



AGENDA
THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES MEETING

March 16, 2023
9:00 a.m. CT

UWF Conference Center, Bldg. 22
11000 University Parkway
Pensacola, Florida

To join this virtual public board meeting, please follow these Zoom Webinar instructions:
<https://uwf.zoom.us/j/82581662923?pwd=cGJ1RzZsU1B6czZFYmpSMDhJWFpTZz09>; Passcode: 943321

APPROVAL OF MINUTES BY COMMITTEES

Academic Affairs Committee:

- Approve Minutes of February 16, 2023

Stephanie White, Chair

Audit and Compliance Committee:

- Approve Minutes of February 16, 2023

Dick Baker, Member

Finance, Facilities & Operations Committee:

- Approve Minutes February 16, 2023

Bob Sires, Chair

FULL BOARD

- I. **Call to Order and Chair's Remarks** **Suzanne Lewis**
- II. **President's Report** **Dr. Martha Saunders**
- III. **Approval of Minutes**
- December 15, 2022 Board of Trustees Meeting
 - February 16, 2023 Special Board of Trustees Meeting
- IV. **Committee Reports**
- Academic Affairs Committee – Stephanie White, Chair
 - Audit and Compliance Committee – Dick Baker, Member
 - Finance, Facilities and Operations Committee – Bob Sires, Chair
- V. **Direct Support Organization Reports**
- UWF Business Enterprises, Inc. – Bob Sires
 - UWF Foundation, Inc. – Dick Baker
 - UWF Historic Trust, Inc. – Suzanne Lewis
- VI. **Public Comment**
- VII. **Consent**

Trustees may pull any individual item from the consent agenda below for further review, if they so desire. However, each item was fully discussed during the committee meetings and all of the recommendations of the committees reflect the proposed action provided with the agenda backup documentation.

- a. Approval of the UWF Controller providing a full written report on all budget deviations, but only items with a deviation greater than 10% or \$500,000 at the Finance, Facilities and Operations Committee meetings.
- b. Approval of Tenure as a Condition of Employment – Dr. Gary Liguori
- c. Approval of UWF/REG 3.001 Admission Standards for First Time in College Student Applicants
- d. Acceptance of UWF Internal Audit Reports Issued: Industrial Resilience and Diversification Fund Program #22-23 005; Performance Based Funding Integrity 2022 #22-23 002; Carryforward Compliance Funding #22-23 004

- e. Acceptance of Internal Auditing PCard Audit Reports Quarter 2 Update (October-December 2022)
- f. Acceptance of External Audit of Financial Statements of Direct Support Organization – UWF Foundation, Inc.
- g. Acceptance of NCAA Agreed-Upon Procedures Engagement of Intercollegiate Athletics
- h. Acceptance of External Audit: WUWF-FM Financial Statement Audit for Fiscal Year Ending June 30, 2022
- i. Acceptance of Financial Statement Audit: Florida Institute for Human and Machine Cognition for Fiscal Year Ending June 30, 2022
- j. Approval of Updated Fiscal Year 2022-23 University Carryforward Spending Plan as of November 31, 2022

VIII. Action Items

- 1. Approval of University of West Florida 2023 Accountability Plan
- 2. Approval of President’s Recommendation for Naming of the UWF Construction Management Program
- 3. Approval of Proposed UWF Regulation 3.043 Examinations and Assessments
- 4. Approval of Revised BEI Investment Policy
- 5. Approval of President’s Appointment to BEI Board of Directors
- 6. Approval of University Policy BOT 15.00 – Board Self-Evaluation
- 7. Approval of 2023-2024 Board of Trustees Meeting Dates

IX. Board Engagement

Other Business

Adjournment

Other Activities and Upcoming Events

- UWF 2023 Honors Convocation, March 31, 2023, UWF Conference Center
- UWF 2023 Employee Recognition and Awards Ceremony, April 13, 2023, UWF Conference Center
- UWF 2023 Spring Commencement, May 6, 2023, Pensacola Bay Center
- UWF Board of Trustees Virtual Committee Meetings, May 18, 2023
- UWF Board of Trustees Meeting, June 15, 2023, UWF Conference Center

UWF Board of Trustees Meeting

Full Board

March 16, 2023

Issue/Agenda Item: University of West Florida (UWF) 2023 Accountability Plan**Proposed Action:** Approve**Background Information:**

The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2025 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors regarding each institution's direction and priorities as well as performance expectations and outcomes on institutional and system-wide goals.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan's narrative strategy, metric goals and enrollment plans for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

The UWF Board of Trustees' acceptance of this Accountability Plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component (e.g., new academic programs).

Dr. Gary Liguori, Provost and Senior Vice President, will also provide an update on the Performance Based Funding Metrics.

Supporting documents:

UWF 2023 Accountability Plan

Prepared by: Mr. Christophe Lizen, Director, Institutional Research
clizen1@uwf.edu, 850.474.2901**Presenter:** Dr. Gary Liguori, Provost and Senior Vice President

2023
ACCOUNTABILITY PLAN
UNIVERSITY OF
WEST FLORIDA

Sent for BOT Approval March 8, 2023





Table of Contents

INTRODUCTION.....3

STRATEGY.....4

 Mission Statement..... 4

 Statement of Strategy..... 4

 Strengths, Opportunities & Challenges..... 5

 Three Key Initiatives & Investments 5

 Graduation Rate Improvement Plan Update..... 6

 Key Achievements for Last Year 7

PERFORMANCE-BASED FUNDING METRICS.....8

KEY PERFORMANCE INDICATORS11

 Teaching & Learning..... 11

 Scholarship, Research & Innovation Metrics 15

 Institution Specific Goals 17

ENROLLMENT PLANNING.....18

ACADEMIC PROGRAM COORDINATION.....20

DEFINITIONS.....21



INTRODUCTION

The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2025 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors regarding each institution's direction and priorities as well as performance expectations and outcomes on institutional and System-wide goals.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

Beginning with the 2023 Accountability Plans, all universities must comply with Recommendation II of the Board's Civil Discourse Final Report adopted by the Board in January 2022.

Recommendation II recommends that "each university's Accountability Plan ... include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community." This statement may appear in any of these narrative portions: Mission, Statement of Strategy; or Strengths, Opportunities, and Challenges.



STRATEGY

Mission Statement

UWF delivers a learner-focused university education that enables students from varied backgrounds to meet their career and life goals. UWF research and community partnerships advance the body of knowledge and enhance the prosperity of the region and the state.

Statement on Civil Discourse and Free Expression

UWF's commitment to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state.

Statement of Strategy

UWF will continue to fulfill its mission by employing the following strategies:

1. Build programs of distinction that enhance UWF's reputation for educational innovation and excellence. Develop and retain a culture that supports research and creativity. Augment and invest in academic and research programs that meet professional, personal, scholastic and workforce needs. Optimize and refine internal and external support to promote teaching and learning activities, research, service, strategic innovation and other scholarly endeavors that serve the greater good and the SUS Strategic Plan.
2. Provide high-quality learning and high-impact practices that inspire students to become enlightened, engaged global citizens and successful professionals. UWF will align resources to deliver exceptional support services and learning opportunities that will ensure students have access, continuity and success while earning degrees.
3. Strengthen and expand partnerships that multiply UWF's impact and visibility in the community as an educational, cultural and economic center. Enhance the region's education, economy, culture, health and well-being through endeavors beyond campus borders while attracting residents and visitors to campus. Inspire partnerships that open pathways to employment for UWF students and graduates.
4. Attract, retain and develop high-quality faculty and staff. Recognize, reward and celebrate faculty and staff for their contributions to student development, scholarly or professional achievements and community partnerships.
5. Promote UWF's properties as desirable destinations for educational, cultural, professional and personal activities. Invest in and steward UWF's natural, technical, intellectual and physical capital and infrastructure.
6. Provide effective and timely business and operational services informed by best practices. Ensure student and employee safety and continuity of operations from natural disasters or catastrophic events. Assure accountability of operations and outcomes to appropriate internal and external stakeholders.
7. Maintain a welcoming, inclusive, equitable and respectful environment for employees, students, visitors and service partners. Ensure a commitment to open-minded and tolerant civil discourse.



STRATEGY (cont.)

Strengths, Opportunities & Challenges

UWF fulfills its institutional mission by building on the following strengths and opportunities:

Robust and comprehensive academic programming, aligned with region and state needs, is available to all students at UWF. Most of our undergraduate courses are taught by full-time faculty, and we judiciously employ adjuncts in the fields where applied knowledge will be beneficial. **Community partners and regional resources** offer opportunities to enhance the cultural and economic landscape. A majestic 1,600-acre campus in Pensacola offers broad opportunities for partnerships, conservation studies, and natural resource research. The UWF Historic Trust invites the opportunity for students to immerse themselves in the textured history of Florida. Increased coordinated efforts between UWF and its Center for Cybersecurity, IHMC, regional military installations, local governments and the private sector could create a strong draw to technology-related industries with high-paying jobs, especially in robotics and cybersecurity. Northwest Florida is a desirable place to live, which creates an opportunity for a local workforce of remote workers. Our military presence creates a substantial economic impact in Northwest Florida. UWF is consistently recognized as a military-friendly University by various publications. **Key challenges** include competition for top talent in post-covid environment and a backlog of deferred maintenance including a lack of funding for upgrades to facilities and infrastructure, which hampers efforts to improve technological resources and creates potential security risks.

Three Key Initiatives & Investments

1. **WORKFORCE ALIGNMENT:** UWF is laser-focused on the success of our students and Florida businesses. The Argo2Pro Career Readiness Program equips students with skills needed for today's workforce. Increased internship opportunities provide real-world knowledge before graduation. In-person and virtual career fairs provide venues for students and employers to meet. University leaders maintain valuable, personal relationships with top employers of our graduates.
2. **PROGRAMS OF EXCELLENCE:** UWF continues building signature programming including cybersecurity, supply-chain logistics, engineering, nursing, and intelligent systems and robotics. Our Ph.D. in Intelligent Systems and Robotics is the first of its kind in Florida and one of only a few in the nation.
3. **ACCESS:** UWF provides students access to high quality education regardless of their financial situations. We believe in removing barriers to help students maintain satisfactory academic progress and complete their degrees on time. Online programming provides access for students needing flexibility in course scheduling. More than 70% of UWF students receive financial assistance through various programs including the Argo 30 Guarantee, which fills the gap for Pell-eligible students, covering tuition and mandatory fees not covered by other grants or scholarships. We increasingly collaborate with state colleges to ensure successful transition for transfer students.



STRATEGY (cont.)

Graduation Rate Improvement Plan Update

UWF implemented several initiatives, highlighted below, beginning in 2017 that enabled us to increase our 4-year graduation rate from 25.2% (2013 cohort) to 47% (2018 cohort) despite the challenges from the pandemic.

In order to increase the four-year graduation rate and reach the Florida State University System's goals, UWF has focused on increasing the percentage of baccalaureate-seeking undergraduates earning 30 or more credit hours in the first year by promoting the "30 to Finish Campaign" and the "Argo 30 Guarantee" which covers all tuition and mandatory fees for eligible students for 30 credit hours.

Other strategies designed to increase the percentage of students enrolled in 30 or more credit hours per year include an Undergraduate Progress to Degree Policy, enhanced credit hour alert notifications for summer and fall registrations, and continued focus on completion grant programs including summer enrollment mini grant awards. The credit hour alert notification engages academic advisors who assist individual students with developing a schedule that meets each student's individual needs and keeps them on track to complete 30 hours per academic year. Over the years, UWF has dedicated and increased the funding available for financial aid grants that incentivize students to stay on track to graduate in four years.

The Senior Countdown program provides students with timely communication throughout their four years at UWF, offering priority registration and a Senior Graduation Grant during the student's last semester. This Senior Countdown program is effective and has assisted many students. We also launched our Artificial Intelligence (AI) Chat Bot named "Argie" in March 2020. The Chat Bot notifies students of important dates and deadlines such as when registration opens, the last day to add/drop classes, and important financial aid deadlines. The AI also enhances current communication for credit hour alert, Degree in Three eligibility and Senior Countdown eligibility, and provides students with information about available resources such as tutoring and other academic support.

For the 2021-2022 year we implemented a Fresh Start Initiative with shorter eight-week courses that help students who are having difficulty in Math and English stay on track. UWF also initiated a STEM Success initiative partially funded by a Title III grant that has enabled the redesign of many first year STEM courses and the construction of analytics tools to help students in challenging STEM disciplines create course schedules that help ensure they stay on track to graduate in four years. For example, students are advised to build course schedules with course combinations that will help them be successful and to avoid taking too many courses with high DWF rates at the same time. Interactive texting enhances outreach with these students and provides information on tutoring and other support services that can help them understand their coursework.

UWF is dedicated to student success, and graduation in four years is a primary goal. The varied communication and outreach campaigns combined with targeted financial aid provide assistance to help encourage students to stay on track to graduate in four years or less. The primary purpose of UWF's student success and financial aid programs is to provide needed support to students that encourages them to maintain academic progress and enables them to complete their degree within their financial resources.



STRATEGY (cont.)

Key Achievements for Last Year (Student, Faculty, Program, Institutional)

STUDENT ACHIEVEMENTS

1. Taher Rahgooy, a Ph.D. candidate of the intelligent systems and robotics program launched by University of West Florida and the Institute for Human and Machine Cognition, became the program's first graduate at UWF's Fall 2021 Commencement ceremony.
2. A University of West Florida student won the gold award in a prestigious nationwide Japanese language contest, J.LIVE Talk, hosted by The George Washington University.
3. The UWF Cyber Club placed second in the Regional Collegiate Penetration Testing Competition, outranking prestigious cyber programs from the University of Central Florida, Auburn University and more.

