

Agenda

UWF Board of Trustees Institute for Human and Machine Cognition 8:30 a.m., Friday, August 22, 2003

Roll call

Chair's greetings

President's greetings

Student recognition

Beth Hayden, senior business major from Pensacola, mother and employee of Small Business Development Center.

Approval of minutes

June 19-20, 2003 meeting

Action items

- 1) Rule on holidays observed by UWF (p. 1)
- 2) Rules on payment of fees (p. 3)
- 3) 2004-05 Legislative Budget Request (p. 15)

Information items

- 1) UWF enrollment plan (p. 37)
- 2) State of Florida Office of Supplier Diversity (p.50)
- 3) UWF housing report (p. 51)
- 4) Gulf Coast Alliance for Technology Transfer report (p. 52)
- 5) State University Presidents Association report (p. 53)
- 6) Legislative affairs report (p. 54)
- 7) IHMC report (p. 55)

Presentation

- 1) The UWF brand (P. 56)

Board professional development

- 1) Open records/public meetings

Other business

Adjournment

**UWF Board of Trustees
August 22, 2003**

Issue: New Rule establishing holidays observed by UWF

Proposed action: Approve.

Background information:

University boards of trustees have the authority to establish the personnel program, including benefits, hours of work and leave policies for the university. The proposed rule incorporates all the holidays currently observed by the university, and adds December 24 and the regular workdays between December 25 and January 1 as additional paid holidays (resulting in the ability to essentially close the university from December 24-January 1.)

A UWF survey of 48 colleges and universities found that 40 of those institutions (or 83% of the institutions) closed for at least one week at this time of year. Pensacola Junior College and many other community colleges in Florida close for a holiday break. The boards of trustees at FGCU and FIU have approved a winter break. UNF and other public universities in Florida are preparing proposals for their boards.

Observing a Winter Holiday has several advantages. Three of the most important are:

- Boosting employee morale, reducing employee stress and serving as a superb recruitment and retention tool.
- Saving the university between \$30,000 and \$35,000 in reduced energy and related costs.
- Minimizing security risks posed when only a few employees are working in nearly empty buildings during a time when students and nearly all faculty are not on campus.

Although staff would not be available to provide services to customers during the Winter Holiday, this period (the break between Fall and Spring semesters) is traditionally a time when there are very few customers on campus. In addition, the university has or is in the process of making many of the services and pertinent information available on line.

Supporting documentation: University Holidays rule

Prepared by: Gina DeIulio, General Counsel, 850-474-3420

6C6-2.028 University holidays --

(1) The University observes the following paid holidays:

(a) Birthday of Martin Luther King, Jr., third Monday in January.

(b) Memorial Day, last Monday in May.

(c) Independence Day, July 4.

(d) Labor Day, first Monday in September.

(e) Veterans' Day, November 11.

(f) Thanksgiving Day.

(g) Friday after Thanksgiving.

(h) Winter Holiday, all regularly scheduled work days beginning December 24 and continuing through January 1.

(2) If any holiday listed in (a)-(g) above falls on a Saturday, the Friday preceding that holiday shall be observed as a holiday. If any holiday listed in (a)-(g) above falls on a Sunday, the Monday following that holiday shall be observed as a holiday.

SPECIFIC AUTHORITY: 1001.74(4) FS.

LAW IMPLEMENTED: 1001.74(19) FS.

HISTORY – New_____.

NAME OF PERSON INITIATING PROPOSED RULE: Sherell Hendrickson, Director of Human Resources.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: John

Cavanaugh, President

DATE PROPOSED RULE APPROVED BY AGENCY HEAD:

**UWF Board of Trustees
August 22, 2003**

Issue: Rules related to applying for admission, enrolling in courses and payment of tuition and fees

Proposed action: Approve proposed new and revised rules.

Background information:

The rules will act to update the previous rules to make them consistent with and reflect changes made recently by the Board to the Tuition Rates, Fees, Fines, and Penalties rule and to reflect changes in the law and in the university's practices.

- 6C6-4.002 Waiver of Tuition and Fees
 - 6C6-4.003 Application Fee, Enrollment and Payment of Tuition and Fees.
 - 6C6-4.0031 Fee Refunds.
 - 6C6-4.0032 Cancellation of Registration and Reinstatement.
 - 6C6-4.004 Deferral of Tuition and Fee Payment.
 - 6C6-4.009 Delinquent Accounts.
-

Supporting documentation: Proposed rules

Prepared by: Gina DeIulio, general counsel
850-474-3420

6C6-4.002 Substantial rewording of Rule 6C6-4.002 follows. See Florida Administrative Code for present text. **Waiver of ~~Non-Florida~~ Tuition and Fees.**

(1) The University will waive tuition and fees as required in Florida Statutes section 1009.26.

(2) The University will waive the tuition, financial aid fee, health fee and athletic fee for Florida residents 60 years of age or older under the conditions set forth in Florida Statutes section 1009.26.

(3) The University will waive the out-of-state per credit hour fees for qualified graduate students from the Alabama counties listed below, provided those students pay a \$15.00 differential out-of-state fee per credit hour: Baldwin, Barbour, Butler, Clarke, Coffee, Conecuh, Covington, Crenshaw, Dale, Escambia, Geneva, Henry, Houston, Mobile, Monroe, Pike, and Washington.

(4) The University will, upon appeal of the student, waive the late registration, late payment and/or reinstatement fee when the University determines:

(a) the University is primarily responsible for the delinquency, or

(b) extraordinary circumstances beyond the control of the student prevented registration or the payment of fees.

SPECIFIC AUTHORITY: 1001.74(4), 240.227(1), (9), 240.233(2) FS.

LAW IMPLEMENTED: 1001.74(10), (11), 1001.75(11), 1009.24, 1009.26 240.227(1), (3), (9), 240.233(2), 6C-7.007, F.A.C. FS.

HISTORY – New 12-29-80, Formerly 6C6-4.02, Amended _____.

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate Vice President, Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr.
Cornelius Wooten, Vice President of Administrative Affairs
DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

6C6-4.003 Substantial rewording of Rule 6C6-4.003 follows. See Florida Administrative Code for present text. **Application Fee, Enrollment and Payment of Tuition and Registration Fees.**

(1) Application Fee.

(a) Applicants for degree-seeking status pay a non-refundable application fee.

The fee is good for three consecutive semesters.

(b) The application fee will be waived for applicants from Florida high schools who can document that they have received an examination fee waiver from the College Board or the American College Testing Program because of economic need.

(c) Applicants enrolling under the non-degree seeking category are not required to pay the application fee until such time that they want to be considered for degree-seeking status.

(2) Enrollment is defined as consisting of three major components:

(a) Application - Student provides information requested by the University for purposes of establishing and administering academic and financial relationships that exist between the University and its students.

(b) Registration – Student registers for one or more courses approved and scheduled by the University and provides information needed to assess fees and tuition.

(c) Payment of Fees – Student pays all assessed tuition and fees and satisfies all due and/or delinquent amounts payable to the University.

Students who withdraw from all courses for a semester will be considered no longer enrolled at the time of withdrawal.

(3) Registration Period

(a) The registration period(s) for any term begins on the date specified by the University and ends not later than 11:59 PM on the day immediately preceding the first day of classes for that term.

(b) A student's failure to properly register for a particular term during the registration period specified for that term will result in assessment of the late registration fee or student's ineligibility to register.

(4) Drop/Add Period

(a) The drop/add period begins on the first day of classes for the term and ends not later than 11:59 PM on the fifth (5th) day of classes of the term. During the drop/add period, students have the opportunity to adjust their schedules by adding or deleting courses. No tuition and fees will be assessed, and no grades or credits will be awarded for course(s) dropped during the drop/add period.

(b) Students can late register during the drop/add period. Students who properly register during the drop/add period or later will be assessed the late registration fee.

(c) Drop/add transactions can occur on an exceptional basis after the end of the drop/add period when:

(i) The University is primarily responsible for the delinquency, or

(ii) Extraordinary circumstances beyond the student's control prevented student's registration or payment of fees.

(d) Student's failure to pay all tuition and fees or to obtain deferred payment status by 11:59 PM on the last day of the drop/add period will result in the assessment of the late payment fee.

(5) Courses whose duration is other than the semester term, for example modular courses or minicourses, have registration and drop/add periods appropriate to their duration.

(6) Students paying fees using the Florida Prepaid College Program must pay the balance due, if any, before the fee payment deadlines to avoid being assessed the late payment fee.

(7) Students can pay for fees via the Internet or phone by paying with a credit card. A non-refundable convenience fee is assessed on such payments.

SPECIFIC AUTHORITY: 1001.74(4), 240.227(1)-FS.

LAW IMPLEMENTED: 1001.74(10), (24), 1001.75(7), 1009.24 (12)(a),(d),(e),(i), (14), 120.53(1)(a), 240.209(3)(d), (4), 240.227(1), 240.235- FS.

HISTORY – New 12-30-81, Formerly 6C6-4.03, Amended 10-30-89, 1-8-91, ____

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate Vice President, Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr. Cornelius Wooten, Vice President of Administrative Affairs

DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

6C6-4.0031 Fee Refunds.

(1) The University will refund a student's fees (except for fees that are indicated as nonrefundable) for those credit hour(s) affected when a student properly withdraws from a course(s) under the circumstances noted below:

(a) (a) Student provides notice of withdrawal from the University prior to the end of the drop/add period.

(b) Student drops credit hour(s) during the drop/add period.

(c) The University cancels the student's course(s).

(d) The student is called to, or enlists in, active military service. Notwithstanding anything herein to the contrary, pursuant to Florida Statutes section 1004.07(1), no student enrolled at the University will incur academic or financial penalties by virtue of performing military service on behalf of the United States of America. Accordingly, any student enrolled in a postsecondary course(s) at the University of West Florida who is called to, or enlists in, active military service will be permitted the option of either completing the course(s) at a later date without penalty or withdrawing from the course(s) with a full refund of fees paid. If the student chooses to withdraw, the student's record will reflect that the withdrawal is due to active military service and the student will be responsible for repayment of financial aid received prior to withdrawal.

(e) Death of the student or member of his/her immediate family (parent, spouse, child, sibling) occurs and student/student's legal representative provides written documentation of such.

(f) Student illness of such severity or duration, as confirmed in writing by a physician, that student's completion of the semester is precluded.

(g) Exceptional circumstances upon approval of the University when:

(i) The University is primarily responsible for the delinquency, or

(ii) Extraordinary circumstances beyond the student's control prevented registration or payment of fees.

(2) A refund of 25% of the total fees paid (less any nonrefundable fees) is available when a student properly and completely withdraws from all courses prior to the end of the fourth (4th) week of classes for full semester course(s), or a proportionately shorter period of time for shorter term course(s).

