

Minutes
UWF Board of Trustees
Academic & Student Affairs Committee Meeting
UWF Conference Center Room A

Friday, December 9, 2005

10:00 a.m.

Committee Chair Roy Smith called the meeting to order at 10:05 a.m. on Friday, December 9, 2005, in Room A, UWF Conference Center.

Committee members present:

Mr. Roy Smith
Dr. Jay Gould
Retired General Chuck Horner
Ms. Jo Ann Morgan
Mr. Tim Roberts

Also attending:

Mr. Honor Bell, BOT Member
Dr. John Cavanaugh, President
Mr. K. C. Clark, BOT Chair
Dr. Sandra Flake, Provost
Dr. Debbie Ford, Vice President for Student Affairs
Ms. Marie Glass, Coordinator for Administrative Affairs
Dr. Barbara Lyman, Associate Vice President for Academic Affairs

Chair's Greetings

Chair Smith welcomed everyone to the meeting. He stated that Collier Merrill had a previous commitment and would be unable to attend the meeting. Chair Smith stated that this would be Trustee Morgan's last committee meeting. She has elected not to seek reappointment for the UWF Board of Trustees upon expiration of her term on January 6, 2006. Chair Smith stated appreciation to Ms. Morgan for her service to the students, faculty, and staff at UWF and wished her well in her future endeavors.

Action Items

Approve Minutes of September 9, 2005:

1. Approve Minutes of September 9, 2005:
http://uwf.edu/trustees/Dec9_05/AA9SEP05min.pdf

Chair Smith asked for a motion to approve the minutes of September 9, 2005. Dr. Gould asked that a correction be made to page 4, second paragraph, to include "mosques and other institutions. The corrected statement would be, "Dr. Gould asked if synagogues, mosques, and other institutions would be included with churches and other groups." Chair Smith asked the changes be reflected within the minutes and asked for a motion to approve the minutes with changes. Motion was made by Jay Gould and seconded by Tim Roberts. It carried unanimously.

2. Adopt Academic & Student Affairs Committee Charter as presented by Chair Smith, Dr. Sandra Flake and Dr. Debbie Ford
Academic & Student Affairs Draft Charter
http://uwf.edu/trustees/Dec9_05/academiccharter.pdf

Chair Smith stated the next action item was to adopt the Academic and Student Affairs Committee Charter. He called for a discussion.

Ms. Morgan stated that she had two suggestions: 1) within the bulleted section of the purpose, she would like to include verbiage regarding UWF's diversity/population/demographics, and 2) she would like to articulate that the university is "data-driven." She stated that it is noted within the text that the

university is “monitoring” the data; however, it should be noted that the university is a “data-driven” organization and the term ‘data’ should be used in decisions. Dr. Gould requested a reorder of the major sections so that responsibilities and duties follow the purpose. Dr. Ford suggested that the composition not specify the number of members; instead specify that the committee include faculty, students, and trustees. A brief discussion ensued as to having a minimum of four members present for the meeting, at least two trustees, one faculty, and one student. Chair Smith stated that the charter could continue to be edited and improved and sought approval to adopt the charter with the suggestions to add diversity and data to principles, edit terms of sequence, and specify minimum membership requirements. Ms. Morgan made the motion. Mr. Roberts seconded the motion.

Informational/Discussion Items

1. Honorary Awards and Recognition Policy as presented by Dr. Sandra Flake.
Policy: <https://nautical.uwf.edu/Data/data.cfm?pub=379>

Chair Smith previously requested a review of the policy to ensure that it was sufficiently inclusive to provide for recognition of persons of national or international contributions. Dr. Flake read aloud the policy statement and stated that they believe the current policy allows flexibility and that no action was needed. Chair Smith asked President Cavanaugh for comments. Dr. Cavanaugh responded that conversation regarding such would be held after the first of the year.