FACULTY ACHIEVEMENTS

1. Dr. James Arruda, professor in the University of West Florida Department of Psychology, signed a consulting and licensing agreement with California-based company, BIOPAC Systems Inc., to collaborate on the development of a device that could be instrumental in the early detection of Alzheimer's.
2. Assistant Professor Dr. Brad Regez and University of West Florida Department of Mechanical Engineering partnered with the UWF Haas Center Sea3D Additive Manufacturing Lab for "3D-Printed Materials Recycling Projects" to reduce waste and decrease costs associated with printing projects produced at the lab.
3. Dr. Allysha Winburn, assistant professor of anthropology, was highlighted in an online feature in Science Magazine that discusses whether anthropologists should measure skulls of human remains to predict their continental ancestry and racial category.

PROGRAM ACHIEVEMENTS

1. UWF and Miami Dade College have created an agreement, in an effort to meet state workforce needs in cybersecurity, allowing MDC students graduating with a Bachelor of Science in Cybersecurity degree eligibility for express admission into the Masters of Science in Cybersecurity program at UWF.
2. UWF Center for Behavior Analysis is providing hands-on training for UWF's Army ROTC cadets and local law enforcement agencies through a virtual simulation system. The VirTra 300 LE firearms training simulator is a virtual reality system designed to incorporate applied behavior analysis with behavior-based fluency.
3. UWF offers the region's first Inside-Out Prison Exchange course, an international initiative that encourages dialogue and education among incarcerated individuals and university students.

INSTITUTIONAL ACHIEVEMENTS

1. UWF was named a top 20 public regional institution in the South in the 2022 U.S. News & World Report Best Colleges rankings, and was included in the list of 2021 Great Colleges to Work For. The University received the 2021 Higher Education Excellence in Diversity Award for the 6th time and was ranked in the 2022 U.S. News & World Report Best Online College rankings. UWF ranked 4th nationally in the annual Military Friendly Schools list for 2022-23, the highest spot on the list in school history.
2. UWF led the state in percentage of bachelor's graduates employed in Florida Board of Governors' 2021-22 performance metrics. More than 72% of UWF bachelor's graduates are employed or furthering their education one year after graduation.
3. UWF was re-designated as a National Center of Academic Excellence in Cyber Defense by the National Security Agency through 2028 in recognition of the University's ability to meet the increasing demands of cybersecurity professionals.



PERFORMANCE-BASED FUNDING METRICS

1. Percent of Bachelor's Graduates Enrolled or Employed (\$40,000+)

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
ACTUAL	.	.	.	72.5	74.1
APPROVED GOALS
PROPOSED GOALS	75	76	77	78	79

2. Median Wages of Bachelor's Graduates Employed Full-time

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
ACTUAL	36,800	40,900	45,200	45,500	48,800
APPROVED GOALS	.	37,000	40,900	41,000	46,000	46,500	47,000	47,500	48,000	.
PROPOSED GOALS	49,000	49,500	50,000	50,500	51,000

PBF Metric #3 Note: Beginning 2020-21, The Coronavirus Aid, Relief, and Economic Security (CARES) Act Higher Education Emergency Relief Fund (HEERF) has provided institutions with gift aid for students that can be used until the 2022-23 academic year. Since these funds are non-recurring, the reporting of the Average Cost to the Student metric in the 2023 Accountability Plan will reflect the Average Cost to the Student with and without HEERF federal emergency grants. The Board of Governors will evaluate year-over-year improvement in 2024, when the federal emergency funds are no longer available (in 2022-23).

3.1. Average Cost to the Student [\[includes federal emergency funds\]](#)

	2017-18	2018-19	2019-20	2020-21*	2021-22*	2022-23*	2023-24	2024-25	2025-26	2026-27
ACTUAL	9,920	7,980	5,170	4,000	1,370
APPROVED GOALS	15,058	9,250	7,900	5,500	3,500	7,825	7,800	7,775	7,750	.
PROPOSED GOALS	7,825	7,800	7,775	7,750	7,725

3.2. Average Cost to the Student [\[excludes federal emergency funds\]](#)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	9,920	7,980	5,930	6,160	6,590
APPROVED GOALS
PROPOSED GOALS	7,825	7,800	7,775	7,750	7,725



PERFORMANCE-BASED FUNDING METRICS (cont.)

4. FTIC Four-Year Graduation Rate [Full-time, First Time in College students]

	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27
ACTUAL	31.3	34.8	36.4	47.4	47.0
APPROVED GOALS	30	33	36	41	45	48	50	51	52	.
PROPOSED GOALS	48	50	51	52	53

5. Academic Progress Rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students]

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	79.8	80.3	82.2	80.8	83.5
APPROVED GOALS	78	82	82	83	84	85	86	86	86	.
PROPOSED GOALS	85	86	86	86	86

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	54.3	58.8	59.4	64.4	62.4
APPROVED GOALS	53.5	57	58	58	60	60	60	60	60	.
PROPOSED GOALS	60	60	60	60	60

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026
ACTUAL	39.6	38.6	37.2	35.7	35.5
APPROVED GOALS	38	39	35	36	36	36	36	36	36	.
PROPOSED GOALS	36	36	36	36	36



PERFORMANCE-BASED FUNDING METRICS (cont.)

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	53.1	57.4	63.6	65.4	71.1
APPROVED GOALS	52.5	55	58	60	60	60	60	60	60	.
PROPOSED GOALS	60	60	60	60	60

9a. BOG Choice: FCS AA Transfer Three-Year Graduation Rate [Full- and part-time students]

	2015-18	2016-19	2017-20	2018-21	2019-22	2020-23	2021-24	2022-25	2023-26	2024-27
ACTUAL	52.2	48.6	53.5	56.5	58.5
APPROVED GOALS	.	.	51	54	57	58	58	59	60	.
PROPOSED GOALS	58	58	59	60	60

9b. BOG Choice: FTIC Pell Recipient Six-Year Graduation Rate [Full- and part-time students]

	2012-18	2013-19	2014-20	2015-21	2016-22	2017-23	2018-24	2019-25	2020-26	2021-27
ACTUAL	36.4	39.2	45	45	50.6
APPROVED GOALS	.	.	.	45	50	53	55	57	60	.
PROPOSED GOALS	53	55	57	60	62

10. BOT: Percent of Baccalaureate Graduates Completing 2+ Type High Impact Practices

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	34.8	38.2	44.2	47.5	58.6
APPROVED GOALS	33	39	43	47	50	53	55	57	59	.
PROPOSED GOALS	59	61	63	65	67



KEY PERFORMANCE INDICATORS

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

1. Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
ACTUAL	0	0	0	0	0
APPROVED GOALS	0	1	0	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0	0

2. Freshmen in Top 10% of High School Class

	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027
ACTUAL	20	20	20	18	12
APPROVED GOALS	15	15	16	16	16	16	16	16	16	.
PROPOSED GOALS	14	14	14	14	14

3. Time to Degree for FTICs in 120hr programs

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	4.5	4.4	4.3	4.3	4.3
APPROVED GOALS	4.5	4.4	4.3	4.1	4.0	4.0	4.0	4.0	4.0	.
PROPOSED GOALS	4.0	4.0	4.0	4.0	4.0

4. Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	81	83	82	82	83
APPROVED GOALS	80	81	82	82	82	83	83	83	83	.
PROPOSED GOALS	83	83	83	83	83



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

5. Six-Year FTIC Graduation Rates [Full- & Part-time students]

	2012-18	2013-19	2014-20	2015-21	2016-22	2017-23	2018-24	2019-25	2020-26	2021-27
ACTUAL	43	46	48	51	53
APPROVED GOALS	44	47	49	51	52	52	52	52	52	.
PROPOSED GOALS	53	53	55	55	56

6. FCS AA Transfer Two-Year Graduation Rate [Full-time students]

	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23	2022-24	2023-25	2024-26	2025-27
ACTUAL	32	31	37	38	34
APPROVED GOALS	.	.	.	37	36	37	38	39	40	.
PROPOSED GOALS	37	38	39	40	41

7. Pell Recipient Four-Year Graduation Rate [for Full-Time FTIC]

	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24	2021-25	2022-26	2023-27
ACTUAL	28	30	34	43	44
APPROVED GOALS	.	.	32	36	43	44	44	45	46	.
PROPOSED GOALS	45	45	46	47	48

8. Bachelor's Degrees Awarded [First Majors Only]

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	2,305	2,369	2,418	2,393	2,241
APPROVED GOALS	2,350	2,420	2,400	2,410	2,430	2,450	2,500	2,500	2,500	.
PROPOSED GOALS	2,200	2,250	2,300	2,300	2,300

9. Graduate Degrees Awarded [First Majors Only]

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	1,063	989	1,104	1,128	1,147
APPROVED GOALS	950	1,050	1,026	1,035	1,050	1,055	1,075	1,075	1,075	.
PROPOSED GOALS	1,250	1,300	1,350	1,350	1,350



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

10. Percentage of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	20	23	22	22	23
APPROVED GOALS	21	23	24	24	24	24	24	24	24	.
PROPOSED GOALS	24	24	24	24	24

11. Percentage of Adult (Aged 25+) Undergraduates Enrolled

	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027
ACTUAL	33	32	31	32	32
APPROVED GOALS	33	33	33	33	33	33	33	33	33	.
PROPOSED GOALS	33	33	33	33	33

12. Percent of Bachelor's Degrees in STEM & Health

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	45	52	50	53	51
APPROVED GOALS	41	50	52	53	54	54	55	55	55	.
PROPOSED GOALS	50	50	50	50	50

13. Percent of Graduate Degrees in STEM & Health

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	24	26	31	29	35
APPROVED GOALS	24	25	26	28	29	29	29	29	29	.
PROPOSED GOALS	38	40	42	42	42



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

14. Professional Licensure & Certification Exam First-time Pass Rates

CALENDAR YEAR	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Nursing	98	91	96	94	81	86	88	90	92	94
<i>US Average</i>	92	91	90	86	82

Exam Scores Relative to Benchmarks

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
ABOVE OR TIED	1	1	1	1	0
TOTAL	1	1	1	1	1



KEY PERFORMANCE INDICATORS (cont.)

Scholarship, Research & Innovation Metrics

15. National Academy Memberships

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
ACTUAL	0	0	0	0	N/A
APPROVED GOALS	0	0	0	0	0	0	0	0	0	.
PROPOSED GOALS	N/A	N/A	N/A	N/A	N/A

Note: The Center for Measuring University Performance's "Top American Research Universities" report used for this metric has been discontinued.

16. Faculty Awards

	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025
ACTUAL	0	0	0	0	0
APPROVED GOALS	0	0	0	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0	0

17. Percent of Undergraduates Engaged in Research

	SPRING 2018	SPRING 2019	SPRING 2020	SPRING 2021	SPRING 2022	SPRING 2023	SPRING 2024	SPRING 2025	SPRING 2026	SPRING 2027
ACTUAL	.	.	31	25	21
APPROVED GOALS	26	28	29	30	32	.
PROPOSED GOALS	28	29	30	32	32

18. Total Research Expenditures (\$M)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	41	42	40	37	39
APPROVED GOALS	37	42	44	46	43	44	46	49	51	.
PROPOSED GOALS	41	43	45	47	50

19. Research Expenditures from External Sources (\$M)

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
ACTUAL	10	13	14	14	18
APPROVED GOALS	.	.	15	15	16	17	18	19	20	.
PROPOSED GOALS	17	18	19	20	21



KEY PERFORMANCE INDICATORS (cont.)

Scholarship, Research & Innovation Metrics

20. Utility Patents Awarded

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
ACTUAL	0	0	0	0	0
APPROVED GOALS	0	0	0	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0	0

21. Number of Licenses/Options Executed Annually

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
ACTUAL	0	0	0	0	0
APPROVED GOALS	0	0	0	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0	0

22. Number of Start-up Companies Created

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
ACTUAL	0	0	0	0	0
APPROVED GOALS	0	0	0	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0	0



KEY PERFORMANCE INDICATORS (cont.)

Institution Specific Goals

To further distinguish the university's distinctive mission, the university may choose to provide additional metric goals that are based on the university's own strategic plan.

Percentage Fall Undergraduate Enrolled with Military Affiliation (Degree-Seeking)

	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024	FALL 2025	FALL 2026	FALL 2027
ACTUAL	17	18	17	16	17
APPROVED GOALS	.	.	19	19	20	20	20	20	20	.
PROPOSED GOALS	20	20	20	20	20



ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level [all degree-seeking students, all campuses]

UNDERGRADUATE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
ACTUAL	9,355	9,192	9,172	8,860	8,796
APPROVED GOALS	9,524	9,473	9,233	9,186	8,825	8,905	8,980	9,065	9,140	.
PROPOSED GOALS	8,850	8,895	8,978	9,075	9,167
GRADUATE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
ACTUAL	2,824	2,826	3,190	3,723	3,935
APPROVED GOALS	2,840	3,065	2,888	3,453	3,885	3,935	3,985	4,035	4,085	.
PROPOSED GOALS	3,946	4,012	4,052	4,004	4,027

Fall Headcount Enrollment by Student Type [all degree-seeking students, all campuses]

UNDERGRADUATE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
FTIC: New	1,109	1,196	1,252	1,183	1,179	1,217	1,230	1,236	1,261	1,272
FTIC: Returning	3,164	3,054	3,070	3,020	3,013	2,998	2,990	3,003	3,018	3,022
Transfer: FCS w/ AA	1,812	1,804	1,787	1,699	1,677	1,587	1,565	1,571	1,592	1,607
Other Undergraduates	2,885	2,795	2,722	2,633	2,572	2,689	2,741	2,790	2,831	2,887
Post-Baccalaureates	385	343	341	325	355	359	369	378	372	379
Subtotal	9,355	9,192	9,172	8,860	8,796	8,850	8,895	8,978	9,075	9,167
GRADUATE	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Master's	2,498	2,514	2,885	3,445	3,674	3,702	3,749	3,790	3,738	3,761
Research Doctoral	326	312	305	278	261	244	263	262	266	266
Professional Doctoral	0	0	0	0	0	0	0	0	0	0
Subtotal	2,824	2,826	3,190	3,723	3,935	3,946	4,012	4,052	4,004	4,027
TOTAL	12,179	12,018	12,362	12,583	12,731	12,796	12,907	13,030	13,079	13,194

Note: This table reports this number of students enrolled by student type categories. These headcounts only include those seeking a degree – unclassified students (e.g., dual enrolled) are not included. The student type for undergraduates is based on the 'Type of Student at Most Recent Admission'. The First Time in College (FTIC) student was admitted in the same fall term or in the preceding summer term – this includes those who were re-admitted as FTICs.