(3) When a student who receives financial aid subsequently changes his/her enrollment status, and that change results in a refund of fees to the student, the University will first return the appropriate share of such refund to the appropriate financial aid program before providing the refund, if any, to the student. The student is ultimately responsible for repaying to the University any financial aid received by or on behalf of the student that is required to be repaid and is not covered by such refund.

SPECIFIC AUTHORITY: 1001.74(4) FS.

LAW IMPLEMENTED: 1001.74(10), (11), 1001.75(11), 1009.24, 1009.26 FS.

HISTORY – New _____.

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate Vice President , Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr. Cornelius Wooten, Vice President of Administrative Affairs

DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

6C6-4.0032 Cancellation of Registration and Reinstatement

(1) The University will cancel the registration of any student who has not paid fees by the end of the fifth (5th) week of classes for a regular semester or the proportionate period of time for courses whose duration is other than a semester.

(2) A student may seek reinstatement; however, the student must pay all delinquent liabilities, including the late registration, reinstatement and late payment fees before being reinstated.

SPECIFIC AUTHORITY: 1001.74(4), FS.

LAW IMPLEMENTED: 1001.74(10), (11), 1001.75(11), 1009.24, 1009.26 FS.

HISTORY – New _____.

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate Vice President, Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr. Cornelius Wooten, Vice President of Administrative Affairs

DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

6C6-4.004 Substantial rewording of Rule 6C6-4.004 follows. See Florida Administrative Code for present text. **Deferral of Tuition and Fee** ~~**Deferred Payment Status.**~~

The University defers the payment for tuition and fees for the following:

(1) Students whose state or federal financial assistance is delayed due to circumstances beyond the control of the student.

(2) Veterans and other eligible students receiving benefits under Chapter 30, 32, or 35 or 1606 of Title 38 U.S.C., whose benefits are delayed according to documentation provided by and with the approval of the Veterans Association.

(3) Students for whom formal arrangements have been made with the University for payment by an acceptable third-party donor.

(4) Students who have entered into an installment fee payment agreement with the University (Tuition Loan Program). The student's initial payment must be at least one-half of the total fees due and is due by the fee payment deadline. Failure to pay the initial payment by the fee payment deadline or the balance of fees by the second installment deadline will result in the assessment of the late payment fee. A non-refundable installment service fee is assessed at the time of the first payment. The Tuition Loan Program is not automatically available for all students as the University Controller or designee must first approve the student's participation based on the student's prior credit history with the University.

(5) Students who have established a fee deferment. Fee deferments must be established with the University Cashier prior to the fee payment deadlines. Failure to establish the deferment will subject the student to assessment of the late payment fee and/or cancellation of registration.

SPECIFIC AUTHORITY: 1001.74(4) ~~240.227(1), 6C-7.002(8), (11), F.A.C.~~ FS.

LAW IMPLEMENTED: 1001.74(10), (11), 1001.75(11), 1009.24, 1009.26
~~120.53(1)(a), 240.209(1), (3)(d), (4), 240.227(1), 240.235~~ FS.

HISTORY – New 12-30-81, Formerly 6C6-4.04, Amended _____.

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate
Vice President, Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr.
Cornelius Wooten, Vice President of Administrative Affairs

DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

6C6-4.009 Delinquent Accounts.

(1) Students whose accounts with the University are delinquent will be denied the release of transcripts, the award of a diploma(s), and the ability to register. A delinquent account is created when the student has a financial obligation to the University, the University has billed the student for the obligation, and the student has not paid the financial obligation in full by the established date.

(2) The University will refer any delinquent accounts to a collection agency after the University has made reasonable efforts to collect the accounts. The collection costs are added to the student's outstanding delinquent account balance.

(3) The student may not use financial aid awards applicable to a current academic term to pay delinquent account balances in excess of \$100.00 from a prior academic term.

SPECIFIC AUTHORITY: 1001.74(4) FS.

LAW IMPLEMENTED: 1001.74(10), (11), 1001.75(11), 1009.24, 1009.26 FS.

HISTORY – New _____.

NAME OF PERSON INITIATING PROPOSED RULE: Dr. Pete Metarko, Associate Vice President, Office of Enrollment Services.

NAME OF SUPERVISOR OR PERSON WHO APPROVED PROPOSED RULE: Dr. Cornelius Wooten, Vice President of Administrative Affairs

DATE PROPOSED RULE APPROVED BY AGENCY HEAD: ____

UWF Board of Trustees August 22, 2003

Issue: 2004-05 legislative budget request – institution specific issues

Proposed action: Approve

Background information:

On July 11, the chancellor for the Division of Colleges and Universities e-mailed a request for the UWF 2004-05 legislative budget request with a due date of July 25. The information from each of the universities was considered when presenting a State University System budget request to the Board of Governors on August 7. It then was to be presented to the State Board of Education at its August 19 meeting, the results of which are unknown at the time of this agenda item's preparation. UWF's first-year request of a three-year proposal was \$6.7 million, plus \$1.9 million to participate in a statewide LambdaRail consortium.

The goals and priorities in the UWF Strategic Plan were the basis for each of the items in the UWF LBR. Some highlights include:

- \$ 3.9 million to hire 28 faculty and five staff members to increase instructional services, especially in the areas of computer and engineering sciences, math, physics, life and health sciences and more.
 - \$1.3 million to hire seven faculty and two staff members to increase student-life programs, students' learning experiences and to market the university to attract a diverse and talented student body.
 - \$0.6 million to hire two faculty and two staff members to expand community and business partnerships and to transfer results of UWF's research to the private sector.
 - \$0.9 million to hire three faculty and three staff members to responsibly manage growth.
 - \$1.9 million for the Florida LambdaRail network, the next generation Internet network. UWF is partnering with five other Florida public universities and two state private universities in the Florida consortium.
-

Supporting documentation: 2003-04 LBR

Prepared by: Dr. Jerry Norris
850-474-2211

The University of West Florida

Legislative Budget Request (LBR)

for the
Four UWF Strategic Planning Goals
and
One Statewide Priority - LambdaRail

to be included in the
Institutional Issues Section
of the
Legislative Budget Request
of the
Division of Colleges and Universities

Three-year request for

2004-2005

2005-2006

2006-2007

Submitted to the Chancellor
July 22, 2003

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MEMORANDUM

July 22, 2003

TO: Debra Austin, Chancellor
FROM: John Cavanaugh, President
SUBJECT: UWF 2004-2005 Legislative Budget Request (LBR)

Per your memo of July 11, 2003, I have attached the following documents:

- UWF 2004-2005 LBR Worksheet For Local Initiatives, indicating unfunded need and related Legislative Budget Request
- Narratives (OB Form I) and Budgets (OB Form II) for each of our four Strategic Plan priority issues:
 1. Promote a learning environment that encourages the development of individual potential in students, faculty, and staff
 2. Attract and inspire a diverse and talented student body committed to uncompromising academic excellence
 3. Provide solutions to educational, cultural, economic, and environmental needs
 4. Manage growth responsibly through focus on continuous quality improvement of programs and processes
- Narrative (OB Form I) and Budgets (OB FORM II) for our special Strategic Plan Priority Issue:
 5. Statewide High Speed Network for Research, Education, and Economic Development (LambdaRail)
- Summary of the relationships of Legislative, FBOE, and UWF Strategic Planning Goals and Imperatives
- The UWF Strategic Plan
- The UWF Brand Promise

Our worksheet demonstrates the fact that due to UWF's slow enrollment growth rate during the decade of the 1990's (during which time there were several significant base-

budget reductions), and due to dynamic growth rates for the past three years, UWF has developed an unfunded operating budget need of more than \$20 million. Our desire is to request one third of that amount over each of the next three years in an effort to “catch-up” to the base-budget levels required to fulfill our responsibilities of access to programs of academic excellence as we seek to fulfill our mission: to empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world. Therefore, we are requesting the funding of our four major strategic plan priorities to achieve adequate base-level funding.

Strategic Plan	Year One 2004-2005	Year Two 2005-2006	Year Three 2006-2007	Three Year Total
Priority One	\$3,928,769	\$3,928,769	\$ 192,462	\$ 8,050,000
Priority Two	\$1,279,052	\$1,279,052	\$ 241,896	\$ 2,800,000
Priority Three	\$ 597,409	\$ 597,409	\$2, 105,182	\$ 3,300,000
Priority Four	\$ 924,827	\$ 924,827	\$4,300,346	\$ 6,150,000
Totals	----- \$6,730,057 =====	----- \$6,730,057 =====	----- \$6,839,886 =====	----- \$20,300,000 =====

Six of Florida’s public universities and two of Florida’s private universities are collaborating in a consortial arrangement to form the Florida LambdaRail network and facilitate its connection to the National LambdaRail network. The proposed Florida LambdaRail will provide the base infrastructure for cutting-edge research that will drive economic development in Florida; for the recruitment of leading-edge scholars; for extending the reach of Florida’s universities to serve the state’s residents; and for fostering research partnerships and technology transfer among the public and private sector in Florida. UWF’s participation in Florida LambdaRail provides the vehicle for bringing this crucial technological infrastructure to the Northwest Florida region. As a member of the Florida LambdaRail Network, UWF requests funding for this special priority.

Special Priority \$1,900,000
 =====

I will be pleased to discuss these important issues with you soon. Please include them in the Legislative Budget Request for the Division of Colleges and Universities.

Thanks for your consideration and continued support.

