed by August 1, 2023.	<a href="#">Renovate Field House Goal Report</a>	<b>ON TRACK</b>
<b>Develop plan for on-campus athletic stadium</b>	We have worked with architects for the stadium design concept. We have a tentative stadium plan and will continue to work to bring the stadium plan to fruition. The next steps will include making sure the University infrastructure needs are requested through the legislature to prepare for future growth on campus. The UWF Foundation has engaged Populous to conduct a market study and expanded concept design. The UWF VP for Finance & Facilities is working on possible funding scenarios.	<a href="#">Develop Plan for On-Campus Athletic Stadium Goal Report</a>	<b>ON TRACK</b>

2022-23 PRESIDENTIAL GOALS REPORT

Answer Options for Strategic Direction: Infrastructure

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Infrastructure

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## 6. Additional Comments

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*



# 2022-23 PRESIDENTIAL GOALS REPORT

## UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Summary	Goal Report	Status
<b>Add five full scholarships</b>	The Division of University Advancement has worked collaboratively with Admissions to generate funding for five full-ride Argo Spirit scholarships.	<a href="#">Add Five Full Scholarships Goal Report</a>	<b>COMPLETE</b>
<b>Implement and track PBF funding Metric 10A</b>	The University of West Florida surpassed its goal of 50% with 58.6% of Baccalaureate Graduates Completing two or more types of High Impact Practices for the 2020-21 academic year (achieving 10 improvement points and 10 excellence points). The reporting and vetting of new HIP activities and courses are ongoing.	<a href="#">Implement and Track PBF Funding Metric 10A Goal Report</a>	<b>COMPLETE</b>
<b>Achieve 100% housing utilization of total available beds</b>	For 2022-2023, UWF Housing and Residence Life (HRL) increased program capacity design from 1,485 bed spaces to 1,500 bed spaces. At the beginning of the Fall 2022 semester, occupancy was at 100% and 98% by the end of that semester. HRL began accepting contracts for 2023-2024 at the end of January, and we are anticipating 100% occupancy and a waitlist again for 2023-2024.	<a href="#">Achieve 100% Housing Utilization of Total Available Beds Goal Report</a>	<b>COMPLETE</b>
<b>Expand health and wellness services for students and employees</b>	<p>In 2022-2023, the Division of Academic Engagement &amp; Student Affairs (DAESA) provided a myriad of health and wellbeing student programming covering healthy relationships, stress-management, drug and alcohol use and misuse prevention, body image and eating disorder awareness, hazing prevention, sexual assault prevention, sexual health, and sleep hygiene. DAESA's new strategic plan includes goals related to creating a culture of care reflective of the eight dimensions of wellbeing for students and DAESA staff and utilizing programs and building student resilience.</p> <p>In 2022, Human Resources hired an Employee Relations Coordinator who is responsible for the oversight of the wellness program, the Employee Assistance Program (EAP) and HealthierU. Human Resources saw a growth in the utilization of the EAP services by 3% and the EAP webinars by 24%. The University's utilization of the EAP tends to be over the national utilization average on a regular basis</p>	<a href="#">Expand Health and Wellness Services for Students and Employees Goal Report</a>	<b>COMPLETE</b>
<b>Align academic departments with transfer opportunities</b>	All academic colleges have assessed departments for potential transfer opportunities and through a combination of reform, reorganization and revisions have made significant progress toward facilitating transfers and increasing transfer student numbers.	<a href="#">Align Academic Departments with Transfer Opportunities Goal Report</a>	<b>COMPLETE</b>
<b>Sustain and expand the pipeline for diverse STEM talent to fill critical job needs in the region and state</b>	The College of Education and Professional Studies and the Hal Marcus College of Science and Engineering have multiple programs in place to fill the need for STEM talent in the workforce including grant funded programming, expanding STEM LLC in Presidents Hall, recruiting students for critical programs, and expanding on local industry partnerships, among other efforts.	<a href="#">Sustain and Expand the Pipeline for Diverse STEM Talent to Fill Critical Job Needs in the Region and State Goal Report</a>	<b>COMPLETE</b>