ENROLLMENT PLANNING (cont.)

Percent of Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits [Fall term]

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
ACTUAL	16	17	16	16	15
APPROVED GOALS	17	17	18	20	20	20	20	20	20	.
PROPOSED GOALS	20	20	20	20	20

Full-Time Equivalent (FTE) Enrollment by Course Level

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2028-29
LOWER	3,122	2,968	2,883	2,997	2,922	2,886	2,988	3,024	3,094	3,169	3,200
UPPER	5,385	5,477	5,431	5,409	5,157	5,128	5,199	5,149	5,156	5,170	5,225
GRAD 1	1,737	1,699	1,750	2,035	2,408	2,606	2,451	2,477	2,502	2,471	2,500
GRAD 2	202	177	162	139	111	95	86	85	85	85	85
TOTAL	10,446	10,320	10,226	10,580	10,598	10,715	10,725	10,735	10,837	10,895	11,010

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours for all students during an academic (summer, fall, spring) year. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.

Percent FTE Enrollment by Method of Instruction

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
UNDERGRADUATE										
All Distance (100%)	35	35	38	84	59	53	38	38	38	38
Primarily Dist. (80-99%)	1	1	1	0	1	<1	1	<1	<1	<1
Flex	0	0	0	0	0	0	0	0	0	0
Hybrid (50-79%)	3	4	4	8	10	1	1	1	1	1
Classroom (0-49%)	62	60	57	8	31	41	60	60	61	61
GRADUATE										
All Distance (100%)	81	82	83	94	91	91	86	86	86	86
Primarily Dist. (80-99%)	0	0	0	0	0	<1	<1	<1	<1	<1
Flex	0	0	0	0	0	0	0	0	0	0
Hybrid (50-79%)	1	1	1	2	1	1	<1	<1	<1	<1
Classroom (0-49%)	18	17	16	4	8	8	14	14	14	14

Note: Effective for the Fall 2020 term, Board staff added a new FLEX value to capture the course sections in which there is a mix of modalities within the same course section that allows students the option to switch between the modalities during the term. See definitions sections for a detailed description.



ACADEMIC PROGRAM COORDINATION

New Programs for Consideration by Institution in AY 2023-24

The SUS Council of Academic Vice Presidents Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2022 Accountability Plan list for programs under consideration for 2023-24.

PROGRAM TITLES	CIP CODE	AREA OF STRATEGIC EMPHASIS	OTHER INST W/ SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT IN 5 TH YEAR	PROPOSED DATE OF SUBMISSION TO UBOT
UNDERGRADUATE						

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

M.S. Applied Behavior Analysis	30.1701	STEM	USF, FSU-Panama City	No	50	Spring 2024
--------------------------------	---------	------	----------------------	----	----	-------------

DOCTORAL PROGRAMS

New Programs for Consideration by Institution in AY 2024-26

These programs will be used in the 2024 Accountability Plan list for programs under consideration for 2024-26.

PROGRAM TITLES	CIP CODE	AREA OF STRATEGIC EMPHASIS	OTHER INST W/ SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT IN 5 TH YEAR	PROPOSED DATE OF SUBMISSION TO UBOT
UNDERGRADUATE						
B.S. Civil Engineering	14.0801	STEM	10 SUS	No	50	Spring 2025
B.S. Aviation Management	49.0101	No	None	No	55	Fall 2024

MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS

DOCTORAL PROGRAMS



DEFINITIONS

Performance Based Funding (PBF)

PBF-1. Percent of Bachelor's Graduates Enrolled or Employed (\$40,000+) One Year After Graduation: This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$40,000) somewhere in the United States. This data includes non-Florida data from all states and districts, including the District of Columbia and Puerto Rico; and military enlistment as reported by the institutions. Students who do not have valid social security numbers and are not found enrolled are excluded. Students not found enrolled following graduation and/or employed are also excluded. Sources: State University Database System (SUDS), Florida Department of Economic Opportunity (DEO) analysis of State Wage Interchange System (SWIS), and National Student Clearinghouse (NSC).

PBF-2. Median Wages of Bachelor's Graduates Employed Full-Time One Year After Graduation: This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. This data does not include individuals who are self-employed, employed by the military, those without a valid social security number, or making less than minimum wage. This data now includes non-Florida data from all states and districts, including the District of Columbia and Puerto Rico. Sources: State University Database System (SUDS) and Florida Department of Economic Opportunity (DEO) analysis of State Wage Interchange System (SWIS).

PBF-3. Cost to the Student Net Tuition & Fees for Resident Undergraduates per 120 Credit Hours: This metric compares the average sticker price and the average gift aid amount. The sticker price includes: (1) tuition and fees for resident undergraduates; (2) books and supplies (we use a proxy as calculated by the College Board); and (3) the average number of credit hours attempted by students who were admitted as an FTIC student who graduated with a bachelor's degree from a program that requires only 120 credit hours. The gift aid amount includes: (1) financial aid (grants, scholarships, waivers and third-party payments) provided to resident undergraduate students during the most recent academic year; (2) the total number of credit hours for those resident undergraduates. The average gift aid award per credit hour was multiplied by 120 and compared to the sticker price. Sources: State University Database System (SUDS), the Legislature's annual General Appropriations Act, and university required fees as approved by the Florida Board of Governors.

PBF-4. Four Year FTIC Graduation Rate: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as a degree-seeking student prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4th year were excluded. Source: State University Database System (SUDS).

PBF-5. Academic Progress Rate [2nd Year Retention with 2.0 GPA or Above]: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the next fall term with a grade point average (GPA) of at least 2.0 at the end of their first year (fall, spring, summer). Source: State University Database System (SUDS).



DEFINITIONS (cont.)

PBF-6: Bachelor's Degrees within Programs of Strategic Emphasis: This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis.' A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included). Source: State University Database System (SUDS).

PBF-7: University Access Rate Percent of Undergraduates with a Pell Grant: This metric is based the number of undergraduates enrolled during the fall term who received a Pell Grant during the fall term. Students who were not eligible for Pell Grants (e.g., unclassified, non-resident aliens, post-baccalaureate students) were excluded from the denominator for this metric. Source: State University Database System (SUDS).

PBF-8a: Graduate Degrees within Programs of Strategic Emphasis: This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis.' A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double majors are included). Source: State University Database System (SUDS).

PBF-8b: Percentage of Newly Admitted FTICs with High School GPA of a 4.0 or Higher: (*Applies only to New College of Florida*): Percent of all degree-seeking, first-time, first-year (freshman) students who had a high school grade point average of a 4.0 or higher. Source: State University Database System (SUDS).

PBF-9a: FCS AA Transfer Three-Year Graduation Rate [Full- and part-time students]: This transfer cohort is defined as undergraduates entering in fall term (or summer continuing to fall) from the Florida College System with an Associate in Arts (AA) degree. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their third academic year. Both full-time and part-time students are used in the calculation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree are excluded. Source: State University Database System (SUDS).

PBF-9b: FTIC Pell Recipient Six-Year Graduation Rate [Full- and Part-time students]: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-or part-time in their first semester and who received a Pell Grant during their first year (summer to spring) and who graduated from the same institution by the summer term of their sixth year. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were excluded. Source: State University Database System (SUDS).

PBF-10. FAMU: Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS: This is a count of first-major baccalaureate degrees awarded to students who entered as FCS AA Transfers. First majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. A student who earns two baccalaureate degrees under two different degree CIPs is counted twice. Source: State University Database System (SUDS).

PBF-10. FAU: Total Research Expenditures: Total expenditures for all research activities, including non-science and engineering activities. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.



DEFINITIONS (cont.)

PBF-10. FGCU: Number of Bachelor's Degrees Awarded to Hispanic & African Americans: Race/Ethnicity data is self-reported by students to the university. This includes students who self-select Hispanic, Non-Hispanic African Americans, and those who select multiple races, including Black/African American. Degree data is based on first-major counts only; second majors are not included. Source: State University Database System (SUDS).

PBF-10. FIU: Number of Post-Doctoral Appointees: The number of postdoctoral appointees awarded annually. Source: National Science Foundation/National Institutes of Health Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

PBF-10. FPOLY: Percent of Bachelor's Graduates with 2 or more Workforce Experiences: The percentage of Bachelor's recipients who completed at least two of the following four workforce experiences: external internships, industry-sponsored capstone projects, undergraduate research (from an externally funded research grant), and certifications. Source: Florida Polytechnic University student survey data reported to the Florida Board of Governors.

PBF-10. FSU: Number of Bachelor's Graduates who took an Entrepreneurship Class: The number of Bachelor's recipients who enrolled in one or more graded Entrepreneurship courses before graduating and who were not above Excess Hours at the time of taking their first entrepreneurship course. Source: Florida State University student survey data reported to the Florida Board of Governors.

PBF-10. NCF: Percent of FTIC Graduates Completing 3 or more High Impact Practices: The percentage of graduating seniors who started as FTIC students and who complete three or more high-impact practices as defined by the National Survey of Student Engagement (NSSE) and the Association of American Colleges & Universities. High-impact practices include: (1) capstone project or thesis, (2) internships, (3) study abroad, (4) writing-intensive courses, (5) living-learning communities, (6) undergraduate research, (7) first-year experience, (8) learning communities, (9) service-learning, and (10) collaborative projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high impact practice). Source: New College of Florida student survey data reported to the Florida Board of Governors.

PBF-10. UCF: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students: Percent of degrees is based on the number of baccalaureate degrees awarded to Hispanic and non-Hispanic African American students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).

PBF-10. UF: Endowment Size (M): Assets invested by an institution to support its educational mission. Source: National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

PBF-10. UNF: Percent of Undergraduate FTE in Online Courses: Full-time equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the Integrated Postsecondary Education Data System (IPEDS) definition, which divides undergraduate credit hours by 30. Online, or distance learning, courses provide at least 80 percent of the direct instruction using some form of technology when the student and instructor are separated by time or space, or both per Section 1009.24(17), Florida Statutes. Source: State University Database System (SUDS).



DEFINITIONS (cont.)

PBF-10. USF: 6-Year Graduation Rates (FT/PT): The first-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as degree-seeking students prior to high school graduation. Source: State University Database System (SUDS).

PBF-10. UWF: Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices: The percentage of graduating seniors completing two or more high-impact practices as defined by the Association of American Colleges & Universities. High-impact practices include: (1) first-year seminar & experiences, (2) common intellectual experience, (3) writing-intensive courses, (4) collaborative assignments & projects, (5) diversity/global learning, (6) ePortfolios, (7) service learning, community-based learning, (8) internships, (9) capstone courses & projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high-impact practice). Source: University of West Florida student data reported to the Florida Board of Governors.

Preeminence Research University (PRE)

PRE-A: Average GPA & Average SAT: An average weighted grade point average of 4.0 or higher on a 4.0 scale and an average SAT score of 1200 or higher on a 1600-point scale or an average ACT score of 25 or higher on a 36 score scale, using the latest published national concordance table developed jointly by the College Board and ACT, Inc., for fall semester incoming freshmen, as reported annually.

PRE-B: National University Rankings: A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using the most recent rankings. Sources: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, U.S. News and World Report National University, U.S. News and World Report National Public University, U.S. News and World Report Liberal Arts Colleges, Forbes, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and the Center for Measuring University Performance.

PRE-C: Freshmen Retention Rate: Freshman Retention Rate (full-time, FTIC) cohorts are based on first-year undergraduate students who enter the institution in the fall term (or summer term and continue into the fall term). Percent retained is based on those who are enrolled during the second fall term. Source: State University Database System (SUDS).

PRE-D: 4-year Graduation Rate: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as degree-seeking students prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4th year were excluded. Source: State University Database System (SUDS).



DEFINITIONS (cont.)

PRE-E: National Academy Memberships: National Academy Memberships held by faculty. Source: The Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.

PRE-F: Total Science & Engineering Research Expenditures: Research expenditures within Science & Engineering disciplines. Source: As reported by each institution to the National Science Foundation (NSF) annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

PRE-G: Science & Engineering Research Expenditures in Non-Health Sciences: Research expenditures within Science & Engineering in non-medical sciences. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

PRE-H: National Ranking in Research Expenditures: The NSF identifies eight broad disciplines within Science & Engineering: Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences. The rankings by discipline are determined by BOG staff using the NSF online database.