Copies: FBOE/DCU: Bob Henker and Tim Jones
 UWF: Hal White, Jerry Norris, and Gloria Resmondo

INTERNAL WORKING DOCUMENT

1 The University of West Florida
 2 2004-2005 Legislative Budget Request - Local Initiatives
 3 Based on UWF Strategic Plan Goals and Priorities
 4 July 22, 2003

Worksheet to Promote Understanding
 Includes Estimates of Actual Needs

Strategic Goals	Strategic Priorities	Estimates in Column D Under Review by the Following Estimators	University Planning Estimates of Funding Enhancements Needed	2004-2005 LBR for Local Initiatives	Comments
(A)	(B)	(C)	(D)	(E)	(F)
Goal One: Promote a learning environment that encourages the development of individual potential in students, faculty, and staff					
1	Electronic/technology enhancements	Little/Dieckmann	\$ 2,400,000	\$ 96,457	Quality Course Delivery/Access Expansion
2	Faculty and Staff recognition and rewards	Cavanaugh/White	\$ 250,000	\$ 50,421	Quality Service/Customer Focus/Performance
3	Space acquisition and utilization	Wooten/Barnett	\$ 12,000,000	PECO, Etc.	Facilities Additions/Enhancements
4	Student enrollment/retention increases	Little	\$ 1,000,000	\$ 635,317	Summer Instruction & Lower Division Upgrade
5	Enhance quality of the learning environment, academic experience, and student services	Ford/Little	\$ 4,200,000	\$ 3,096,574	Access/Academic Excellence/Demand Issues
6	Systematically effect the new campus master plan	Wooten/Barnett	\$ 200,000	\$ 50,000	Access/Customer Service/Equity/Safety Issues
Totals for Strategic Goal One			\$ 20,050,000	\$ 3,928,769	Total Request for UWF's First Priority
Goal Two: Attract and inspire a diverse and talented student body committed to uncompromising academic excellence					
1	Enrolling academically achieved students	Little/Metarko	\$ 400,000	\$ 75,000	Quality Students/Quality Programs
2	Aligning innovative curricula to the strategic plan	Little	\$ 1,000,000	\$ 716,687	New and Critically Needed Programs
3	Developing a graduate program strategic plan	Little	\$ 400,000	\$ 50,000	Graduate Program Access/Delivery/Service
4	Aligning facilities and other resources to strategic initiatives	Little/Ford	\$ 800,000	\$ 387,365	Academic/Student Life Quality Issues
5	Marketing to and enrolling a diverse population	Crawford	\$ 200,000	\$ 50,000	Access: Advertising/Marketing UWF Brand
6	Delivering the University's brand promise	White/Crawford	\$ 100,000	\$ 50,000	Fac/Staff Training/Accountability Issues
Totals for Strategic Goal Two			\$ 2,800,000	\$ 1,279,052	Total Request for UWF's Second Priority
Goal Three: Provide solutions to educational, cultural, economic, and environmental needs					
1	Aligning UWF teaching, research, and service programs to the communities we serve	Little	\$ 1,000,000	\$ 72,409	Community/Industry Partnerships
2	Converting research products through technology transfer	Little	\$ 150,000	\$ 50,000	Technology Transfer to Public Sector
3	Providing comprehensive data for decision-making	Little/Norris	\$ 600,000	\$ 100,000	Institutional & Economic Research Transfer
4	Developing educational partnerships and community services	Little/Van Galen	\$ 400,000	\$ 75,000	Developing Partnerships/Services
5	Enhancing research and service centers and institutes	Little	\$ 1,000,000	\$ 200,000	Solving Critical Problems - Ctrs/Inst
6	Enhancing continuing education/distance education (including certificate programs)	Little	\$ 150,000	\$ 100,000	Military Access/CEDE Institute Support
Totals for Strategic Goal Three			\$ 3,300,000	\$ 597,409	Total Request for UWF's Third Priority
Goal Four: Manage growth responsibly through focus on continuous quality improvement of programs and processes					
1	Outside funding enhancements	Van Galen	\$ 100,000	\$ 49,827	Enhance Private Support/Partnerships
2	Campus safety and security improvements	Wooten	\$ 150,000	\$ 50,000	Safety and Security/Quality of Life Issues
3	Human resource systems replacement (includes classification and pay plans)	White/Wooten	\$ 5,000,000	\$ 250,000	Human Resource/Fin Systems Dev
4	Faculty and Staff salary enhancements	Cavanaugh	\$ 600,000	\$ 400,000	Quality Enhancement-Instruction/Support
5	Institutional effectiveness, accountability, and performance reports established	Norris/Backman	\$ 150,000	\$ 75,000	Performance and Accountability Issues
6	New governance structure improvements	Cavanaugh	\$ 250,000	\$ 100,000	Organizational/Quality Support Upgrades
Totals for Strategic Goal Four			\$ 6,150,000	\$ 924,827	Total Request for UWF's Fourth Priority
Total Estimated Need (Column D)			\$ 32,300,000	\$ 6,730,057	Request as a % of Total Unmet Need,
			\$ 20,300,000		Less Space Issues, Line 14:
			without PECO		33%
			Line 14		Request as a % of 2003-04 E&G Budget
					9%

53 Note: UWF LBR total in Column "E" represents 33% of total unmet need (Column "D"), and 9% of the UWF E&G budget for 2003-2004.
 54 Note: Some of the needs listed in column "D" may be satisfied by or requested from other funding sources such as
 55 other LBR Funding Categories (Branches/Centers, Enrollment Growth, PECO, etc.), other internal and external
 56 funding sources, and private support. Some of the needs may be satisfied in future years.
 57 Office of University Planning: LBR - Local Initiatives 2004-2005 Worksheet at 7-22-2003 JN:A:X

Educational and General
OB Form I - Narrative
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Promoting a learning environment that encourages the development of individual potential in students, faculty, and staff

Priority Number: One

Requested Amount: \$3,928,769 (for year one, 2004-2005)
\$3,928,769 (for year two, 2005-2006)
\$ 192,464 (for year three, 2006-2007)
\$8,050,002 (three year total)

The Number One Priority of UWF is to provide the best learning environment for faculty, staff and students. This issue is primary to our strategic vision: to distinguish UWF as the premier creative, student-centered university focused on excellence. Also, it links directly to the first Legislative Goal: to assure “highest student achievement,” and to the first FBOE Goal: to assure “highest student achievement.

Due to UWF’s slow enrollment growth rate during the decade of the 1990’s (during which time there were several significant base-budget reductions), and due to dynamic growth rates for the past three years, UWF has developed an unfunded operating budget need of more than \$20 million. This Number One Priority Issue accounts for \$8 million of that \$20 million, prompting this LBR request for the total need over the three years beginning in 2004-2005.

To fulfill our Number One Priority, we must expand access to and appropriate mix of top quality academic and student life programs that will recruit, retain, and graduate students (expediting graduation rates) who will obtain and demonstrate learning outcomes that will make them highly successful in the regional and global economies. This includes year-round instructional capacity and requires the addition of faculty positions each year for three years. Most of these faculty positions are demanded for the highly specialized disciplines such as computer and engineering sciences, math and physics, life and health sciences (including nursing), business, teaching, public history, historical preservation, environmental sciences, and the arts.

Additionally, we must continually upgrade and expand high-quality course delivery systems to meet the demands of “mobile campus students,” who travel to or live in diverse places around the globe during their experiences as UWF students. This includes military students from our vast bases in Northwest Florida, Navy College and other military educational programs throughout the world, students on exchange or international opportunities, non-traditional students who are mobile due to job opportunities and assignments, and place-bound and home-bound students who need educational connectivity to gain access to our programs and activities.

This Number One Priority presents opportunity for enormous successes in meeting the goals of the State of Florida to provide for the educational needs of its citizens. Appropriate funding is essential to meeting this opportunity. See specific budget request, OB Form II.

Educational and General
OB Form II -- Budget
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Promoting a learning environment that encourages the development of individual potential in students, faculty, and staff

Priority Number: One

Requested Amount: \$3,928,769 (for year one of three years)

Positions:	<u>Year One</u> <u>2004-2005</u>	<u>Year Two</u> <u>2005-2006</u>	<u>Year Three</u> <u>2006-2007</u>
Faculty	28	28	1
Other (A&P/USPS)	5	5	1
	----	----	----
Total Positions	33	33	2
	====	====	====

Salary Rate

Faculty	\$2,572,712	\$2,572,712	\$ 91,883
Other (A&P/USPS)	\$ 289,080	\$ 289,080	\$ 52,816
	-----	-----	-----
Total Rate	\$2,861,792	\$2,861,792	\$ 144,699
	=====	=====	=====
Salaries and Benefits	\$3,344,526	\$3,344,526	\$ 190,152
Other Personal Services	75,000	75,000	0
Expenses	351,743	351,743	2,312
Operating Capital Outlay	82,500	82,500	0
Electronic Data Processing	75,000	75,000	0
Special Categories	0	0	0
	-----	-----	-----
Total All Categories	\$3,928,769	\$3,928,769	\$ 192,464
	=====	=====	=====

All positions are annualized.

Educational and General
OB Form I - Narrative
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Attract and inspire a diverse and talented student body committed to uncompromising academic excellence

Priority Number: Two

Requested Amount: \$1,279,052 (for year one, 2004-2005)
\$1,279,052 (for year two, 2005-2006)
\$ 241,896 (for year three, 2006-2007)
\$2,800,000 (three year total)

The Number Two Priority of UWF is to attract and inspire a diverse and talented student body committed to uncompromising academic excellence. This issue is primary to our strategic vision: “to distinguish UWF as the premier creative, student-centered university focused on excellence.” Also, it links directly to the second Legislative Goal: to assure “seamless articulation and maximum access,” and to the second FBOE Goal: to assure “seamless articulation and maximum access.”

Due to UWF’s slow enrollment growth rate during the decade of the 1990’s (during which time there were several significant base-budget reductions), and due to dynamic growth rates for the past three years, UWF has developed an unfunded operating budget need of more than \$20 million. This Number Two Priority Issue accounts for \$2.8 million of that \$20 million, prompting this LBR request for the total need over the three years beginning in 2004-2005.

To fulfill our Number Two Priority, we must advertise and market our “brand promise” (copy attached) to provide an “uncommon lifetime relationship that recognizes the entire individual, nurturing the mind and spirit to empower each of us to get what we want in life. We are about providing individuals with opportunities for personal development and a caring relationship that will enable them to move on and ultimately realize their dreams.” To do that, we must provide high quality academic and student life programs that fulfill the needs of a diverse group of high quality students.

New and critically needed programs are under review and revision and implementation at UWF. Academic program mix as related to access, delivery, and service are foremost in the strategic planning process. Student life programs and issues relate directly to students’ learning experiences. There is nothing more important to our campus community than maintaining a *personal relationship* with each student. Every student is an original, complete with a name and a set of personal aspirations. Our job is to know both. Individual attention from a world-class faculty and staff in a warm and caring environment is the essence of UWF.

This Number Two Priority presents opportunity for enormous successes in meeting the goals of the State of Florida to provide for the educational needs of its citizens. Appropriate funding is essential to meeting this opportunity. See specific budget request, OB Form II.

Educational and General
OB Form II -- Budget
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Attract and inspire a diverse and talented student body committed to uncompromising academic excellence

Priority Number: Two

Requested Amount: \$1,279,052 (for year one of three years)

Positions:	<u>Year One</u> <u>2004-2005</u>	<u>Year Two</u> <u>2005-2006</u>	<u>Year Three</u> <u>2006-2007</u>
Faculty	7	7	1
Other (A&P/USPS)	2	2	1
	----	----	----
Total Positions	9	9	2
	====	====	====

Salary Rate

Faculty	\$ 643,174	\$ 643,174	\$ 91,883
Other (A&P/USPS)	\$ 115,632	\$ 115,632	\$ 52,816
	-----	-----	-----
Total Rate	\$ 758,806	\$ 758,806	\$ 144,699
	=====	=====	=====
Salaries and Benefits	\$ 991,072	\$ 991,072	\$ 190,152
Other Personal Services	60,000	60,000	15,000
Expenses	110,480	110,480	30,744
Operating Capital Outlay	55,500	55,500	5,000
Electronic Data Processing	62,000	62,000	1,000
Special Categories	0	0	0
	-----	-----	-----
Total All Categories	\$1,279,052	\$1,279,052	\$ 241,896
	=====	=====	=====

All positions are annualized.