*Learner Centered and Focused Continued*

Presidential Goal	Summary	Goal Report	Status
<b>Enhance parent engagement for student success</b>	Several of DAESA's units provide opportunities for parent engagement and publicized resources, specifically designed for parents. These are highlighted on websites in a monthly newsletter to parents and families and through the UWF Family Facebook Group. A variety of activities throughout the year were used to promote involvement in the UWF parent and family association and resulted in a 74% increase in subscribership in the UWF parent and family newsletter.	<a href="#">Enhance Parent Engagement for Student Success Goal Report</a>	<b>COMPLETE</b>
<b>Align academic engagement programs to enhance student retention and success</b>	DAESA has focused on improving academic success outcomes by enhancing and promoting evidence-based student support strategies that result in enhanced student retention and persistence through graduation. In 2022-2023, enhancements to programs and services offered included items such as new advising services, academic checkpoints with students during the summer, the implementation of a NC grade policy for FTIC students in their first 12 months of enrollment starting Fall 2022, and developing a communication campaign to engage faculty in supporting identified high-risk students with additional outreach/touchpoints, among other efforts.	<a href="#">Align Academic Engagement Programs to Enhance Student Retention and Success Goal Report</a>	<b>COMPLETE</b>

**UWF Strategic Direction: Academic Programming, Scholarship and Research**

Presidential Goal	Summary	Goal Report	Status
<b>Enhance Emerald Coast offerings, student support and community engagement</b>	Eleven full academic programs are offered at the UWF Emerald Coast location. Transfer students are able to graduate with a bachelor's degree in their desired field within two years. New students have enrolled in the programs and others have shown interest in the programs.	<a href="#">Enhance Emerald Coast Offerings, Student Support and Community Engagement Goal Report</a>	<b>COMPLETE</b>
<b>Enhance online programming</b>	The Center for Teaching, Learning, and Technology (CTLT) coordinated faculty support, training, and technology implementation to enhance online programming including implementation of four new instructional tools, online course resources, an AI chatbot and course specific text messaging campaigns.	<a href="#">Enhance Online Programming Goal Report</a>	<b>COMPLETE</b>
<b>Launch B.S. in Human Resources Management</b>	The Bachelor of Science in Business Administration (BSBA) Human Resources Management (HRM) degree was approved by the Board of Governors and launched in Fall 2022 with 19 students already enrolled in this major.	<a href="#">Launch B.S. in Human Resources Management Goal Report</a>	<b>COMPLETE</b>
<b>Enhance the research and creative activities culture and opportunities</b>	UWF has supported campus research and creative activities via its Office of Undergraduate Research and the Office of Research Administration and Engagement. In 2022-23, OUR supported approximately \$60,000 in student research activities across all five UWF colleges and 62 travel awards totaling \$46,000.	<a href="#">Enhance the Research and Creative Activities Culture and Opportunities Goal Report</a>	<b>COMPLETE</b>

## UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Summary	Goal Report	Status
<b>Apply and receive accreditation from FDLE for University Police Department</b>	The University of West Florida Police Department achieved accreditation from the Commission for Florida Law Enforcement Accreditation on Feb. 23, 2023.	<a href="#">Apply and Receive Accreditation from FDLE for University Police Department Goal Report</a>	<b>COMPLETE</b>
<b>Develop and implement plan for employee retention</b>	An employee retention plan has been developed and approved. Work on the recommended items in the employee retention plan will begin immediately with all items in the plan to be in progress or completed by June 30, 2024.	<a href="#">Develop and Implement Plan for Employee Retention Goal Report</a>	<b>COMPLETE</b>
<b>Foster a climate of civil discourse according to the principles set forth in the State University System Free Expressions Statement and the Board of Governors' Civil Discourse Final Report</b>	UWF's commitment to Civil Discourse is highlighted through a dedicated website and in the institution's 2023 accountability plan. Additionally, the Board's Statement of Free Expression has been endorsed by the UWF Board of Trustees and Student Government Association.	<a href="#">Foster a Climate of Civil Discourse Goal Report</a>	<b>COMPLETE</b>
<b>Incorporate Board of Governors diversity, equity and inclusion recommendations into UWF Strategic Priorities</b>	The Board of Governors Diversity, Equity and Inclusion Recommendations were consulted when drafting UWF's 2022-2027 Strategic Plan. Specifically, Strategic Direction 7: Culture of Inclusion and Civility includes goals of maintaining a welcoming, inclusive, equitable and respectful environment for employees, students, visitors, and service partners and ensuring a commitment to open-minded and tolerant civil discourse.	<a href="#">Incorporate Board of Governors Diversity, Equity and Inclusion Recommendations into UWF Strategic Priorities Goal Report</a>	<b>COMPLETE</b>

## UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Summary	Goal Report	Status
<b>Achieve and sustain 5% alumni engagement</b>	We are currently at 4.2% alumni participation for the fiscal year. We believe that after 2023 Day of Giving and the spring commencement ceremony, we will surpass our goal of 5% alumni giving for FY23.	<a href="#">Achieve and Sustain 5% Alumni Engagement Goal Report</a>	<b>ON TRACK</b>
<b>Continue the silent phase of the Capital Campaign</b>	The silent phase of the Capital Campaign is on track with pre-launch preparation, including development of concept and branding for Here For Good Capital Campaign, microsite design, launch video concept development, and private meetings with major donors and corporations.	<a href="#">Continue the Silent Phase of the Capital Campaign Goal Report</a>	<b>ON TRACK</b>
<b>Implement external relations three-year plan</b>	During the 2022-2023 academic year, the External Relations plan centered around expanding and nurturing relationships with the Florida Legislature, Florida Board of Governors, and community members and leaders. In ensuring the visibility of the University through strategic partnerships and engagement, we continue to develop UWF's legacy across our region and state.	<a href="#">Implement External Relations Three-Year Plan Goal Report</a>	<b>COMPLETE</b>

Community and Economic Engagement Continued

Presidential Goal	Summary	Goal Report	Status
<b>Move football games to campus with average attendance of 4,500</b>	We had a successful football season in 2022 holding all home games on campus. Athletics and University staff worked diligently to create an on-campus football stadium in 6 months. There was a tremendous effort to secure the bleachers and auxiliary equipment to make a great environment for our students, campus, and the Pensacola community. Our average attendance for the season was 4,886 with the largest attendance being homecoming with a crowd of 5,503. We received favorable feedback from our season ticket holders and campus community about the move.	<a href="#">Move Football Games to Campus with Average Attendance of 4,500 Goal Report</a>	<b>COMPLETE</b>

**UWF Strategic Direction: Infrastructure**

Presidential Goal	Summary	Goal Report	Status
<b>Landscape Master Plan Phase 1</b>	Phase I of the Landscape Master Plan is the main entry monument, which will orient students, faculty, and the community within the “University meets State Park” setting. Funding has been identified that includes Capital Improvement Trust Funds (CITF) for a portion of the design and development. During the fiscal year 2022-23 the design phase will be completed, and actual work is anticipated to begin during the 2023-24 fiscal year.	<a href="#">Landscape Master Plan Phase 1 Goal Report</a>	<b>ON TRACK</b>
<b>Implement Campus Master Plan</b>	The 2021-2031 Campus Master Plan was adopted in June 2022, contingent upon subsequent public hearings and external agency reviews held during the coming months. The confirmation of the 2021-2031 Campus Master Plan was on December 15, 2022.	<a href="#">Implement Campus Master Plan Goal Report</a>	<b>ON TRACK</b>
<b>Manage CARES/ HEERF funds</b>	The spending for the HEERF I (CARES) and the HEERF II (CRRSAA) funds (Institutional and Student portions), the HEERF III (ARP) Student portion, and the SIP Institutional Aid funds are now complete. Plans are being developed to finalize the spending of the less than \$1M remaining Institutional Aid funds, by no later than June 30, 2023.	<a href="#">Manage CARES/HEERF Funds Goal Report</a>	<b>ON TRACK</b>
<b>Launch and implement UWF Strategic Plan</b>	The University’s new five-year strategic plan was approved following the Board of Governors’ September 2022 meeting. University Advancement and DAESA have created new divisional strategic plans that align with the University’s. Academic Affairs and Finance and Administration are providing support and leadership in areas that compliment and tie into the University’s new strategic plan.	<a href="#">Launch and Implement UWF Strategic Plan Goal Report</a>	<b>COMPLETE</b>

*Infrastructure Continued*

Presidential Goal	Summary	Goal Report	Status
<b>Build Gooden Center addition</b>	We have been working with Facilities Planning and Construction and Goodwin Mills Caywood architects through the design phase of the Darrell Gooden Center addition. The drawings are 100% complete and approved. The University selected Morette company as the contractor with a tentative construction start date of May 8, 2023.	<a href="#"><u>Build Gooden Center Addition Goal Report</u></a>	<b>ON TRACK</b>
<b>Renovate field house</b>	The first phase of construction for the Building 54 Fire Mitigation Renovations began in July 2022. While supply chain issues have impacted some of the renovation work; the project is currently on track to be completed by August 1, 2023.	<a href="#"><u>Renovate Field House Goal Report</u></a>	<b>ON TRACK</b>
<b>Develop plan for on-campus athletic stadium</b>	We have worked with architects for the stadium design concept. We have a tentative stadium plan and will continue to work to bring the stadium plan to fruition. The next steps will include making sure the University infrastructure needs are requested through the legislature to prepare for future growth on campus. The UWF Foundation has engaged Populous to conduct a market study and expanded concept design. The UWF VP for Finance & Facilities is working on possible funding scenarios.	<a href="#"><u>Develop Plan for On-Campus Athletic Stadium Goal Report</u></a>	<b>ON TRACK</b>