PRE-I: Patents Awarded: Total utility patents awarded for the most recent three calendar year period. Based on legislative staff guidance, Board staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyyymmdd->yyyyymmdd AND APT/1)". Source: United States Patent and Trademark Office (USPTO).

PRE-J: Doctoral Degrees Awarded Annually: Includes doctoral research degrees and professional doctoral degrees awarded in medical and health care disciplines. Also includes veterinary medicine. Source: State University Database System (SUDS).

PRE-K: Number of Post-Doctoral Appointees: The number of postdoctoral appointees awarded annually. Source: National Science Foundation/National Institutes of Health Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

PRE-L: Endowment Size (M): Assets invested by an institution to support its educational mission. Source: National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

Key Performance Indicators (KPI)

KPI-1: Public University National Ranking: A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using the most recent rankings. Sources: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, U.S. News and World Report National University, U.S. News and World Report National Public University, U.S. News and World Report Liberal Arts Colleges, Forbes, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.

KPI-2: Freshmen in Top 10% of High School Class: Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. Source: As reported by each university on the Common Data Set.



DEFINITIONS (cont.)

KPI-3: Time to Degree for FTICs in 120hr programs: This metric is the number of years between the start date (using the student entry date) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (summer, fall, spring) year. Source: State University Database System (SUDS).

KPI-4: Percent of Bachelor's Degrees Without Excess Hours: This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory. This metric excludes the following types of student credits: accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program. Starting in 2018-19, the calculation for this metric included a new type of statutory exclusion of up to 12 credit hours for students who graduated in four years or less. This metric does not report the number of students who paid the "Excess Hour Surcharge" (Section 1009.286, Florida Statutes). Source: State University Database System (SUDS).

KPI-5: Six-Year FTIC Graduation Rates [full- & part-time students]: The first-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as degree-seeking students prior to high school graduation. Source: State University Database System (SUDS).

KPI-6: FCS AA Transfer Two-Year Graduation Rate [full-time students]: This transfer cohort is defined as undergraduates entering in fall term (or summer continuing to fall) from the Florida College System with an Associate in Arts (AA) degree. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their second academic year. Only full-time students are used in the calculation. Students who were flagged as enrolled in advanced graduate programs in their 2nd year were excluded. Source: State University Database System (SUDS).

KPI-7: Pell Recipient Four-Year Graduation Rate [for full-time FTIC]: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the fall (or summer continuing to fall) term and were enrolled full-time in their first semester and who received a Pell Grant during their first year and who graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as degree-seeking students prior to high school graduation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were excluded. Source: State University Database System (SUDS).

KPI-8: Bachelor's Degrees Awarded & KPI-9: Graduate Degrees Awarded: This is a count of first-major baccalaureate and graduate degrees awarded. First majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Also included in first majors are "dual degrees," which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a "degree fraction" of 1.0. The calculation of degree fractions is made according to each institution's criteria. Source: State University Database System (SUDS).



DEFINITIONS (cont.)

KPI-10: Bachelor's Degrees Awarded to African-American & Hispanic Students: Race/Ethnicity data is self-reported by students to each university. The non-Hispanic, African-American, and Hispanic categories do not include students classified as Non-Resident Alien or students with a missing race code. Degree data is based on first-major counts only; second majors are excluded. Percentage of degrees is based on the number of baccalaureate degrees awarded to non-Hispanic African-American and Hispanic students divided by the total degrees awarded, excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).

KPI-11: Percentage of Adult (Aged 25+) Undergraduates Enrolled: This metric is based on the age of the student at the time of their fall term enrollment, not their age upon entry. As a proxy, age is based on birth year, not birth date. Unclassified students with a high school diploma (or GED) and above are included in this calculation. Source: State University Database System (SUDS).

KPI-12: Percent of Bachelor's Degrees in STEM & Health & KPI-13: Percent of Graduate Degrees in STEM & Health: The percentage of degrees that are classified as STEM or Health disciplines by the Board of Governors in the Academic Program Inventory. These counts include second majors. Second majors include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution's criteria. The calculation for the number of second majors rounds each degree CIP's fraction of a degree up to 1 and then sums the total. Second majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline. Source: State University Database System (SUDS).

KPI-14: Licensure & Certification Exam Pass Rates: The average pass rates as a percentage of all first-time examinees for Nursing, Law, Medicine, Veterinary, Pharmacy, Dental, Physical Therapy, and Occupational Therapy, when applicable. The average pass rate for the nation or state is also provided as a contextual benchmark. The Board's 2025 System Strategic Plan calls for all institutions to be above or tied the exam's respective benchmark. The State benchmark for the Florida Bar Exam excludes non-Florida institutions. The national benchmark for the USMLE exams is based on rates for MD degrees from U.S. institutions. Source: BOG staff analysis of exam pass rates provided by institutions or licensure/certification boards.

KPI-15: National Academy Memberships: National Academy Memberships held by faculty. Source: Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.



DEFINITIONS (cont.)

KPI-16: Faculty Awards: Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, and Woodrow Wilson Fellows. Source: Center for Measuring University Performance in the Top American Research Universities (TARU) annual report.

KPI-17: Percent of Undergraduates Engaged in Research: Numerator includes graduating seniors who completed an honors thesis, worked on their own research and/or creative activity topic with the guidance of a faculty member (individually or jointly), submitted an article or research for publication or exhibited research at a professional/academic conference (individually or jointly). The denominator includes graduating seniors who complete the survey. While senior exit surveys are traditionally administered in the spring term, institutions may include senior exit surveys from other terms in a given academic year if they are available. Source: Student survey data reported to the Florida Board of Governors.

KPI-18: Total Research Expenditures: Total expenditures (in millions of dollars) for all research activities (including non-science and engineering activities). Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

KPI-19: Research Expenditures Funded from External Sources: This metric reports the research expenditures funded from federal, private industry, and other (non-state and non-institutional) sources. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

KPI-20: Utility Patents Awarded: The number of utility patents in a calendar year, excluding design, plant, or similar patents. Source: United States Patent and Trademark Office (USPTO).

KPI-21: Number of Licenses/Options Executed Annually: Licenses/options executed in the fiscal year for all technologies. Source: As reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.

KPI-22: Number of Start-up Companies Created: The number of start-up companies that were dependent upon the licensing of University technology for initiation. Source: Association of University Technology Managers Annual (AUTM) annual Licensing Survey.



DEFINITIONS (cont.)

Enrollment Planning (ENRL)

ENRL-1: Fall Headcount Enrollment by Student Level and Student Type: This table reports the number of students enrolled by student type categories. These headcounts only include those students who were seeking a degree – unclassified students (e.g., dual enrolled) are not included. The student type for undergraduates is based on the ‘Type of Student at Most Recent Admission’. The first-time-in-college (FTIC) student was admitted in the same fall term or in the preceding summer term, including those who were re-admitted as FTICs. Source: State University Database System (SUDS).

ENRL-2: Percent of Resident Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits: This table reports the percent of baccalaureate-seeking resident undergraduates who earned fifteen or more credit hours during the fall term as reported on the Term Credit Hours Earned element (#01089). This includes the pass/fail courses in which the student earned a passing grade and excludes audited courses. Source: State University Database System (SUDS).

ENRL-3: Full-Time Equivalent Enrollment by Course Level: This table reports full-time Equivalent (FTE) enrollment, which is a measure of all instructional activity, regardless of fundability, that is based on the number of credit hours that students enroll. This FTE calculation is based on the Integrated Postsecondary Education Data System (IPEDS) definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to Section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for institution educational plant surveys. Source: State University Database System (SUDS).

ENRL-4: Percent FTE Enrollment by Method of Instruction: This table reports the percentages of FTE enrollment that is classified as Distance Learning for all students at all campuses regardless of funding source. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both per Section 1009.24(17), Florida Statutes). Effective for the fall 2020 term, Board staff added a new FLEX value to capture the course sections in which there is a mix of modalities within the same course section that allows students the option to switch between the modalities during the term. Course sections with mixed modalities that are predetermined/scheduled by the instructor at the start of the term to accommodate classroom capacity constraints and result in all students in the section having the same percentages of remote work is not a FLEX section and are considered one of the traditional non-FLEX designations. These designations account for planned adjustments to academic calendars (like being remote after thanksgiving or spring break) that are known at the beginning of the term. Unexpected adjustments to the academic calendar are not captured by these designations. FLEX courses start the term as FLEX. No academic calendar adjustment can change a non-FLEX into a FLEX. Source: State University Database System (SUDS).



STATE UNIVERSITY SYSTEM OF FLORIDA



Action Item**UWF Board of Trustees**

Full Board Meeting

March 16, 2023

Agenda Recommendation: Approve President's Recommendation for Naming of the UWF Construction Management Program

Proposed action: Approve Recommendation of the President to name the UWF Construction Management Program: **Tyler Chase Norwood Construction Management Program**

Background information: As per UWF BOT 08.03-5/17 Policy Concerning Naming Opportunities, gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation, or organization, as governed by state statute, requires a gift commitment of 25% or more of the total construction cost of the element. The University may grant permanent or temporary naming recognition in connection with a university campus, building, facility, wing, college, school, department, center, institute, program or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set forth in this policy. Upon recommendation from President Saunders, this item is coming before the UWF Board of Trustees for approval. The naming of the UWF Construction Management Program is in recognition of a total gift commitment of \$250,000. A total of \$226,000 has been received to date. This gift commitment meets the requirements for the naming of a program.

Recommendation: Approve the naming of the University of West Florida's Construction Management Program as the ***Tyler Chase Norwood Construction Management Program***.

Implementation Plan: Implementation immediate upon BOT Board approval as required. Signage, websites, and other related materials to be updated with new program name.

Fiscal Implications: No additional funding is required for this implementation at this time.

Supporting documents: Signed Memo: President's Acceptance of Naming Recommendation; Signed gift agreement; T.C. Norwood Obituary; BOT 08.03-5/17 Policy Concerning Naming Opportunities.

Prepared by: Germaine Battist, Executive Assistant, Office of the Vice President for University Advancement, 474-3306; gbattist@uwf.edu

Presenter: Howard J. Reddy, Vice President of Advancement; President, UWF Foundation, Inc.; hreddy@uwf.edu

MEMORANDUM

DATE: February 28, 2023

TO: Dr. Martha D. Saunders, University President
Office of the President

DocuSigned by:
Martha Saunders
D54A387C376848D...

03/01/2023

FROM: Howard J. Reddy, Vice President for University Advancement, and
President, UWF Foundation, Inc.

DocuSigned by:
Howard Reddy
AC63F3D0A08A440...

02/28/2023

RE: Request Approval for Naming Opportunity:
Tyler Chase Norwood Construction Management Program

In compliance with the UWF Board of Trustees Policy Concerning Naming Opportunities (BOT-08.03-5/17), the Vice President for Advancement would like to request the President to approve and make a naming recommendation to the UWF Board of Trustees as follows:

To name the Construction Management Program within the College of Education and Professional Studies as: ***Tyler Chase Norwood Construction Management Program***

The naming of the program is in recognition of a total gift commitment of \$250,000. To date, \$226,000 has been received.

The implementation of the naming of this program will be commensurate with the approval of the University President and the Board of Trustees.

Requirements for Naming (Ref: Naming Opportunity Policy BOT-08.03-5/17):

Gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation, or organization, as governed by state statute, requires a gift of 25% or more of the total construction cost of the element.

The University may grant permanent or temporary naming recognition in connection with a university campus, building, facility, wing, college, school, department, center, institute,

program, or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set forth in this policy. The Board of Trustees reserves the right to deny naming rights even if minimum requirements are met.

Naming proposals will be consistent with University policies and will not only reflect the donor's appropriate financial support, but also the donor's commitment to the mission, values and traditions of the University.

Naming recognition benefits conferred on a donor shall be provided after any requisite board approvals are obtained and no earlier than the execution of a gift agreement and receipt of first payment.

In appropriate instances, a naming may be granted for a predetermined fixed term, usually 3-10 years. At the end of the term, the naming recognition shall expire, but may be renewed with the same or new name. The accompanying gift agreement should clearly specify the period for which the element will be named.



Tyler Chase Norwood Construction Management Scholarship

ENDOWMENT AGREEMENT

Norwood Stucco, Inc., requests that the University of West Florida Foundation, Inc., use the income as outlined below. This endowment and any future contributions to the endowment are to be held and invested by the University of West Florida Foundation, Inc., and administered in accordance with Foundation policy (see uwf.edu/foundation) and the following guidelines:

1. The name of the fund is the Tyler Chase Norwood Construction Management Scholarship Endowment.
2. The manager of the fund is the University of West Florida Foundation, Inc.
3. The income from the endowment will provide scholarship support for undergraduate students in the Construction Management Program.
 - Preference will be given to upper level students in the Construction Management program with a minimum GPA of 2.0
 - The Dean of the College of Education and Professional Studies, in consultation with the Program Director and faculty of Construction Management, will select recipients and will award the scholarship(s) and renew awards commensurate with University policies.
4. The donors or others may from time to time make additional gifts which shall be added to the principal of the fund. Such additional gifts shall be subject to the terms of this agreement.
5. An annual report will be prepared by UWF Foundation officials and mailed to the donor representative. Also, a representative from the Office of Development will be available to meet, annually or as needed, with Norwood Stucco, Inc. and/or family representatives to review additional details of the endowment including the awards given and the balance in the spending account.
6. In the unlikely event the needs outlined above in #3 should cease to exist, the President of the University, with the concurrence of the Executive Committee of the University of West Florida Foundation, Inc., will use the income to meet other similar needs of the University that are in keeping with the original intent of the fund.