Educational and General
OB Form I - Narrative
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Provide solutions to educational, cultural, economic, and environmental needs

Priority Number: Three

Requested Amount: \$ 597,409 (for year one, 2004-2005)
\$ 597,409 (for year two, 2005-2006)
\$2,105,182 (for year three, 2006-2007)
\$3,300,000 (three year total)

The Number Three Priority of UWF is to provide solutions to educational, cultural, economic, and environmental needs of the region, state, and nation. This issue is primary to our strategic vision: “to distinguish UWF as the premier creative, student-centered university focused on excellence.” Also, it links directly to the third Legislative Goal: to assure “a skilled workforce and economic development,” and to the third FBOE Goal: to assure “a skilled workforce and economic development.”

Due to UWF’s slow enrollment growth rate during the decade of the 1990’s (during which time there were several significant base-budget reductions), and due to dynamic growth rates for the past three years, UWF has developed an unfunded operating budget need of more than \$20 million. This Number Three Priority Issue accounts for \$3.3 million of that \$20 million, prompting this LBR request for the total need over the three years beginning in 2004-2005.

To fulfill our Number Three Priority, we must continue to expand community/industry partnerships and to transfer the results of UWF’s powerful and expanding research and service activities to the public sector. This requires close relationships with federal, military, and private agencies, organizations, and individuals as we work together to solve the problems that are critical to global life and economy. We dream large. We are proud of what we are. We don’t aspire to be like any other learning environment. Our university is an uncompromising original. We recognize that change is the only constant. We have an important job and we take it seriously!

This Number Three Priority presents opportunity for enormous successes in meeting the goals of the State of Florida to provide for the educational, research, and service needs of its citizens. Appropriate funding is essential to meeting this opportunity. See specific budget request, OB Form II.

Educational and General
OB Form II -- Budget
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Provide solutions to educational, cultural, economic, and environmental needs

Priority Number: Three

Requested Amount: \$597,409 (for year one of three years)

Positions:	<u>Year One 2004-2005</u>	<u>Year Two 2005-2006</u>	<u>Year Three 2006-2007</u>
Faculty	2	2	9
Other (A&P/USPS)	2	2	7
	----	----	----
Total Positions	4	4	16
	====	====	====

Salary Rate

Faculty	\$ 183,764	\$ 183,764	\$ 826,938
Other (A&P/USPS)	\$ 115,632	\$ 115,632	\$ 404,712
	-----	-----	-----
Total Rate	\$ 299,396	\$ 299,396	\$1,231,650
	=====	=====	=====
Salaries and Benefits	\$ 393,840	\$ 393,840	\$1,617,334
Other Personal Services	30,000	30,000	70,000
Expenses	136,069	136,069	320,848
Operating Capital Outlay	15,500	15,500	35,000
Electronic Data Processing	22,000	22,000	62,000
Special Categories	0	0	0
	-----	-----	-----
Total All Categories	\$ 597,409	\$ 597,409	\$2,105,182
	=====	=====	=====

All positions are annualized.

Educational and General
OB Form I - Narrative
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Manage growth responsibly through focus on continuous quality improvement of programs and processes

Priority Number: Four

Requested Amount: \$ 924,827 (for year one, 2004-2005)
\$ 924,827 (for year two, 2005-2006)
\$4,300,346 (for year three, 2006-2007)
\$6,150,000 (three year total)

The Number Four Priority of UWF is to manage growth responsibly through focus on continuous quality improvement of programs and processes. This issue is primary to our strategic vision: “to distinguish UWF as the premier creative, student-centered university focused on excellence.” Also, it links directly to the fourth Legislative Goal: to assure “quality and efficient services,” and to the fourth FBOE Goal: to assure “quality and efficient services.”

Due to UWF’s slow enrollment growth rate during the decade of the 1990’s (during which time there were several significant base-budget reductions), and due to dynamic growth rates for the past three years, UWF has developed an unfunded operating budget need of more than \$20 million. This Number Four Priority Issue accounts for \$6.15 million of that \$20 million, prompting this LBR request for the total need over the three years beginning in 2004-2005.

To fulfill our Number Four Priority, we must manage UWF well and demonstrate that we manage UWF well. We want the citizens of Florida to trust us to do our jobs right. In order to do that, we need management flexibility – the ability to make local management decisions that will make UWF more efficient and more effective. We are continually developing ways to demonstrate our management abilities through performance evaluations and accountability measures. As we continue to enhance public and private partnerships and support, and as we continue to demonstrate our successes toward accomplishing our strategic plans, we solicit support for management flexibility.

Excellence in all things is a given at UWF, from individual interaction with students to the transfer and application of knowledge through our teaching, research and public service. UWF people are not here to merely do what’s been done before. We have a culture that encourages people to test new ideas. Let your imagination soar and we’ll give you an environment that nurtures your mind and your creativity. While others may fear change and are unable to cope with the unexpected, we anticipate change and are proactive in finding creative solutions to opportunities as they arise.

This Number Four Priority presents opportunity for enormous successes in meeting the goals of the State of Florida to provide for the educational, research, and service needs of its citizens. Appropriate funding is essential to meeting this opportunity. See specific budget request, OB Form II.

Educational and General
OB Form II -- Budget
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Manage growth responsibly through focus on continuous quality improvement of programs and processes

Priority Number: Four

Requested Amount: \$924,827 (for year one of three years)

Positions:	<u>Year One 2004-2005</u>	<u>Year Two 2005-2006</u>	<u>Year Three 2006-2007</u>
Faculty	3	3	18
Other (A&P/USPS)	3	3	18
	----	----	----
Total Positions	6	6	36
	====	====	====

Salary Rate

Faculty	\$ 275,646	\$ 275,646	\$1,653,876
Other (A&P/USPS)	\$ 173,448	\$ 173,448	\$1,040,688
	-----	-----	-----
Total Rate	\$ 449,094	\$ 449,094	\$2,694,564
	=====	=====	=====
Salaries and Benefits	\$ 681,760	\$ 681,760	\$3,544,561
Other Personal Services	36,000	36,000	70,000
Expenses	157,567	157,567	588,285
Operating Capital Outlay	25,500	25,500	35,500
Electronic Data Processing	24,000	24,000	62,000
Special Categories	0	0	0
	-----	-----	-----
Total All Categories	\$ 924,827	\$ 924,827	\$4,300,346
	=====	=====	=====

All positions are annualized.

Educational and General
OB Form I - Narrative
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Statewide High Speed Network for Research, Education, and Economic Development (LambdaRail)

Priority Number: Special Statewide Project

Requested Amount: \$1,900,000

The Number One Priority of UWF is to provide the best learning environment for faculty, staff and students. This issue is primary to our strategic vision: to distinguish UWF as the premier creative, student-centered university focused on excellence. Also, it links directly to all four Legislative Goals and to all four FBOE Goals: Highest student achievement; seamless articulation and maximum access; skilled workforce and economic development; and quality, efficient service.

State governments across the nation – led by initiatives in such areas as California, Illinois, Indiana, Ohio, North Carolina, Texas, and Wisconsin – are increasingly recognizing the need for ultra-high-capacity statewide and regional research and education data networks to support the needs of large-scale research, medicine, education outreach, public/private partnerships, and economic development. These regional networking initiatives are also cooperating at the national level in the formation of the next-generation network backbone known as “Internet 3” or National LambdaRail. Florida universities, private research centers, medical centers, and economic development partnerships will not be able to gain educational or economic benefit from this national network unless a statewide university research network is formed and connected to the National LambdaRail. To provide this crucial foundation for the technological future of Florida, six of Florida’s public universities and two of Florida’s private universities are collaborating in a consortial arrangement to form the Florida LambdaRail network and facilitate its connection to the National LambdaRail network.

Florida LambdaRail will provide the base infrastructure for cutting-edge research that will drive economic development in Florida; for the recruitment of leading-edge scholars; for extending the reach of Florida’s universities to serve the state’s residents; and for fostering research partnerships and technology transfer among the public and private sector in Florida. UWF’s participation in Florida LambdaRail provides the vehicle for bringing this crucial technological infrastructure to the Northwest Florida region.

The UWF LambdaRail Project includes:

UWF’s share of the Florida Consortium’s membership in NLR	\$370,000
UWF’s share of the Florida core network build-out	\$750,000
UWF’s campus connections to the Florida network	\$350,000
UWF’s campus core infrastructure upgrade	\$430,000
 Total Request	 \$1,900,000

This Special Priority presents opportunity for enormous successes in meeting the goals of the State of Florida to provide for the educational needs of its citizens. Appropriate funding is essential to meeting this opportunity. See specific budget request, OB Form II.

Educational and General
OB Form II -- Budget
2004-2005 Legislative Budget Request – Institutional Issues

University: The University of West Florida

Issue: Statewide High Speed Network for Research, Education, and Economic Development (LambdaRail)

Priority Number: Special Statewide Project

Requested Amount: \$1,900,000

Positions:	<u>2004-2005</u>
Faculty	0
Other (A&P/USPS)	0
Total Positions	0
	===

Salary Rate

Faculty	\$ 0
Other (A&P/USPS)	\$ 0

Total Rate	\$ 0
	=====
Salaries and Benefits	\$ 0
Other Personal Services	0
Expenses	370,000
Operating Capital Outlay	1,530,000
Electronic Data Processing	0
Special Categories	0

Total All Categories	\$1,900,000
	=====

All positions are annualized.

The University of West Florida

Strategic Planning

Summary of Goals and Imperatives
of the
Florida Legislature, Florida Board of Education,
and The University of West Florida

and

The University of West Florida
Strategic Plan, Strategic Priorities, and Accountability
Measures

2002-2003 and Beyond

Legislative Goals/Imperatives (for the K-20 Educational System) (A)	FBOE Goals/Imperatives (B)	UWF Goals/Imperatives (C)
<p><u>Legislative Goal 1:</u> Highest Student Achievement</p>	<p><u>FBOE Goal 1:</u> Highest Student Achievement</p>	<p><u>UWF Goal 1:</u> Promote a learning environment that encourages the development of individual potential in students, faculty, and staff.</p>
<p><u>Legislative Strategic Imperative One:</u> Increase the supply of highly qualified K-12 instructors.</p>	<p><u>FBOE Imperative One:</u> Increase the supply of highly qualified K-12 instructors.</p>	<p><u>UWF Imperative One:</u> Attract a high quality, diverse faculty and staff dedicated to putting students first.</p>
<p><u>Legislative Strategic Imperative Two:</u> Apply existing academic standards at all levels consistently.</p>	<p><u>FBOE Imperative Two:</u> Applying existing academic standards at all levels consistently.</p>	<p><u>UWF Imperative Two:</u> Demand excellence in teaching, research, and service.</p>
<p><u>Legislative Strategic Imperative Three:</u> Increase the rate of learning and completion at all levels, especially the high school level, and increase the percentage of high school graduates, especially low-income and minority students, who enter post-secondary education without remediation.</p>	<p><u>FBOE Imperative Three:</u> Increasing rates of learning and completion at all levels, especially in high school, and raising the proportion of K-12 graduates, particularly low-income and minority students, who enter post-secondary education without remediation.</p>	<p><u>UWF Imperative Three:</u> Create a new standard in education focused on learning outcomes.</p>
<p><u>Legislative Strategic Imperative Four:</u> Improving the quality of school leadership at all levels.</p>	<p><u>FBOE Imperative Four:</u> Improving the quality of school leadership at all levels.</p>	<p><u>UWF Imperative Four:</u> Promote integrity through intellectual inquiry and open discourse.</p>
<p><u>Legislative Goal 2:</u> Seamless Articulation and Maximum Access</p>	<p><u>FBOE Goal 2:</u> Seamless Articulation and Maximum Access</p>	<p><u>UWF Goal 2:</u> Attract and inspire a diverse and talented student body committed to uncompromising academic excellence</p>
<p><u>Legislative Strategic Imperative Five:</u> Setting and aligning academic standards for every level of the K-20 education system.</p>	<p><u>FBOE Imperative Five:</u> Setting and aligning academic standards for every level of the K-20 education system.</p>	<p><u>UWF Imperative Five:</u> To promote creativity by the exchange of ideas in the spirit of academic freedom and professional responsibility. <u>UWF Imperative Six:</u> Promote diversity through a respect for and appreciation of differences.</p>

The University of West Florida
 Strategic Plan
 Summary of Legislative, FBOE, and UWF Goals and Imperatives
 2002-2003 and Beyond

Legislative Goals/Imperatives (for the K-20 Educational System)	FBOE Goals/Imperatives	UWF Goals/Imperatives
(A)	(B)	(C)
<p><u>Legislative Goal 3:</u> Skilled Workforce and Economic Development</p> <p><u>Legislative Strategic Imperative Six:</u> Appropriately align the workforce's education with the skill requirements of the new economy.</p>	<p><u>FBOE Goal 3:</u> Skilled Workforce and Economic Development</p> <p><u>FBOE Imperative Six:</u> Appropriately aligning the workforce's education with the skill requirements of the new economy.</p>	<p><u>UWF Goal 3:</u> Provide solutions to educational, cultural, economic, and environmental concerns</p> <p><u>UWF Imperative Seven:</u> Align university services with community needs and interests through teamwork and collaboration.</p> <p><u>UWF Imperative Eight:</u> Engage in scholarly research and creative activity to solve regional problems and enhance the quality of life.</p> <p><u>UWF Imperative Nine:</u> Develop targeted areas in education and research that address critical national and international objectives.</p>
<p><u>Legislative Goal 4:</u> Quality, Efficient Services</p> <p><u>Legislative Strategic Imperative Seven:</u> Align financial resources with the performance.</p>	<p><u>FBOE Goal 4:</u> Quality, Efficient Services</p> <p><u>FBOE Imperative Seven:</u> Aligning financial resources with performance expectations at each level of the K-20 education system.</p>	<p><u>UWF Goal 4:</u> Manage growth responsibly through focus on continuous quality improvement of programs and processes</p> <p><u>UWF Imperative Ten:</u> Target markets of opportunity with effective communications programs.</p> <p><u>UWF Imperative Eleven:</u> Align financial resources with performance expectations.</p> <p><u>UWF Imperative Twelve:</u> Continuously develop and improve processes and methods in delivering the university's brand promise.</p>
<p>UWF developed six priorities related to each of the four goals (above) with accountability measures for each and performance-based measures as appropriate. See attached.</p>		

University Planning: Strategic Plan Worksheet JN:C Updated 1-27-2003

THE UNIVERSITY OF WEST FLORIDA

Strategic Plan

Our Vision

To distinguish UWF as the premier creative, student-centered university focused on excellence.

Our Mission

To empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world.

Our Values

Caring

A safe and dynamic learning environment that encourages the development of individual potential

Integrity

Doing the right thing for the right reason

Quality

Dedication to uncompromising excellence

Innovation

Dedication to exploring and expanding the boundaries of knowledge

Teamwork

Working together to achieve shared goals

Stewardship

Managing and protecting our resources

Courage

Different by design

Our Goals and Imperatives

Promote a learning environment that encourages the development of individual potential in students, faculty, and staff

- Attract a high quality, diverse faculty and staff dedicated to putting students first
- Demand excellence in teaching, research, and service
- Create a new standard in education focused on learning outcomes
- Promote integrity through intellectual inquiry and open discourse

Attract and inspire a diverse and talented student body committed to uncompromising academic excellence

- Promote creativity by the exchange of ideas in the spirit of academic freedom and professional responsibility
- Promote diversity through a respect for and appreciation of differences

Provide solutions to educational, cultural, economic, and environmental concerns

- Align university services with community needs and interests through teamwork and collaboration
- Engage in scholarly research and creative activity to solve regional problems and enhance the quality of life
- Develop targeted areas in education and research that address critical national and international objectives

Manage growth responsibly through focus on continuous quality improvement of programs and processes

- Target markets of opportunity with effective communications programs
- Align financial resources with performance expectations
- Continuously develop and improve processes and methods in delivering the University's brand promise

Our Priorities

The following twenty-four priorities will guide UWF in its planning and operational activities during 2003-2004 and beyond:

Goal One: Promote a Learning Environment that Encourages the Development of Individual Potential in Students, Faculty, and Staff.

1. Electronic/Technology Enhancement
2. Faculty and Staff Recognition and Rewards
3. Space Acquisition and Utilization
4. Student Enrollment/Retention Increases
5. Quality of the Learning Environment, Academic Experience, and Student Services Enhancements
6. New Campus Master Plan Systematically Effected

Goal Two: Attract and Inspire a Diverse and Talented Student Body Committed to Uncompromising Academic Excellence.

1. Enrolling Academically Achieved Students
2. Aligning Innovative Curricula to the Strategic Plan
3. Developing a Graduate Program Strategic Plan
4. Aligning Facilities and Other Resources to Strategic Initiatives
5. Marketing to and Enrolling a Diverse Population
6. Delivering the University's Brand Promise

Goal Three: Provide Solutions to Educational, Cultural, Economic, and Environmental Concerns.

1. Aligning UWF Teaching, Research, and Service Programs to the Communities we Serve
2. Converting Research to Products through Technology Transfer
3. Providing Comprehensive Data for Decision-Making
4. Developing Educational Partnerships and Community Services
5. Enhancing Research and Service Centers and Institutes
6. Enhancing Continuing Education/Distance Education (including certificate programs)

Goal Four: Manage Growth Responsibly through Focus on Continuous Quality Improvement of Programs and Processes.

1. Outside Funding Enhancements
2. Campus Safety and Security Improvements
3. Human Resource Systems Replacements (includes classification and pay plans)
4. Faculty and Staff Salary Enhancements
5. Institutional Effectiveness, Accountability, and Performance Reports Established
6. New Governance Structure Improvements

<p>The UWF Strategic Plan was adopted and revised as follows: <u>University Planning Council (UPC)</u> – adopted May 17, 2002; revised wording of Priorities 5-15-2003 <u>University Board of Trustees (BOT)</u> - adopted June 7, 2002; confirmed revised wording of Priorities June 19, 2003.</p>

The UWF Brand Promise

Our vision...

To distinguish UWF as the premier *creative, student-centered* university focused on excellence.

UWF is creative

UWF people are not here to merely do what's been done before. We have a culture that encourages people to test new ideas. Let your imagination soar and we'll give you an environment that nurtures your mind and your creativity. While others may fear change and are unable to cope with the unexpected, we anticipate change and are proactive in finding creative solutions to opportunities as they arise.

UWF is student-centered

There is nothing more important to our campus community than maintaining a *personal relationship* with each student. Every student is an original, complete with a name and a set of personal aspirations. Our job is to know both. Individual attention from a world-class faculty in a warm and caring environment is the essence of UWF.

UWF is focused on excellence

Excellence in all things is a given at UWF, from individual interaction with students to the transfer and application of knowledge through our teaching, research and public service.

UWF is visionary

We dream large. We are proud of what we are. We don't aspire to be like any other learning environment. Our university is an uncompromising original. We recognize that change is the only constant, and our mission is **to empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world.**

Our promise...

Creativity, caring in its largest sense, and intellectual excellence are not afterthoughts at UWF: they are intrinsic to the vision of this university and the people who work and study here. UWF is an uncommon lifetime *relationship* that recognizes the entire individual, nurturing the mind and spirit to empower each of us to get what we want in life. ***We are about providing individuals with opportunities for personal development and a caring relationship that will enable them to move on and ultimately realize their dreams.***

UWF provides a *unique alternative* to large state institutions and expensive private colleges. In a world filled with "the expected," UWF never imitates.

UWF Board of Trustees
August 22, 2003

Issue: UWF enrollment plan

Proposed action: None required – information only

Background information:

Chancellor Debra Austin requested projected enrollment numbers for each of the institutions in the State University System through the year 2017.

Supporting documentation: Memo to Chancellor Austin
Enrollment plan
Chancellor Austin PowerPoint

Prepared by: Dr. Jerry Norris
850-474-2211

The University of West Florida

MEMORANDUM

July 14, 2003

TO: Debra Austin, Chancellor

FROM: Jerry Norris, Associate Vice President *Jerry Norris*
University Planning

SUBJECT: UWF Enrollment Plan

Per your memo of June 27, 2003, I have attached the following documents:

- UWF Enrollment Plan 2003-2004 through 2016-2017 (Annual FTE Projections by level and campus, including growth numbers and percentages) (UWF Worksheet, attached)
- UWF Enrollment FTE and Headcount Projections 2003-2017 (Annual FTE and Headcount Projections by level and campus) (DCU Worksheet, attached)
- Enrollment Plans – Components (attached)
 1. Enrollment Projections (as described above)
 2. Estimated FTE's, by level, associated with out-of-state students who were or will be admitted under the profile assessment admission policy
 3. Information and timelines for new branch campuses
 4. UWF strategic planning information
 5. Fall headcount projections, new student projections, and degree completion projections by level
- UWF Strategic Plan (attached)

Please let me know if I may provide additional information or explanation of these important issues and projections. (jnorris@uwf.edu, SunCom 680-2211)

Copies: FBOE: Nate Johnson and Kathy Thomas
UWF: John Cavanaugh, Hal White, Wes Little, Pete Metarko