Obituary for Tyler Chase Norwood

(Feb. 3, 1991 – Nov. 10, 2018)

Tyler Chase Norwood was born on February 3, 1991 in Mobile, AL to his proud parents, Dee and Lynn Norwood. He was also a big brother to Sarah Allison and Katherine 'Kate' Lynn Norwood. He had the opportunity of living in several different states and cities while growing up, until his family moved to Prattville, AL his 8th-grade year. Prattville is where he met many of his lifelong friends and his wife Kathleen (Mills). Tyler played all sports in his youth and played travel baseball extensively. He chose to stick with baseball at Prattville High School and played one year at Southern Union State Community College before being drafted by the San Diego Padres in 2010. Tyler was extremely athletic, but his work ethic was unmatched. He helped and pushed those around him to continue striving and working hard through his actions every day. After leaving the Padres, Tyler moved to Pensacola where he always felt was home.

He graduated from the University of West Florida in 2015 with a degree in Building Construction, all while working full time at Green-Simmons Company as a Project Manager. He learned a lot about construction and business through his Uncle Randy (Norwood), Aunt Stacy (Norwood), and Nathan Green and earned his General Contractor's License in 2017. Tyler's end goal was to always work with his family who owned Norwood Stucco and ultimately own his own business. In 2017 Tyler left Green Simmons to work with his family at Norwood Stucco and while helping them continue to grow and manage their business, his cousin Blake Norwood and Tyler opened up their own general construction business, Evan Chase Construction. When it came to his professional career, this was one of Tyler's biggest achievements and his ultimate goal.

In December of 2014, Tyler and Kathleen saw each other for the first time in years at a Christmas party in Prattville. Ever since then, they remained inseparable and ultimately Kathleen moved to Pensacola to be closer to Tyler in October of 2015. On the weekend of Kathleen's birthday in August of 2017, Tyler took Kathleen to the beach for her birthday tradition to watch the sunset and he asked her to marry him on their way back in. They married April 21, 2018 in a beautiful ceremony downtown in Pensacola, FL. Tyler was an incredible husband who loved, cherished, and took care of Kathleen. They were best friends who truly enjoyed living life together, laughing, and having fun.

Throughout Tyler's life, family and friends were truly the most important thing to him. It never mattered what Tyler was doing, if a family member or friend needed help, big or small, he

would drop everything to go help. He was always there for those that he loved, and he never met a stranger. Tyler was incredibly tough, strong, smart, and caring. He was also extremely passionate about being outdoors. He loved hunting, fishing and golfing and went every chance he got.

One thing that gives his family peace is knowing that Tyler never wasted time, he was always out enjoying life and doing what made him happy. In his very short 27 years of life, he achieved so many incredible things. However, the most important is the amazing son, grandson, brother, friend, and husband that he was.



Board of Trustees Policy **BOT-08.03-05/17**

Policy Title: Policy Concerning Naming Opportunities

Originator: The University of West Florida Board of Trustees

Responsible Office: University Advancement

Reason for Policy/Purpose:

It is the intention of the University of West Florida (the "University") to honor and recognize outstanding support of and/or service to the University through the naming of elements, including but not limited to facilities, units, scholarships, and endowments that support the institutional mission. Naming recognition may be extended to individuals (living or deceased), corporations, foundations, and others. Accordingly, the Board of Trustees of the University of West Florida (the "Board of Trustees") has adopted this policy to set forth guidelines for naming opportunities at the University.

Policy Statement:

Guidelines

Upon recommendation of the University President, it is the responsibility of the Board of Trustees to consider the approval of certain naming opportunities that are presented for approval as per policy. Information will be presented by the Vice President for University Advancement to the University President and certified by the University of West Florida Foundation, Inc. (the "Foundation") Board of Directors regarding naming in recognition of financial support prior to consideration by the Board of Trustees.

Relationship to Florida Statutes

- The naming of any University element shall be in accordance with the provisions of Florida Law and applicable rules and regulations of the Board of Governors of the State University System. Accordingly, no building, facility or other element may be named on an honorary basis for any active State University System member, including but not limited to, staff, faculty, students or trustees. Additionally, the naming of any University facility must be approved by the Board of Trustees as a noticed, non-consent agenda item.
- Gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation or organization, as governed by state statute, requires a gift of 25% or more of the total construction cost of the element.

General Policies

- The University may grant permanent or temporary naming recognition in connection with a University campus, building, facility, wing, college, school, department, center, institute, program or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set

forth in this policy. The Board of Trustees reserves the right to deny naming rights even if minimum requirements are met.

- Any name recommended for consideration under these guidelines must be one that would bring distinction and honor to the University and must be consistent with the mission, values and traditions of the University.

Naming in Recognition of Outstanding Service

- University elements may be named in recognition of outstanding service by someone who has distinguished him/herself through significant contributions to the community, profession and/or the University. Non-gift related naming should be reserved for individuals who are of recognized accomplishment and character.
- Because of the public visibility and significance associated with such prestigious recognition, the University should only recognize those who have attained achievements of distinction and who are held in high esteem for their integrity and ethical standards as determined in the University's sole discretion.
- Prior to recommending a naming based on outstanding service to the University, the University President will seek the counsel of the Honorary Awards and Recognition Committee (HARC) when considering nominations for this recognition.

Naming in Recognition of Financial Support

- Naming proposals will be consistent with University policies and will not only reflect the donor's appropriate financial support, but also the donor's commitment to the mission, values, and traditions of the University.
- Naming recognition benefits conferred on a donor shall be provided after any requisite board approvals are obtained and no earlier than the execution of a gift agreement and receipt of first payment.
- In the case of a gift for a building or facility that is to be named with funds required for construction or renovation, naming rights may be requested once a charitable gift of sufficient magnitude has been received to commence the project.

Additional Naming Opportunities

- Additional naming opportunities may be approved at the sole discretion of the University President. These opportunities shall include campus spaces, such as classrooms, laboratories, seminar rooms, conference rooms, offices and other similar spaces. Prior to approving such an opportunity, the University President may, but is not required to, seek the advice of the Honorary Awards and Recognition Committee.
- The University President or the appropriate designee also has the sole discretion to approve other naming opportunities, including but not limited to scholarships, assistantships, fellowships, lectureships, professorships and chairs.
- A named fund may be established in response to an initial gift toward a good faith pledge.

- Naming of benches, fountains, gardens, walkways, theatre seats, and other such structures and spaces shall be addressed, developed and implemented on a case-by-case basis by staff with the approval of the President or his/her designee. The appropriate minimum gift level will be calculated based on a variety of factors, including but not limited to location, structure, scale and function.
- UWF Foundation shall have the latitude to approve a multi-year payment plan for the establishment of an endowment at the major gift level, as determined by the Foundation and the University, provided the full payment is received within a reasonable period of time from the execution of the gift agreement. All gift agreements shall contain language specifying that naming recognition is contingent on satisfaction of the donor's payment obligations.

Permanency of Names

At the University of West Florida, unless a fixed term is provided for by the gift agreement, every name assigned to a facility, activity or program is intended to be enduring. However, it is foreseeable that situations may arise whereby the University determines that the naming period has concluded.

Removal, Revocation or Renaming

The duration of a donor's or honoree's name ordinarily continues for as long as the campus element is in use in the same manner and for the same purpose for which the naming occurred. A recommendation to change or alter in any way the name of a previously named facility, activity or program must be initiated by the President and approved by the Board of Trustees. As naming authority lies with the Board of Trustees, so does the authority and responsibility to remove, revoke or rename. University representatives will make all reasonable efforts to inform the original donor/honoree and/or their designee(s) in advance of any changes of this nature.

Circumstances that may lead to consideration of a name removal, revocation or renaming may include, but shall not be limited to:

- Significant renovation or addition to a previously named space -- the replaced or renovated structure may be renamed in recognition of another donor. Appropriate recognition of prior donors and/or honorees shall be taken into consideration for recognition in nearby, adjacent or newly redeveloped areas.
- Any legal impropriety may result in naming revocation if disassociation is warranted and in the best interest of the University.
- A donor's inability to fulfill financial obligations associated with a gift for a named element will make the naming subject to reconsideration by the Foundation and the University.
- Actions by a person and/or company that are no longer in alignment with the University's mission and fundamental values and/or brings discredit to the University.
- If the University determines the named element has exceeded its useful life or the continued use has become impossible or impractical, demolition or the discontinuation of a program or activity may result.
- A corporation or individual has a name change.

Term Naming

Term or temporary naming of physical structures or other campus elements may be considered based on the length of period of naming and an assessment of market value associated with the element.

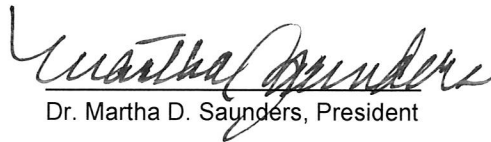
In appropriate instances, a naming may be granted for a predetermined fixed term, usually 3-10 years. At the end of the term, the naming recognition shall expire but may be renewed with the same or new name. The accompanying gift agreement should clearly specify the period of time for which the element will be named.

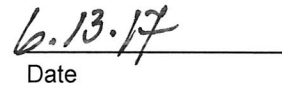
Other Considerations

- The University's Division of Advancement will work with the Foundation to ensure that naming related actions will be copied to University Archives for proper retention and preservation for archival and research purposes.
- The University of West Florida (UWF) Advancement Division and the UWF Foundation are responsible for the applicable donor recognition of gifts made to benefit the University.
- Each naming opportunity should take into consideration a sufficient budget to allow for fabrication and installation of lettering, signage, map updates and other appropriate designations. New signage, plaques or markers should conform to University policy and design standards relating to campus graphics and shall be coordinated through the University's Marketing and Creative Services.

The Vice President for University Advancement, in consultation with the University President, shall have the discretion to determine whether a deferred gift shall be considered in making a determination to name a building, facility or part thereof.

Approved:


Dr. Martha D. Saunders, President


Date

History: Adopted June 2011; amended May 2014; amended May 2017.

NAMING OPPORTUNITY	MINIMUM GIFT FROM DONOR (MATCH DOES NOT COUNT TOWARD MINIMUM)	COMMENT
CAMPUS FACILITIES		
Facility, Buildings, or Wings	25% of replacement cost (which must represent at least \$25,000 from donor)	<p>REQUIRES BOARD OF TRUSTEES APPROVAL</p> <p>For existing facility, gift may be unrestricted (e.g. to support overall University needs) or go to endowment to support associated programs within the facility.</p> <p>For new facility, gift may be unrestricted, go to endowment to support associated programs within facility, or be designated to construction costs. The same guidelines apply to athletic facilities.</p>
MAJOR UNITS (NON-FACILITIES)		
Colleges	\$5 million	At least 75% of gift must go to endowment to support College
Schools	\$1 million	At least 75% of gift must go to endowment to support School
Departments	\$1 million	At least 75% of gift must go to endowment to support Department
Centers	\$1 million	At least 75% of gift must go to endowment to support Center
Institutes	\$500,000	At least 75% of gift must go to endowment to support Institute
Programs (curricular or co-curricular)	\$250,000	At least 75% of gift must go to support Program
OTHER CAMPUS SPACES		
Classrooms, Laboratories, Seminar Rooms, Conference Rooms, Offices, and Similar Spaces	25% of replacement cost (which must represent at least \$25,000 from donor)	<p>REQUIRES PRESIDENT APPROVAL</p> <p>For existing facility, gift may be unrestricted or go to endowment to support associated programs within the facility.</p> <p>For new facility, gift may be unrestricted, go to endowment to support associated programs within facility, or be designated to construction costs.</p>
OTHER NAMING OPPORTUNITIES		
Distinguished Endowed Chair	\$2 million	Endowment for projected full salary/support of Chair
Endowed Chair	\$1 million	Endowment for salary/support of Chair
Endowed Professorship	\$300,000	Endowment for salary supplement/support of Professor
Term Professorship	\$200 K at \$40 K/year for 5 years	Term support for salary supplement/support of Professor
Endowed Lectureship	\$100,000	Endowment to support lectureship
Endowed Library Fund	\$50,000	Endowment to support Library
Endowed Assistantship/Fellowship	\$100,000	Endowment to support salary supplement for research, teaching, etc.
Endowed Scholarship	\$25,000	Endowment to support student scholarship
Term Scholarship	\$5,000 at \$1,000/yr. for five years	Term support for student scholarship

UWF Board of Trustees Meeting
Full Board
March 16, 2023

Issue/Agenda Recommendation: UWF/REG 3.043 Examinations and Assessments

Proposed Action: Approve the proposed UWF/REG 3.043 contingent upon completion of the posting period with no revisions

Background Information:

- The Board of Governors established Board Regulation 3.005, *Examination and Assessment* on March 30, 2022 in response to revisions to Section 1008.23, Fla. Stat. The new regulation established a system-wide policy on access, maintenance, and destruction of the examination and assessment instruments, including developmental materials and related work papers, for System institutions.
- The regulation requires each institution to adopt a regulation that, at a minimum, includes provisions for protecting the instruments from unauthorized access or disclosure, maintaining the security of the instruments, ensuring third-party contractors' compliance with the university regulation, destroying obsolete instruments, and for governing authorized access or disclosure outside of the regular examination process.
- UWF/REG 3.0043 is being created to comply with requirements of BOG/REG 3.005.

Implementation Plan:

- February 27, 2023 – President Saunders approved drafted changes.
- February 28 – Posted for public comment.
- March 14 – Public comment period concluded.
- March 30 – Posting period concludes.
- March 16 – UWF BOT adopts new regulation updates contingent upon completion of the posting period with no revisions.
- March 27 – Deadline to submit regulation adoption to the BOG.