The University of West Florida
Enrollment Plans - Components
July 14, 2003

1. Annual FTE projections by Level and Campus: The projections are based on a pattern of steady growth while improving quality, as specified in the UWF Strategic Plan.
2. Number of FTE's associated with out-of-state students who were or will be admitted under the profile assessment admission policy (by exception): UWF has admitted very few students under this policy, and anticipates that no more than four (4) FTE's (at the lower level) will be generated by these students in 2003-2004.
3. Information and timelines for any new branch campuses: UWF does not anticipate adding any new branch campuses in the next few years.
4. University Strategic Planning information: UWF anticipates a steady enrollment growth of between 3% and 4% over the next several years. Under the UWF Strategic Planning Process, emphasis is placed on improving the quality of current academic programs, continually aligning the academic program mix with demand, providing for student life needs, and revising recruitment and retention efforts. Some of these strategic issues and activities include:
 - Strengthening current programs that demonstrate distinctive service, potential capacity, and demand
 - Adding new programs based on demand. New programs recently added or in the process of planning and implementation include:

Bachelor's Degree Programs in
Maritime Studies
Hospitality, Recreation, and Tourism Studies
Nursing
Oceanography
Health Sciences
Master's Degree Programs in
Anthropology
Heritage Studies
Environmental Science
Public Health

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Enrollment Plans - Components
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- Responding to the needs of the communities we serve: military, healthcare, technology, tourism, workforce/economic development opportunities, etc.
 - Enhancing UWF's unique service learning and research participation opportunities for students, faculty, and staff
 - Developing UWF as a "whole life" learning community, servicing student life needs across divisional and functional organization lines
 - Continuing to add student residence capacity and related student life support services and activities
 - Enhancing student recruitment and retention commitments to ensure appropriate levels of access and success
5. (Optional) Fall headcount projections, new student projections, and degree completion projections by level. UWF does not anticipate major shifts in the relationships of these data to historical data. Therefore, in the interest of consistency, we request that the FBOE Staff estimate new student projections and degree completion projections from our FTE projections and historical data. Fall headcount projections by level are provided on the attached enrollment growth worksheet.

Estimated Enrollment Growth

DRAFT: 6/27/2003

University of West Florida

	Actual	Actual	Actual	Projected Enrollment													
	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Pensacola - Main																	
Lower FTEs	1,563	1,726	1,788	1,853	1,910	1,971	2,030	2,101	2,161	2,223	2,286	2,356	2,421	2,493	2,568	2,645	2,725
Upper FTEs	2,355	2,560	2,594	2,666	2,751	2,847	2,962	3,058	3,172	3,297	3,403	3,513	3,636	3,763	3,885	4,011	4,142
Grad I FTEs	457	484	468	473	480	487	496	502	507	512	520	527	535	542	550	558	570
Grad II FTEs	73	83	85	103	105	107	109	111	114	120	123	126	129	132	136	139	142
Fort Walton Beach																	
Lower FTEs	1	2	3	5	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper FTEs	263	315	356	375	400	405	410	415	420	425	429	440	446	460	470	480	490
Grad I FTEs	122	133	112	123	131	135	140	145	150	155	160	164	167	175	180	190	200
Grad II FTEs	45	36	26	27	29	30	32	34	36	38	40	42	44	46	50	54	58
Eglin AFB																	
Lower FTEs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upper FTEs	1	3	5	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Grad I FTEs	4	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grad II FTEs	1	0	6	3	3	4	4	5	5	6	6	7	7	8	8	9	9
UWF-Total																	
Lower FTEs	1,564	1,729	1,791	1,858	1,910	1,971	2,030	2,101	2,161	2,223	2,286	2,356	2,421	2,493	2,568	2,645	2,725
Upper FTEs	2,619	2,877	2,954	3,046	3,157	3,259	3,380	3,482	3,602	3,733	3,844	3,966	4,096	4,238	4,371	4,508	4,650
Grad I FTEs	582	617	582	596	611	622	636	647	657	667	680	691	702	717	730	748	770
Grad II FTEs	119	119	118	133	137	141	145	150	155	164	169	175	180	186	194	202	209
Total	4,883	5,342	5,445	5,633	5,815	5,993	6,191	6,380	6,575	6,787	6,979	7,188	7,399	7,634	7,863	8,103	8,354
Growth	Number	459	103	188	182	178	198	189	195	212	192	209	211	235	229	240	251
	Percent	9.4%	1.9%	3.5%	3.2%	3.1%	3.3%	3.1%	3.1%	3.2%	2.8%	3.0%	2.9%	3.2%	3.0%	3.1%	3.1%

Headcount

UNCLASS	783	969	815	900	900	900	900	900	900	900	900	900	900	925	925	950	975
LOWER	3133	3430	3546	3630	3712	3788	3860	3940	4000	4080	4150	4210	4280	4350	4400	4480	4550
UPPER	3009	3350	3540	3659	3826	3999	4199	4385	4594	4804	4992	5225	5445	5717	6022	6308	6610
BEG GRAD	1000	1011	994	1020	1035	1046	1060	1072	1084	1097	1115	1126	1138	1150	1162	1175	1190
ADV GRAD	293	303	311	320	328	338	345	358	365	376	388	400	410	421	430	438	450
TOTAL	8,218	9,063	9,206	9,529	9,801	10,071	10,364	10,655	10,943	11,257	11,545	11,861	12,173	12,563	12,939	13,351	13,775
Growth	Number	845	143	323	272	270	293	291	288	314	288	316	312	390	376	412	424
	Percent	10.3%	1.6%	3.5%	2.9%	2.8%	2.9%	2.8%	2.7%	2.9%	2.6%	2.7%	2.6%	3.2%	3.0%	3.2%	3.2%

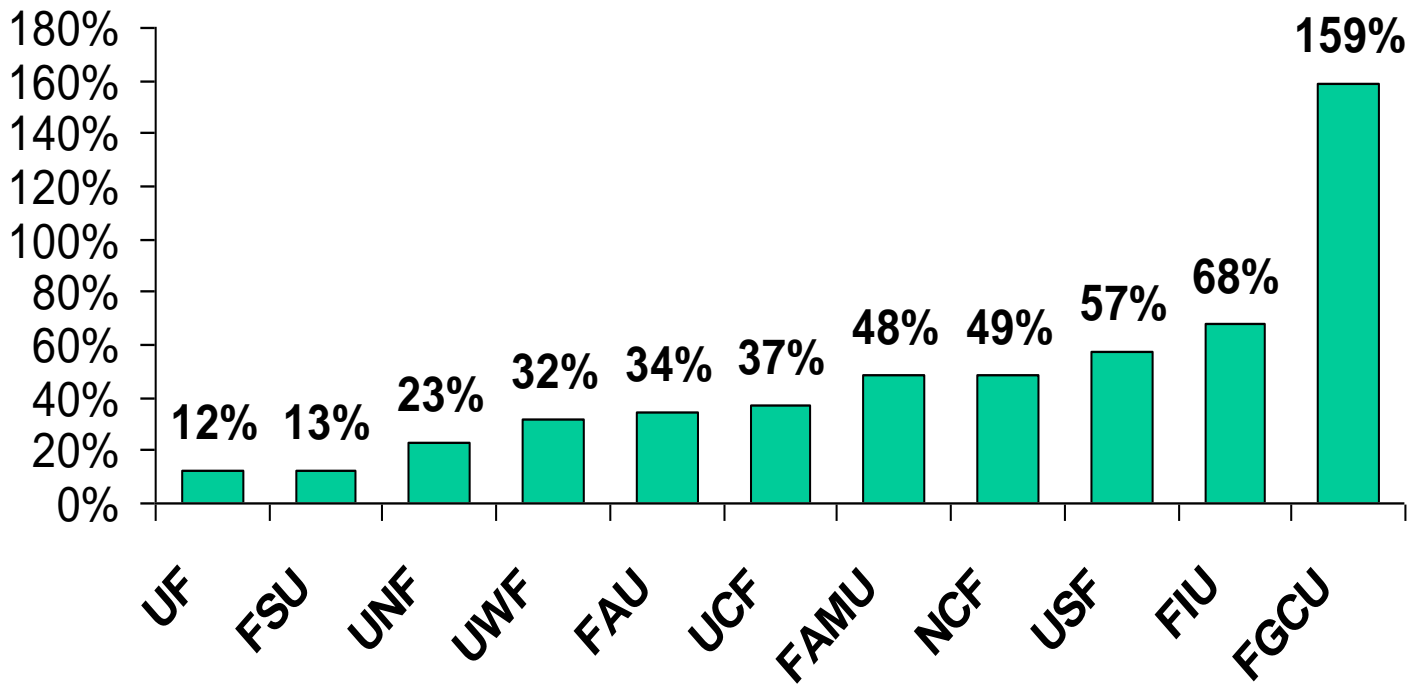
The following PowerPoint was presented by Chancellor Debra Austin as a display of “uncensored” enrollment plans as submitted by the eleven SUS institutions (such as the UWF plans presented above). The Chancellor will make “adjustments to the overall numbers” and include them in the Legislative Budget Request for 2004-20005 as a System-Wide Enrollment Growth Budget Issue.

UNIVERSITY ENROLLMENT PLANS

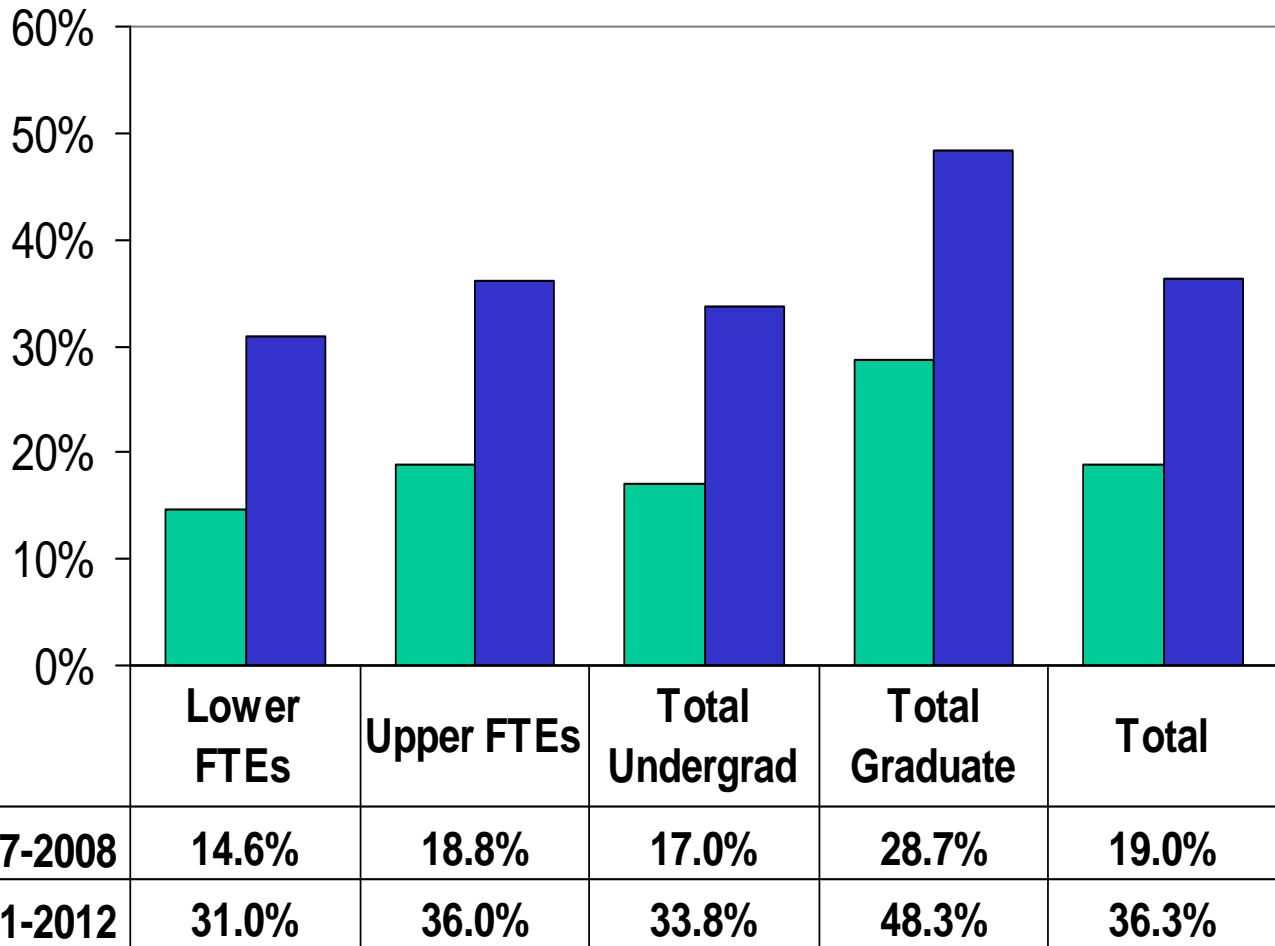
Division of Colleges and Universities

July 23, 2003

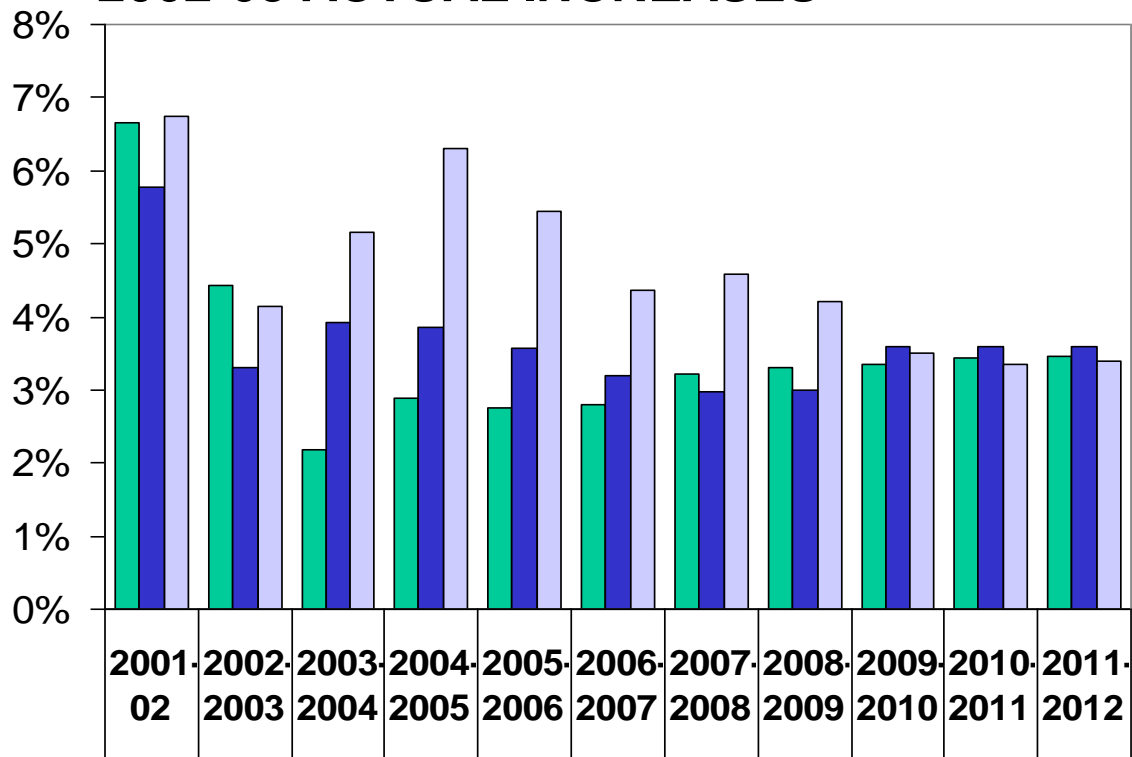
UNIVERSITY PLANS FOR FTE GROWTH (PERCENT GROWTH PLANNED THROUGH 2011-12, USING 2002-03 AS BASELINE)



SYSTEMWIDE PLANNED UNIVERSITY GROWTH BY LEVEL, USING 2002-03 AS BASELINE

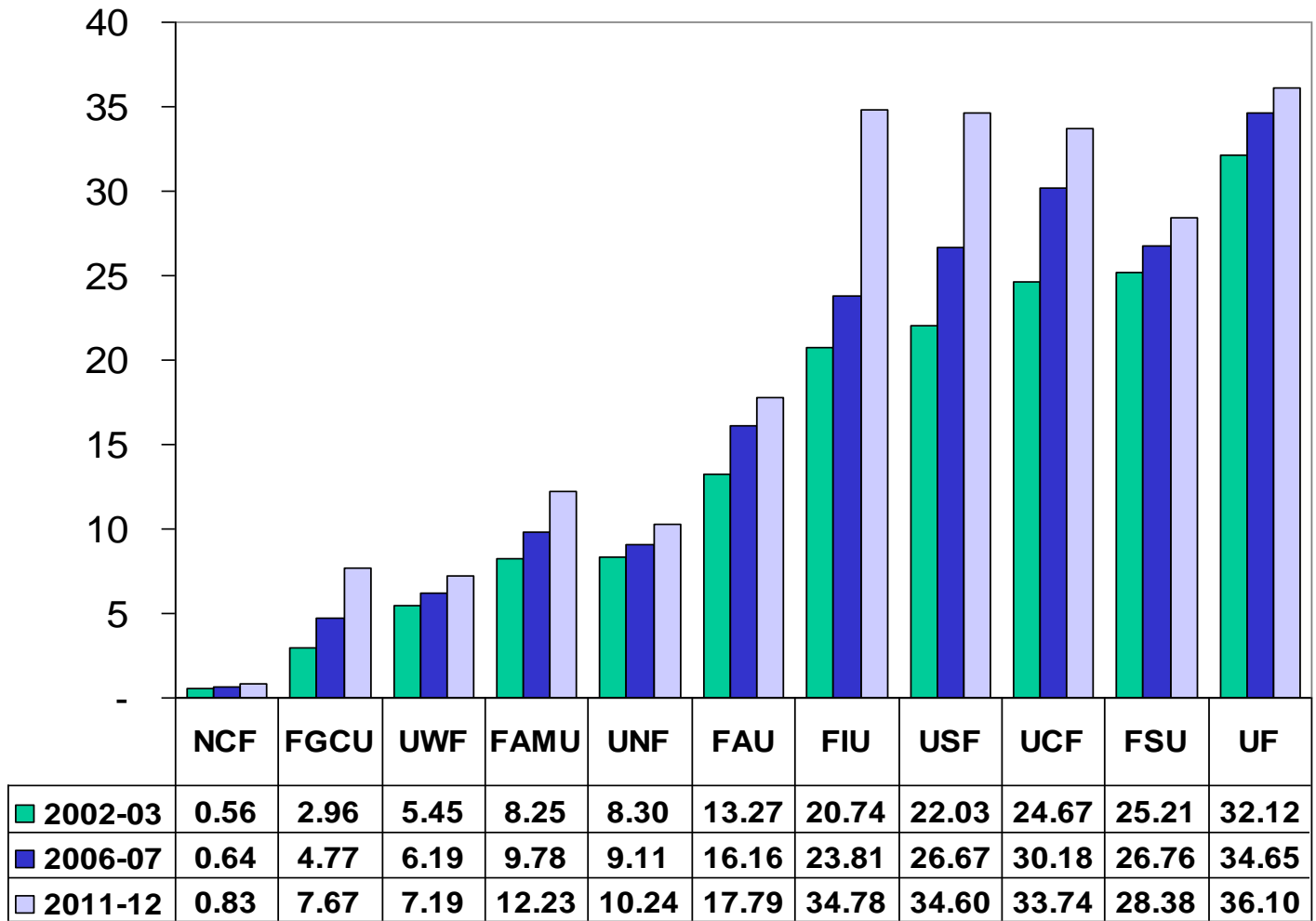


UNIVERSITY PLANS FOR ANNUAL FTE GROWTH: PERCENT INCREASE OVER PRIOR YEAR, BY LEVEL, WITH 2001-02 AND 2002-03 ACTUAL INCREASES