Fiscal Implications: None

Supporting documents:

Notice of Proposed Creation of Regulation UWF/REG 3.043 Examinations and Assessments

Prepared by: Michelle Williams, Vice Provost
mwilliams@uwf.edu, 850.474.2035

Presented by: Michelle Williams, Vice Provost

**THE UNIVERSITY OF WEST FLORIDA
NOTICE OF PROPOSED CREATION OF REGULATION**

DATE: February 28, 2023

REGULATION TITLE AND NUMBER: UWF REGULATION 3.043 Examinations and Assessments

PURPOSE AND EFFECT: This regulation is created to comply with §1008.23, Florida Statutes, and Florida BOG Regulation 3.005.

SUMMARY: This regulation includes provisions for protecting examination and assessment instruments from unauthorized access or disclosure; for maintaining the security of the instruments; requiring third-party contractors' compliance with the university regulation; for the destruction of obsolete examination and assessment instruments; and for governing authorized access or disclosure outside of the regular examination or testing process.

AUTHORITY TO AMEND THE REGULATION: Section 7(d), art. IX, Fla. Const.; Section 1008.23, Florida Statutes; BOG Regulation 3.005

NAME OF UNIVERSITY OFFICIAL INITIATING PROPOSED REGULATION AMENDMENT: Michelle Williams, Vice Provost

COMMENTS CONCERNING THE PROPOSED REGULATION AMENDMENT SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW. In response, the University may solicit additional written comments, schedule a public hearing, withdraw or modify the proposed regulation amendment in whole or in part after notice, or proceed with adopting the regulation amendment. The comments must identify the regulation(s) on which you are commenting.

THE PERSON TO BE CONTACTED REGARDING THE PROPOSED AMENDMENT TO THE REGULATION OR CHALLENGE: Jessica Whittle, Paralegal, Office of the General Counsel at jwhittle@uwf.edu or 850-474-3420 or Office of the General Counsel, Building 10, 11000 University Parkway, Pensacola, Florida 32514.

THE FULL TEXT OF THE REGULATION: The full text of the proposed amendment to the regulation is attached below this Notice. The full text of the proposed amendment and existing regulation is also posted on UWF's website: <https://uwf.edu/offices/board-of-trustees/regulations/>



Number: UWF/REG-3.043
Title: Examinations and Assessments
Responsible
Department: Office of the Provost

I. Purpose

Section 1008.23, Florida Statutes, requires that all examination and assessment instruments, including developmental materials and workpapers directly related thereto, that are prepared, prescribed, or administered by a university shall be confidential and exempt from disclosure under section 119.07(1), Florida Statutes and section 24(a), Art. 1, Florida Constitution. Florida Board of Governors Regulation 3.005 provides that the access, maintenance, and destruction of these examination and assessment instruments and related developmental materials and workpapers shall be governed by university regulation. This Regulation includes provisions for protecting examination and assessment instruments from unauthorized access or disclosure; for maintaining the security of the instruments; requiring third-party contractors' compliance with the university regulation; for the destruction of obsolete examination and assessment instruments; and for governing authorized access or disclosure outside of the regular examination or testing process.

II. Definitions

“Examination and assessment instruments” include, but are not limited to, examinations, essays, research papers, compositions, homework, projects, quizzes, ePortfolios, and internship performance records, as well as directly related developmental materials and workpapers that are prepared, prescribed, or administered at the University of West Florida.

III. General Provisions

- A. Instructional personnel, including teaching assistants, or any individual authorized to access examination and assessment instruments within the scope of their duties (see below) are responsible for taking all possible precautions to prevent unauthorized access or disclosure of examination and assessment instruments. Such measures include, but are not limited to, use of proctored exams, use of Respondus LockDown Browser, Argonet password secured accounts, key management, office shredders, and secured offices and filing cabinets.

- B. The security of examination and assessment instruments includes utilization of encrypted electronic means or secure storage, as applicable, and adherence to the measures noted above.
- C. At the time of initial contract engagement, interim review, and contract renewal, all third-party contractors responsible for administering or proctoring examination and assessment instruments must affirm that they agree to comply with the terms of this Regulation.
- D. Destruction of obsolete examination and assessment instruments and related materials must comply with records retention schedules applicable to state universities and the university records retention schedules in accordance with the Florida Department of State record retention schedules GS1-SL and GS5, University Policy FIN 03.02-02.14 Records Management and, in the case of digital materials, with University Policy IT-02.02-12.15 Disposal of University Information Tech Hardware, Software, and Devices, as those policies may be amended.
- E. Certain university processes may require access to examination and assessment instruments by non-instructional personnel. Such processes may include, but are not limited to, student grade appeals, grievances, and academic misconduct; advising and admissions decisions; data entry and documentation; progression, graduation, and credentialing decisions; reporting to regulatory authorities; and troubleshooting learning management systems (LMS)/LTI issues.
- F. The following individuals are defined as having permissible access to or authority to disclose examination and assessment instruments to faculty, staff, and students outside of the regular examination or testing process:
 - 1. Staff carrying out role responsibilities in their assigned units, including, but not limited to:
 - a. Deans' Offices
 - b. Department Administrative Offices
 - c. Advising
 - d. Testing
 - e. Office of the General Counsel
 - f. Office of the Registrar
 - g. Information Technology
 - h. Institutional Research
 - i. Institutional Effectiveness
 - j. Center for Teaching, Learning, and Technology
 - k. Records Management
 - l. Student Ombudsperson/Office of the Student Rights and Responsibilities

2. Staff working for a third-party contractor will be allowed access to such records in accordance with this policy and the written agreement between the third-party contractor and the University. A list of third-party contractors is available on Confluence as the Canvas LTI Registry for Publisher and Technology Integration.

Effective Date: [date]

Authority: Section 7(d), art. IX, Fla. Const.; Section 1008.23, Florida Statutes; BOG regulation 3.005.

History: Created [date]

Last review: [date]

UWF Board of Trustees Meeting
March 16, 2023

Issue: BEI Investment Policy

Proposed action: Approval

Recommendation:

That the UWF Board of Trustees approve the attached revised BEI Investment Policy

Background Information:

At the February 27, 2023 BEI Board of Directors meeting, THE BEI Board approved the attached revised 2022 Investment Policy for BEI.

The revised BEI Investment Policy has been reviewed by the UWF CFO and UWF Controller who concur with the recommendation for approval. UWF General Counsel Office (GC) has reviewed the revised BEI Investment Policy for consistency with SUS and UWF policies and regulations and BEI Bylaws. The revised Investment Policy is presented to the UWF BOT for its review and approval.

Per Article 3 – General Powers:

The business, property, affairs and funds of the Corporation shall be managed, supervised and controlled by its Board of Directors subject only to applicable law and the limitations contained in the Articles of Incorporation of the Corporation and these Bylaws and the powers and duties reserved to The University of West Florida Board of Trustees (the "Board of Trustees") and the President of the University of West Florida (the "University") or his or her designee in regards to this Corporation. The Board of Directors shall have the authority to adopt policy for the Corporation, consistent with the Articles of Incorporation of the Corporation and these Bylaws.

Supporting documentation: BEI Revised Investment Policy

Prepared by: Suzanna Daughtry, Assistant Controller, 850-474-2536, sdaughtry@uwf.edu

Presented by: Dr. Ed Ranelli, UWF BEI Chief Executive Officer 850-384-3831, eranelli@uwf.edu

TO: The BEI Board and University Community

FROM: Dr. Edward Ranelli, CEO

SUBJECT: BEI Investment Policy

Responsible Office: UWF Business Enterprises, Inc.

1. Purpose and Scope

- A. Purpose – The purpose of this policy is to set forth the investment objectives and parameters for the management of public funds of UWF Business Enterprises, Inc. (hereinafter “BEI”). These policies are designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and investment returns competitive with comparable funds and financial market indices.
- B. Scope – In accordance with Sections 1011.42 and 218.415, Florida Statutes, this Policy applies to funds under BEI’s control in excess of those required to meet current expenses and not invested as otherwise required by statute or regulation. Funds which have statutory investment requirements conflicting with this Policy are not subject to the provisions of this Policy.

2. Investment Objectives

- I. Safety – The primary objective is to place the highest priority on the safety of the principal and liquidity of funds in an effort to maintain an orderly cash flow that continuously meets the operating capital and contingent needs of BEI. The optimization of current income and investment returns shall be secondary to the requirements for safety and liquidity.
- II. Credit Risk – BEI will limit credit risk (the risk of loss due to the failure of the security issuer or backer) by diversifying the investment portfolio so that potential losses on individual securities will be minimized and by limiting investments to specified credit ratings.
- III. Liquidity – The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature to meet anticipated demands (static liquidity). Since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). For example, investments in laddered CDs and laddered short-term treasuries may be structured to optimize and balance safety, liquidity, and yield objectives.
- IV. Yield – The investment portfolio shall be designed with the objective of attaining a market rate of return, as measured by specified benchmarks throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities should not be sold prior to maturity with the following exceptions:
 - a. A security with declining credit or increased risk may be sold early to minimize loss of principal.
 - b. A security swap that would improve the quality, yield, or target duration in the portfolio.
 - c. Liquidity needs of the portfolio require that the security be sold.
 - d. Adverse market or economic conditions.

- V. Transparency – BEI shall operate its portfolio in a transparent manner, making its periodic reports both available for public inspection and designed in a manner that communicates clearly the full information about the portfolio, including market pricing, adjusted book value, and yields.

3. Performance Measurement

- A. Period Liquidity operating funds returns will be viewed against the 90-day T-Bill and may also use The State Treasury Investment Pool (Florida Prime) as a benchmark.
- B. Contingent Liquidity with their longer-term investment horizon (long-term portfolio) will use SPIA and the Barclays Capital U.S. Intermediate Government/Credit Bond index 1-3 Year Index or another appropriate index for performance measurement.
- C. Operating Liquidity Reserves also carry a longer-term investment horizon and will use the Bloomberg Barclays Capital U.S. Intermediate Government/Credit Bond index 1-5 Yr. A+ or another appropriate index.

4. Control Procedures

- A. Review and Evaluation of Investment Objectives:

The Board of Directors of BEI will review the achievement of investment objectives on an annual basis. This review will focus on the continued feasibility of achieving the objectives and the continued appropriateness of the investment policy. It is not expected that the investment policy will change frequently. In particular, short-term changes in the financial markets should not require an adjustment in the investment policy.

- B. Review and Evaluation of Investment Manager(s):

The BEI Investment Management Committee will review investment results bi-annually. These reviews will focus on:

- The Investment Managers' adherence to the policy guidelines;
- Comparison of the Investment Managers' results to the objectives established for each fund or manager as the case may be;
- Comparison of the Investment Managers' results against funds using similar policies (in terms of the bond ratio, diversification, volatility, and style);
- Opportunities available in the bond markets; and,
- Material changes in the Investment Managers' organizations, such as philosophical or personnel changes.

The BEI Investment Management Committee may discharge or replace an Investment Manager at any time it deems such action necessary and appropriate.

Guidelines for evaluation, retention, and replacement of Investment Managers will be as follows:

- Establish an appropriate benchmark/index to which to compare Investment Managers' performance.
- Establish performance targets: To meet or exceed the benchmark/index and to achieve investment returns.
- Establish appropriate asset allocations and diversification.
- Establish any additional criteria deemed necessary by the BEI Investment Management Committee.

5. Prudence and Ethical Standards

- A. Investments shall be made in accordance with the "Prudent Person" rule, which states the following:

Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for

speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

BEI personnel and/or Board Members acting in accordance with this investment policy shall be relieved of personal responsibility for any individual security's credit risk or market price changes, provided deviations from expectations are reported to the BEI's Board of Directors in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

- B. Employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution of the investment program or that could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to BEI any material financial interests in financial institutions that conduct business with BEI, and they shall further disclose any material personal financial and investment positions that could be related to the performance of BEI's investment program.

6. Authorized Investments

In accordance with Section 218.415, Fla. Stat., authorized investments for BEI will consist of the following:

- Investments authorized by law or by ordinance for a county or a municipality.
- Investments authorized by law or by resolution for a school district or a special district.
- Investment with Direct Support Organizations (DSO) duly authorized by the BEI's Board of Directors. An agreement or memorandum of understanding must be executed prior to the placement of funds with any DSO.
- Investment in the State Board of Administration Local Government Surplus Fund Trust Fund (SBA Pool) or any investments authorized by law for the State Board of Administration that are not prohibited investments under this policy.
- Mutual Funds, unit investment trusts, professionally managed securities, and other investment vehicles specifically authorized by the BEI Investment Management Committee.