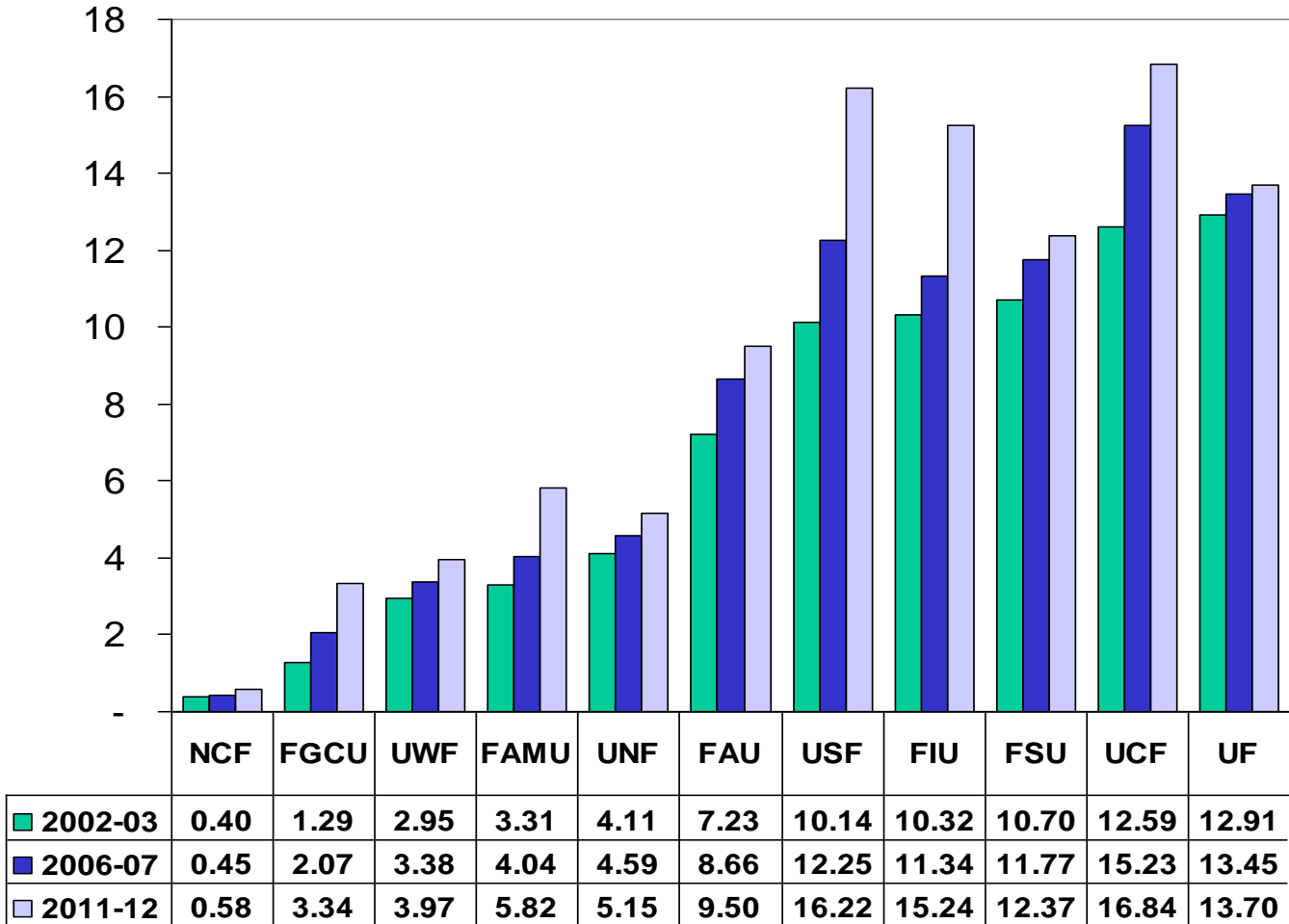


■ Lower FTEs	6.7%	4.4%	2.2%	2.9%	2.8%	2.8%	3.2%	3.3%	3.4%	3.4%	3.5%
■ Upper FTEs	5.8%	3.3%	3.9%	3.9%	3.6%	3.2%	3.0%	3.0%	3.6%	3.6%	3.6%
■ Total Graduate	6.7%	4.1%	5.2%	6.3%	5.4%	4.4%	4.6%	4.2%	3.5%	3.3%	3.4%

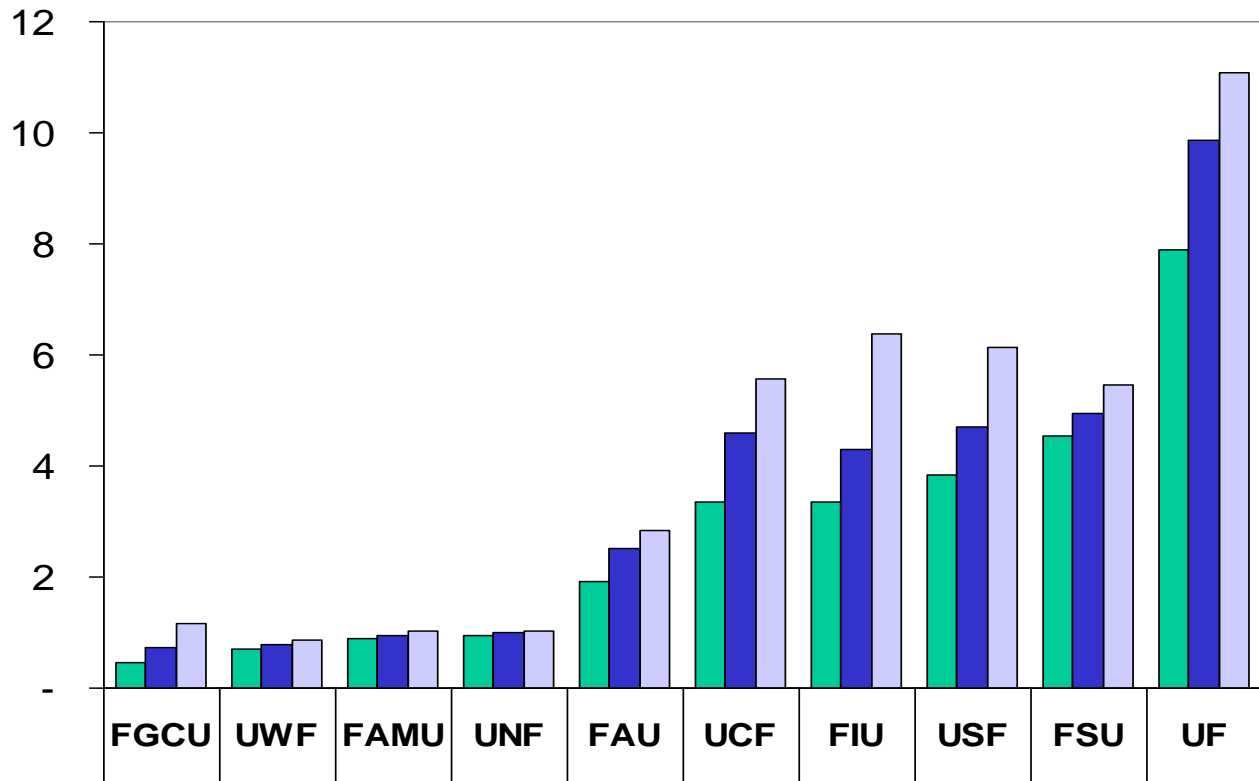
UNIVERSITY PLANS FOR TOTAL FTES, WITH ACTUAL 2002-2003 FTES (IN THOUSANDS)



UNIVERSITY PLANS FOR UPPER-DIVISION FTE GROWTH (IN THOUSANDS)



UNIVERSITY PLANS FOR GRADUATE FTE GROWTH (IN THOUSANDS)



**UWF Board of Trustees
August 22, 2003**

Issue: State of Florida Office of Supplier Diversity

Proposed action: None required – information only

Background information:

Windell Paige, executive director of the Office of Supplier Diversity (OSD), will explain the functions of his office and how the University of West Florida can assist in the state's efforts. Mr. Paige was appointed January 1, 2000 by Governor Jeb Bush to direct the "Equity in Contracting" side of the One Florida Initiative. Under the One Florida Initiative the OSD works to reflect the state's commitment to fair and equal opportunity for all to compete for state contracts, while enthusiastically embracing diversity so that vendors reflect the full diversity of the citizens of Florida. The OSD is responsible for measuring the state's success as it relates to minority spending, matchmaking viable-growth-oriented minority businesses with purchasing/contract opportunities, investigating complaints of discrimination and enhancing minority business development.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

**UWF Board of Trustees
August 22, 2003**

Issue: UWF housing report

Proposed action: None required – information only

Background information:

UWF is nearing completion of another 200-bed student housing project, which will bring the on-campus capacity to 1,400 beds. Vice President of Student Affairs Debbie Ford will present information about occupancy for the fall term, progress on the new building and future housing.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

**UWF Board of Trustees
August 22, 2003**

Issue: Gulf Coast Alliance for Technology Transfer

Proposed action: None – information only

Background information:

UWF President John Cavanaugh has had extensive conversations with members of the Gulf Coast Alliance for Technology Transfer (GCATT) regarding its goals and objectives. GCATT is housed in Fort Walton Beach and consists of military and academic institutions. The president will brief the board on the outcome of those conversations and the effort to reshape GCATT to better meet the needs of its members and communities in Northwest Florida.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

**UWF Board of Trustees
August 22, 2003**

Issue: State University Presidents Association

Proposed action: None – information only

Background information:

The State University Presidents Association (SUPA) was scheduled to meet in Orlando on August 15 to discuss a legislative agenda and the issue of capping freshmen enrollment. The SUPA meeting includes the State University System lobbyists, media relations folks and boards of trustees liaisons. President Cavanaugh will report on the latest SUPA developments.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

**UWF Board of Trustees
August 22, 2003**

Issue: Legislative affairs report

Proposed action: None – Information only

Background information:

Janice Gilley, director of governmental relations, will brief the Board about general legislative issues.

Gina Delulio, general counsel, will outline the differences between the IHMC bill approved by the Legislature and signed by the governor and the language of the bill approved by the Board of Trustees in February.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

UWF Board of Trustees
August 22, 2003

Issue: IHMC report

Proposed action: None – information only

Background information:

The Board of Trustees has requested reports from the Institute for Human and Machine Cognition. Dr. Ken Ford will inform the Board about the next steps in the development of IHMC as a not-for-profit organization.

Supporting documentation: None

Prepared by: Keith Goldschmidt
850-474-2368

**UWF Board of Trustees
August 22,2003**

Issue: The UWF Brand

Proposed action: None required – information only

Background information:

Pat Crawford, associate vice president of Marketing Communications, will discuss the UWF vision and promise.

Supporting documentation: The UWF Vision and Promise

Prepared by: Keith Goldschmidt
850-474-2368

The UWF Vision and Promise

Our vision...

To distinguish UWF as the *premier creative, student-centered* university focused on excellence.

UWF is visionary

We dream large. We are proud of what we are. We don't aspire to be like any other learning environment. Our university is an uncompromising original.

We recognize that change is the only constant, and our mission is *to empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world.*

UWF is creative

UWF people are not here to merely do what's been done before. We have a culture that encourages people to test new ideas. Let your imagination soar and we'll give you an environment that nurtures your mind and your creativity. While others may fear change and are unable to cope with the unexpected, we anticipate change and are proactive in finding creative solutions to opportunities as they arise.

UWF is student-centered

There is nothing more important to our campus community than maintaining a *personal relationship* with each student. Every student is an original, complete with a name and a set of personal aspirations. Our job is to know both. Individual attention from a world-class faculty in a warm and caring environment is the essence of UWF.

UWF is focused on excellence

Excellence in all things is a given at UWF, from individual interaction with students to the transfer and application of knowledge through our teaching, research and public service.

Our promise...

Creativity, caring in its largest sense, and intellectual excellence are not afterthoughts at UWF: they are intrinsic to the vision of this university and the people who work and study here. UWF is an uncommon lifetime *relationship that recognizes the entire individual, nurturing the mind and spirit to empower each of us to get what we want in life. We are about providing individuals with opportunities for personal development and a caring relationship that will enable them to move on and ultimately realize their dreams.*

UWF provides a *unique alternative* to large institutions and expensive private colleges. In a world filled with "the expected", UWF never imitates.