It is anticipated that authorized investments for BEI will include Fixed Income. These holdings shall be selected from the following types and shall be subject to the restrictions set forth in section 9 of this policy:

- U.S. Treasury Bills, Notes, Bonds, and other obligations whose principal and interest are fully guaranteed by the United States of America or any of its agencies or instrumentalities
- Government Sponsored Enterprises: Federal Farm Credit Bank (FFCB), Federal National Mortgage Association (FNMA), Federal Home Loan Mortgage Corporation (FHLMC), Federal Home Loan Bank (FHLB), Financing Corporation (FICO), The Resolution Funding Corporation (REFCO), Farm Credit System Financial Assistance Corporation, the Federal Housing Finance Board and all other government-sponsored agencies and enterprises
- Repurchase Agreements: collateralized at 102% by U.S. Treasuries
- Investments with state-certified qualified public depositories which are fully collateralized to meet the requirements described by Section 218.415, Fla. Stat.
- Mortgage-Backed Pass-Throughs guaranteed by the U.S. Government or a Federal agency, including securities collateralized by the same
- Asset-Backed Securities: rated "AAA" by either Standard & Poor's or Moody's at the time of purchase. Thereafter, any security downgraded below AAA will be sold at the earliest beneficial opportunity
- Money Market Instruments: securities rated "A1/P1" or the equivalent as a minimum as defined by Standard & Poor's and/or Moody's and all other nationally recognized credit rating organizations (Tier 1 as defined by 2(a) 7 money market funds) at the time of purchase. Included but not limited to commercial paper, time deposits and bankers acceptances
- Corporate Notes rated single A and higher by either Standard & Poor's and Moody's at the time of purchase. Thereafter, any security downgraded below single A by either rating agency will be sold at the earliest beneficial opportunity.
- Money Market Funds registered with the SEC and only invested in securities as allowed by this policy
- State Treasury Investment Pool (e.g. SPIA)
- State Board of Administration Local Government Surplus Fund Trust Fund (SBA Pool)

7. Prohibited Investments

It should be recognized that certain securities may meet the above definition of an Authorized Investment but their risk characteristics, as created by their structure, may be such that a prudent investor would deem them inappropriate for BEI. Securities of this type that are prohibited are as follows:

- Reverse repurchase agreement
- Floating rate securities whose coupon floats inversely to an index or whose coupon is determined based upon more than one index
- Tranches of Collateralized Mortgage Obligations (CMO) which receive only the interest or principal from the underlying mortgage securities; commonly referred to as "IO's" and "PO's"
- Securities whose future coupon may be suspended because of the movement of interest rates or an index
- Unregistered or restricted stock
- Real Estate
- Hedge Funds
- Managed Futures
- Private Equity
- Private Placements
- Commodities
- Options or Futures for speculative purposes
- Short sales

8. Liquidity Requirements

The investment portfolio shall be constructed in such a manner as to provide sufficient liquidity to pay obligations as they come due. Funds in excess of those required to meet current expenses may be invested in longer-term portfolios in a manner that matches cash needs and anticipated cash-flow requirements.

Investments should be made subject to the cash flow needs of BEI, and such cash flows are subject to revisions as market conditions and BEI's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, authorized staff may sell the investment at the then-prevailing market price and place the proceeds into the proper account with BEI's custodian.

9. Portfolio Composition

Proper diversification is considered a prudent investment approach. Specifically, the following restrictions apply in the management and investment of the BEI Portfolio:

I. Fixed Income Holdings

- The maturity of debt obligations with a call and/or put option(s) shall be considered the date on which it can be reasonably expected that the bond will be called, put or mature.
- The maturity of mortgage/asset-backed securities shall be considered the date corresponding to its average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description.
- The effective maturity of floating rate securities shall be considered the time until the next full reset of the coupon. The maximum effective duration of a floating rate security shall be five (5) years from the date of purchase.
- The maximum effective duration of an individual security shall be five (5) years from the date of purchase.
- To limit principal fluctuation, the portfolio shall have an effective duration of three (3) years or less, unless otherwise directed.
- In order to provide sufficient liquidity and stability of principal, at least 10% of the Fund shall have an effective duration of one year or less.
- A maximum of 5% of the Fund may be invested in securities of any single issuer. U.S. Government, Government Agency, insured CDs, and GSE government investment pool securities are not subject to any limitations.

- The Fund must maintain a total average quality rating of “AA” or higher.
- Investments in Collateralized Mortgage Obligations (CMOs) shall be limited to 25% of the market value of the total fixed income portfolio and shall be restricted to:
 - Those issues backed by the full faith of the U. S. Government, an Agency thereof, or that are rated AAA by a major rating service.
 - PAC (planned amortization class), NAS (non-accelerated securities), or VADM (very accurately defined maturity) securities.

10. Risk and Diversification

Investments held shall be diversified, in accordance with the guidelines set above, to the extent practicable to control the risk of loss resulting from overconcentration of assets in a specific security, maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. Diversification strategies within these guidelines shall be reviewed and revised periodically, as deemed necessary by the BEI Investment Management Committee or Board of Directors.

11. Authorized Investment Institutions and Dealers

The BEI CEO and University Controller will maintain an approved list of investment institutions.

12. Third-Party Custodial Agreements

- A. All securities purchased by and all collateral obtained by BEI or by its approved Investment Manager(s) under this Policy shall be properly designated as an asset of BEI and held in safekeeping by a third-party custodial bank or other third-party custodial institution.
- B. If a bank or trust company serves in the capacity of Investment Manager, said bank or trust company may also perform required custodial and reporting services.
- C. No withdrawal of securities, in whole or in part, shall be made from safekeeping except by those designated within the Investment Management and Custodial Agreement between the Custodian and BEI.

13. Master Repurchase Agreement

If applicable, all approved institutions and dealers transacting repurchase agreements must execute and perform as stated in the Master Repurchase Agreement and all repurchase agreement transactions shall adhere to the requirements of the Master Repurchase Agreement.

14. Bid Requirement

The BEI authorized staff shall determine the approximate maturity date based on cash flow needs and market conditions, analyze and select one or more optimal types of investment, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives specified in Investment Objectives, above, must be selected.

15. Internal Controls

The documented internal control structure and operational procedures currently in place at BEI have been designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees and officers of BEI. Internal controls and related operational procedures are subject to review

by the State of Florida Auditor General on at least an annual basis in connection with the financial statement audit, and a report of significant findings or lack thereof will be included in the Financial Audit package.

16. Continuing Education

BEI staff involved with investments must annually complete eight (8) hours of continuing education in subjects or courses of study related to investment practices and products.

17. Administration and Reporting

Investment Committee

The BEI Chief Executive Officer, the Vice President of Finance and Administration, or their designee shall or shall have prepared and provided to the BEI Board of Directors an investment report at least annually, including a management summary that provides an analysis of the status of the current investment portfolio. An outside investment advisor or another third party may be utilized to prepare the report. The management summary will be prepared in a manner that will allow the BEI Board to ascertain whether investment activities during the reporting period have conformed to the investment policy. This investment report shall include a list of securities in the portfolio by class or type, book value, income earned, market value as of the report date, and related performance.

18. Periodic Review

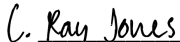
It is the intention of the BEI Board of Directors to review this Statement of Investment Policy periodically and to amend it to reflect any changes in philosophy, objectives, or governing authority. However, if at any time the BEI Investment Management Committee believes that the specific objectives defined herein cannot be met or that these guidelines unnecessarily constrict performance, the Trustees shall be so notified.

19. Oversight

The BEI Board of Directors or their designee such as the Vice President for Finance & Administration will appoint an Investment Committee ("Committee") to consist of two or more individuals related to BEI and familiar with investments and the CEO of BEI. The Committee will oversee BEI's Investment program, and may utilize the expertise of an investment consultant to assist in the oversight and implementation of the Funds.

Approved by UWF Business Enterprises, Inc., at a duly called meeting held on February 27,
2023.

DocuSigned by:


202302280941405

C. Ray Jones, Chair of Board of Directors

DATE: 02/28/2023

UWF Board of Trustees Meeting
March 16, 2023

Issue: Appointment to the BEI Board of Directors

Proposed action: Approval

Recommendation:

Approval of the President's appointment of Betsy Bowers to the BEI Board of Directors

Background Information:

The revised BEI Bylaws Section 3.4 Appointment of Directors and Tenure states:

The directors of the Corporation shall be appointed in the following manner:

- a. One director shall be appointed by the Chair of the Board of Trustees;
- b. One director shall be the President of the University or the President's designee;
- c. One director shall be appointed by the President of the University (in addition to subsection b. above);
- d. Two additional directors may be elected by a majority vote of the then current voting members of the Board of Directors.

All directors shall be approved by the University of West Florida Board of Trustees; however, the President of the University or the President's designee and the appointment made by the Chair of the Board of Trustees do not require approval by the Board of Trustees.

Supporting documentation:

Excerpt from Section 3.4 of BEI Revised Bylaws

Prepared by: Dr. Ed Ranelli, BEI CEO, 850 384 3931

Presented by: Dr. Ed Ranelli, BEI CEO, 850 383 3931

BYLAWS OF UWF BUSINESS ENTERPRISES, INC.

Revised December 15, 2022

ARTICLE 1 – NAME

The name of the Corporation shall be UWF Business Enterprises, Inc., a Florida not for profit corporation (the "Corporation"). The Corporation shall maintain a registered office in the State of Florida and a registered agent at such office and may have other offices within the state.

ARTICLE 2 – MEMBERS

The Corporation shall have no Members.

ARTICLE 3 – BOARD OF DIRECTORS

SECTION 3.1 General Powers. The business, property, affairs and funds of the Corporation shall be managed, supervised and controlled by its Board of Directors subject only to applicable law and the limitations contained in the Articles of Incorporation of the Corporation, these Bylaws, and the powers and duties reserved to the University of West Florida Board of Trustees (the "Board of Trustees") and the President of the University of West Florida or the President's designee in regards to this Corporation. The Board of Directors shall have the authority to adopt policy for the Corporation, consistent with the Articles of Incorporation of the Corporation and these Bylaws.

The goals of the Corporation are:

- To support the teaching and learning mission of the University of West Florida ("University");
- To enhance support for research, scholarly, and community service activities of faculty, students and staff through project and resource development that optimizes financial growth;
- To deliver high quality and affordable products and services to the campus community;
- To raise and manage private resources supporting the mission and priorities of the University as determined by the President and the Board of Trustees of the University;
- To develop revenue streams to provide opportunities for students and a margin of institutional excellence unavailable with present resources;
- To assist the University in managing auxiliary services, grants administration, and land and facilities development through joint ventures or partnerships with the University and the wider community; and
- To acquire and develop property and facilities for highest and best use to serve the needs of the University.

SECTION 3.2 Reserved Powers. The President of the University or the President's designee shall have the following specific powers and duties with regard to this Corporation:

- a. To monitor and control the use of the University's resources by this Corporation;
- b. To control the use of the University name by this Corporation;
- c. To monitor compliance of this Corporation with federal and state laws;
- d. To recommend an annual budget to the Board of Directors of this Corporation; and
- e. To review and approve quarterly expenditure plans of this Corporation.

The President may have additional powers or duties reserved for that position in accordance with Florida Statutes, Board of Governors regulations, and the regulations and policies of the University.

SECTION 3.3 Number. The Board of Directors of the Corporation ("Board of Directors") shall consist of a minimum of three directors and a maximum of five directors.

SECTION 3.4 Appointment of Directors and Tenure. The directors of the Corporation shall be appointed in the following manner:

- a. One director shall be appointed by the Chair of the Board of Trustees;
- b. One director shall be the President of the University or the President's designee;
- c. One director shall be appointed by the President of the University (in addition to subsection b. above);
- d. Two additional directors may be elected by a majority vote of the then current voting members of the Board of Directors.

All directors shall be approved by the University of West Florida Board of Trustees; however, the President of the University or the President's designee and the appointment made by the Chair of the Board of Trustees do not require approval by the Board of Trustees.

Terms of office of the members of the Board of Directors, other than those members serving by virtue of their positions with the University, shall be four years in length. The director appointments by the Chair of the Board of Trustees described in subsection (a) above may be re-appointed to the Board of Directors for a second term at the discretion of the Chair of the Board of Trustees. The President or President's designee described in subsection (b) above shall serve as director until the President or designee resigns, is removed from office, or is unable to serve, whichever occurs first. The director appointment by the President of the University described in subsection (c) above may be re-appointed to the Board of Directors for a second term at the discretion of the President of the University. Vacancies in a director position shall be re-filled and appointed as described above in subsections a, b, and c, as applicable.

If a director is appointed and approved to fill an expiring term before the end of the term of their predecessor, such director shall serve for the remainder of the term.

The Chief Executive Officer of the Corporation shall serve as staff to the Board of Directors, but is not a director.

The Student Government Association (“SGA”) President, or the SGA President’s designee, shall serve as a representative to the Board of Directors, but shall not be a director.

SECTION 3.5 Removal of Directors. A director may resign at any time by submitting a written resignation to the Chairperson. A director may be removed from the Board of Directors at any time, with or without cause, in the following manner: 1) an appointed director may only be removed in the same manner as the director was appointed; and 2) an elected director may be removed by a majority vote of the then current voting members of the Board of Directors.

SECTION 3.6 Conflicts and Duality of Interest. No contract or other transaction between the Corporation and one or more of its directors or any other corporation, firm, association, or entity in which one or more of its directors are directors or officers or are financially interested shall be entered into unless such contract or transaction complies with the requirements of Part III of Chapter 112.313, Florida Statutes, and other applicable law.

SECTION 3.7 Conflict of Interest Policy. The Board of Directors shall adopt and keep in full force and effect a substantial conflict of interest policy for its directors and principal officers in accordance with rules and regulations of the Internal Revenue Service applicable to tax exempt organizations.

SECTION 3.8 Meetings; Quorum; Voting. An annual meeting of the Board of Directors shall be held within the State of Florida. Regular meetings of the Board of Directors may be held at such time and place as from time to time shall be determined by the Chairperson of the Board of Directors. Special meetings of the Board of Directors may be called by the Chairperson of the Board of Directors. Meetings of the Board of Directors are open to the public and all official acts will be taken at public meetings, unless exempt from such requirements pursuant to law, following such notice as may be required by law. At all meetings of the Board of Directors, the presence of a majority of the current voting members of the Board of Directors shall be necessary and sufficient to constitute a quorum for the transaction of business. Unless otherwise required by the Articles of Incorporation, these Bylaws, or Florida Statutes, the act of a majority of the current voting members of the Board of Directors shall be the act of the Board of Directors. In the absence of a quorum, a majority of the directors present may adjourn the meeting from time to time until a quorum shall be present for the transaction of business.

SECTION 3.9 Meetings by Communications Media. The Board of Directors may use telephone conference calls and other communications media technology to conduct board business in the same manner as if the proceeding were held in person. The notice of any meeting conducted by means of communication media technology will state where and how members of the public may gain access to the meeting.

ARTICLE 4 – OFFICERS

SECTION 4.1 Officers. The officers of this Corporation shall be a Chairperson, a Vice Chairperson, a Secretary/Treasurer, and such other officers as may be determined by the Board of Directors. Only members of the Board of Directors of the Corporation may be appointed or elected as an officer of the Corporation pursuant to this Article 4. All officers shall have such authority and perform such duties as described below:

- a. Chairperson. The Chairperson shall preside at all meetings of the Board of Directors and shall do and perform such other duties as may be assigned by the Board of Directors. The Chairperson is authorized to execute, in the name of UWF Business Enterprises, Inc., with the Secretary-Treasurer attesting, all certificates, contracts, leases, deeds, notes, and other documents or legal instruments.
- b. Vice Chairperson. The Vice Chairperson is authorized to do all things and exercise all such powers as shall be necessary in the absence of the Chairperson, and shall also do and perform such duties as may be assigned by the Board of Directors.
- c. Secretary-Treasurer. The Secretary-Treasurer shall keep full and accurate minutes for all meetings of the Board of Directors. The Secretary-Treasurer shall transmit all notices required by these Bylaws as may be amended. The Secretary-Treasurer may sign documents with the Chairperson in the name of the Corporation. The Secretary-Treasurer shall have charge of all official records of the Corporation that shall be at all reasonable times open to examination of any director. Additionally, the Secretary-Treasurer shall present financial reports of the Corporation to the Board of Directors at each regular meeting of the Board of Directors and at such other times as may be determined by the Board of Directors. The Secretary-Treasurer shall ascertain that a full and accurate account is made of all monies received and paid out on accounts administered by the Corporation and present the annual audited financial statements of the Corporation to the Board of Directors. The Secretary-Treasurer shall generally perform all duties incident to management of the Office of Secretary-Treasurer for the Board of Directors.

SECTION 4.2 Appointment and Term of Office of Officers. The Officers of the Corporation shall be elected as necessary by the Board of Directors at regularly noticed meeting. Each officer shall serve terms of four years, each commencing immediately following their election or appointment.

SECTION 4.3 Removal. Any officer may be removed with or without cause by a vote of the majority of the current voting members of the Board of Directors whenever in its judgment the best interests of the Corporation would be served.

SECTION 4.4 Vacancies. A vacancy in any office may be filled by the Board of Directors as provided in Section 4.2.

SECTION 4.5 Chief Executive Officer. The selection of the Chief Executive Officer (“CEO”) will be made by the University President in accordance with Florida law and University policy after consultation with the Board of Directors. The CEO may serve with or without compensation, as determined by the President of the University. The CEO shall be responsible for the general, day-to-day management of the affairs of the Corporation, and execute documents and legal instruments pursuant to delegations from the Chairperson or the Board of Directors. The CEO shall exercise such authority to accept gifts, collect revenues, and make expenditures as the CEO deems necessary. The CEO may be removed at any time by the President of the University after consultation with the Board of Directors. The CEO shall report to the President of the University or a designated staff member who reports directly to the President. The annual evaluation of the CEO shall be performed by the President of the University or the President’s designated staff member and shall incorporate input from the Board of Directors.

ARTICLE 5 – COMMITTEES

SECTION 5.1 Creation of Committees. The Board of Directors may by resolution passed by majority vote of the then current voting members of the Board of Directors designate such committees as shall seem to it to be necessary and appropriate for the orderly conduct of the business of the Corporation, to consist of one or more of the directors of the Corporation. Such committees shall have such functions and may exercise the powers of the Board of Directors as can be lawfully delegated and to the extent provided in the resolution or resolutions creating such committee or committees. If an executive committee or committee serving a comparable function is created, the committee shall include the director appointed by the Chair of the Board of Trustees and the President of the University or President’s designee.

SECTION 5.2 Meetings of Committees. Meetings of committees may be held following reasonable public notice at such time and at such place as shall from time to time be determined by such committee.

SECTION 5.3 Minutes of Committees. The committees shall keep regular minutes of their proceedings and report the same to the Board of Directors when required.

ARTICLE 6 – INDEMNIFICATION

The Corporation shall indemnify each director, officer, employee, and agent of the Corporation, and may indemnify any other person to the full extent permitted by the

Florida Not for Profit Corporation Act and other applicable laws. The rights conferred by this Article shall not be exclusive of any other right that any director, officer, employee, agent or other person may have or hereafter acquire under the Florida Not for Profit Corporation Act, any other statute or agreement, pursuant to a vote of disinterested directors, or otherwise. No repeal or modification of this Article shall limit the rights of any director, officer, employee, or agent to indemnification with respect to any action or omission occurring prior to such repeal or modification.

ARTICLE 7 – AMENDMENT

These Bylaws may be amended by the vote of a majority of the current voting members of the Board of Directors of this Corporation, but such amendments shall be approved by the Board of Trustees of the University as may be required by Florida law or University regulation or policy.

ARTICLE 8 – QUARTERLY EXPENDITURE PLANS

The Corporation shall prepare and submit to the President of the University or the President’s designee, no later than the first day of each quarter of the Corporation’s fiscal year, a quarterly expenditure plan (“Quarterly Report”) that delineates planned actions that would cause a commitment of University resources or represent a significant commitment of the resources of this Corporation as described by UWF Regulation 5.016(V), as it may be amended from time to time.

If during any quarterly reporting period there are no actions as described by UWF Regulation 5.016(V) or this Article 8 of the Bylaws, the CEO will provide Quarterly Reports to the President of the University or the President’s designee and to each director of the Corporation that there are no planned actions that would cause a commitment of University resources or represent a significant commitment of resources of this Corporation (“No Significant Changes”).

All Quarterly Reports reporting No Significant Changes may be submitted to the President without first being approved by the Board of Directors. All such Quarterly Reports reporting No Significant Changes must be ratified by the Board of Directors at its next meeting, but in any event no later than the annual meeting.

ARTICLE 9 – FISCAL YEAR AND FINANCIAL AUDITS

SECTION 9.1 Fiscal Year. The fiscal year of the Corporation shall be the period ending on June 30 of each year.

SECTION 9.2 Financial Audits. After the close of each fiscal year, the Corporation shall cause a financial audit of its accounts and records to be conducted by an Independent certified public accountant if required by Section 1004.28, Florida Statutes, as amended or supplemented, or other applicable provisions of law, and in accordance with any

applicable rules promulgated by the Auditor General of the State of Florida pursuant to Section 11.45, Florida Statutes, as amended or supplemented, or other applicable provisions of law. The Corporation shall provide any copies of its audit reports, together with its federal Application for Recognition of Exception (form 1023) and its Form 990, Return of Organization Exempt from Federal Income Tax, to such persons as may be required by applicable laws of the State of Florida. Notwithstanding anything herein to the contrary, the identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the audit reports so produced, to the full extent permitted by the provisions of applicable Florida law.

ARTICLE 10 – EMPLOYEES

Any person employed by the Corporation shall not be considered an employee of the State of Florida or an employee of the University solely by virtue of the person's employment by the Corporation. The Corporation shall provide equal employment opportunities to all persons regardless of race, color, religion, gender, age or national origin.

ARTICLE 11 – PARLIAMENTARY RULES

The most recent edition of "Roberts Rules of Order" shall be followed in conducting the meetings of the Board of Directors, unless otherwise provided in these bylaws.

UWF Board of Trustees Meeting

March 16, 2023

Issue/Agenda Item: Board of Trustees Self-Evaluation Policy**Proposed Action:** Adopt**Background Information:**

As the body that holds in trust the fundamental autonomy and ultimate well-being of the institution, the governing board of an institution is a critical element in the success of the institution. The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) holds that Board of Trustees participation in self-evaluation is an important quality marker as part of an educational institution's annual strategic planning and evaluation process.

Since 2019, the UWF Board of Trustees has engaged in periodic self-evaluation of effectiveness based on the areas of responsibility delegated by the State University System of Florida Board of Governors. This proposed policy affirms the benefits of regular and comprehensive self-evaluation and formalizes the self-evaluation of effectiveness process. In accordance with the University policy on Policy Development and Issuance Process, this proposed policy was published on the UWF website for public comment. As of the close of business on February 27, 2023, the public comment period concluded with no public comments received. This proposed policy is recommended to the Board of Trustees for adoption.

Implementation Plan:February 16, 2023

The UWF Board of Trustees Academic Affairs Committee considered the recommended policy on February 16, 2023.

February 27, 2023

The public comment period concluded in accordance with the University Policy Development and Issuance Process. No public comments were received.

March 16, 2023

The UWF Board of Trustees adopts the recommended policy.

Spring 2023

UWF President Martha D. Saunders approves the adopted policy.

Fiscal Implications: No Fiscal Implications.

Supporting documents:

University Policy BOT 15.00 – Board Self-Evaluation

Prepared by: Angela Bryan, Director of Institutional Effectiveness & SACSCOC Liaison
(850) 473-7234, abryan@uwf.edu

Presenter: Angela Bryan, Director of institutional Effectiveness & SACSCOC Liaison



Policy

UNIVERSITY POLICY BOT 15.00-[date]

TO: The University of West Florida Community

FROM: Dr. Martha D. Saunders, President

SUBJECT: Board Self-Evaluation

RESPONSIBLE OFFICE: Board of Trustees

I. Purpose:

The Board of Trustees of the University of West Florida is responsible for ensuring the well-being of the institution. The UWF Board of Trustees is committed to excellence in performing its duties and furthering the University's mission. As a result, it is important for the Board to assess its own performance in meeting its governance responsibilities. The Board conducts a self-evaluation as a tool to use toward the overall goal of continuous improvement.

The Board establishes this policy to affirm the benefits of regular and comprehensive self-assessment for evaluating its progress towards achieving its stated goals and to formalize its self-evaluation process.

II. Policy:

- A. Every two (2) years, the Board will conduct a comprehensive self-evaluation that includes an assessment of progress in meeting its stated goals. The process will typically begin in the spring or summer with a discussion of the results in the fall of the same calendar year.
- B. The Board Chair and appropriate University staff will coordinate the evaluation in consultation with the President. University staff will administer the assessment, collect and analyze the results, and present the results to the Board for discussion of findings and goals for continuous improvement. The Board may use the results to identify its priorities and the work of the Board for the next two (2) years.
- C. The self-evaluation should address the areas of responsibility identified as most important by the Board and as delegated to the Board by the State University System of Florida Board of Governors.

Adopted by the Board of Trustees on [date].

Approved by: _____ **Date:** _____
Dr. Martha D. Saunders

Authority: Article IX, Section 7 Florida Constitution; BOG Regulation 1.001

Cross Ref.: None

History: Created on [date]

Last Review: [date]

UWF Board of Trustees Meeting

March 16, 2023

Issue: 2023-2024 Board of Trustees Meeting Dates**Proposed action:** Approval

Background information: The UWF Board of Trustees (BOT) is scheduled to meet four (4) times annually during FY2023/2024. BOT committee meetings are scheduled prior to full Board meetings. The Board of Governors and UWF Direct Support Organizations meeting dates were considered when choosing the dates below. BOT conference calls, special meetings and emergency meetings will be scheduled as needed.

Recommendation: Approval

Note: Meeting locations are indicated below, however, at any time the Board Chair decides a virtual meeting format or a different location would best serve all involved, those changes will be announced and publicly noticed on the UWF BOT Website @ uwf.edu/trustees at least (7) days prior to a scheduled meeting.

August 17, 2023	UWF Board of Trustees Committee Meetings @ UWF Conference Center
<i>August 29-30, 2023</i>	<i>Florida BOG Meeting @ University of Florida, Gainesville</i>
September 14, 2023	UWF Board of Trustees Meeting @ UWF Emerald Coast Campus
<i>September 20, 2023</i>	<i>Florida BOG Committee Workshops @ New College of Florida, Sarasota</i>
November 8-9, 2023	Florida BOG Trustee Summit & Meeting @ UCF, Orlando
November 16, 2023	UWF Board of Trustees Committee Meetings @ UWF Conference Center
December 14, 2023	UWF Board of Trustees Meeting @ UWF Conference Center
<i>January 24-25, 2024</i>	<i>Florida BOG Meeting @ Florida State University, Tallahassee</i>
February 15, 2024	UWF Board of Trustees Committee Meetings @ UWF Conference Center
<i>February 21, 2024</i>	<i>Florida BOG Meeting Conference Call</i>
March 28, 2024	UWF Board of Trustees Meeting @ UWF Emerald Coast Campus
<i>March 20-21, 2024</i>	<i>Florida BOG Meeting @ University of North Florida, Jacksonville</i>
<i>May 8, 2024</i>	<i>Florida BOG Meeting Conference Call</i>
May 16, 2024	UWF Board of Trustees Committee Meetings @ UWF Conference Center
June 20, 2024	UWF Board of Trustees Meeting @ UWF Conference Center
<i>June 25-27, 2024</i>	<i>Florida BOG Meeting, UCF, Orlando</i>

Prepared by: Becky Luntsford, BOT Assistant Corporate Secretary, 850-516-1522,
rluntsford@uwf.edu

Presenter: Suzanne Lewis, Chair, UWF Board of Trustees