2. Academic Affairs Update as presented by Dr. Sandra Flake
Academic Affairs Annual Report <http://uwf.edu/academic/Planning/planning.html>

Chair Smith asked Dr. Flake for the Academic Affairs update. Dr. Flake stated that at the last meeting, Dr. Metarko talked about Admissions and the recruitment policies. A question was raised as to retention - how to get the students back for the second year. Dr. Flake gave a PowerPoint presentation of the Retention and Graduation Data for students in 4, 5, and 6-year cohorts. Dr. Flake noted that between 2003/04 and 2004/05, the university retained almost 75% of the first year students despite having a major hurricane. She considers the work done by Admissions as very successful. She stated that demographics for diversity had been studied and felt that the university has been successful in retaining student diversity as well. Trustee Horner asked if data had been reviewed between local students versus students who travel. Dr. Flake responded that it had not, that diversity had been addressed, but they could certainly look into his request. He responded there was no need to pursue further. Trustee Clark asked about sample sizes for variance of students. Dr. Flake referenced the chart and stated that of the 917 first-year college students, the university retained 676 of those students last year. She stated that copies of the chart were available. Chair Smith asked if there were any benchmarks to compare to other universities. Dr. Flake confirmed there were and that the university was within the ballpark in comparison to other universities. However, she stated that she would like to have UWF up to 80% to achieve goals and that they are working on goals across all groups. Chair Smith inquired of any exit data on causes, such as academic, family, or financial. Dr. Flake responded that there was a wide range of causes that covered all those areas. She addressed the importance of getting the students involved in university life and helping students find a balance in school and social life. Trustee Horner asked if students were asked why they stay or leave. Dr. Flake responded that students stay or leave for a variety of reasons. Mr. Roberts asked if students fill out any forms when they leave to state the reason why they leave. Dr. Flake responded yes. Dr. Gould asked were there any significant differences noted? Dr. Flake stated that there may be possible differences within the Hispanics group, that they have very few international students. She again stressed the fact that they retained most freshmen despite the area suffering from a major hurricane.

Trustee Morgan asked if there was anything being done related to admitting freshmen students that may add to the retention rate, possibly with admissions standards. Dr. Flake stated the higher the admissions standards, the higher the rate of retention for first and second year students. Trustee Morgan asked if students leave UWF to go to other universities. Dr. Flake responded yes. Chair Smith stated it would be significant to see how many students drop out. He stated that he noticed in Dr. Cavanaugh’s access committee material that they suggested early declaration of major. President Cavanaugh asked to speak in terms of migration. He stated that it is possible to track students to public sectors but not to private sectors. He said that there is no action to force students to declare majors, in that more than half the students change their major. Trustee Bell stated that the university is doing much in terms of retention. He asked

what was being done to recruit minority students in high schools, locally and away, and asked if we were being compared to other schools, such as FAMU. Dr. Flake replied that she has no data regarding percentages from local schools, but that our data is very positive and most of our growth over the last several years has been in students of color. President Cavanaugh stated that our number one competitor for minority students was FAMU, otherwise, we compared very well to other institutions in the state and the southeast. Trustee Bell stated that he would like to see the percentage rates of minority graduating high school seniors and what percentage of those minorities are coming to UWF. President Cavanaugh noted that, within our area, a good percentage of students attend community college first, so we could also look at AA transfer patterns. Trustee Bell stated that there has always been a stigma associated with UWF by the minority community. He stressed the need for the university to show data that we are recruiting them as well. President Cavanaugh referenced the retention data as showing that our percentage is high overall.

Chair Smith asked if anything had been learned from the data to increase our retention rate. Dr. Flake responded that both she and Dr. Ford could report on that. She cited having a support structure to enable students to achieve student success, on finding a balance in their personal life, and to assist the students in their ability to establish goals and work towards them. Dr. Ford stated one area that Student Affairs focused on was the freshmen year experience. They appointed Michael Jasek, as Assistant Dean of Students, to focus on transition programs; they have improved the orientation program for student and parents and transfer students; and, they recently purchased a communications product, Goalquest, which is used for prospective students and for retention. For instance, the program e-mails information to the students. The information helps students know where to go to for assistance and how to get involved on campus. A parallel program is used for the "helicopter" parents (parents who 'hover' over their child), which, in turn, gives information to parents to help their sons or daughters get involved on campus. Student Affairs wants to make this process simple, streamlined, and transparent for all involved. Dr. Flake stated that the university has an Advising Center, tutoring support, Goalquest, and a number of other activities. Dr. Ford stated that they also have an elective course called the Freshmen Year Experience, which includes student learning outcomes, textbooks, and e-learning. They have learned the intangibles help them to meet their student learning outcomes. An assessment of this program will be shared, possibly, in the spring semester. Trustee Horner stated that he hopes this effort to provide services and motivation to the students would not endorse interest in retention for students who cannot meet the academic standards. Dr. Flake stated that our goal is to assist our students in achieving their standards.

President Cavanaugh stated that within the retention data, it has become apparent that cultural attitudes on financing have a major impact on retention data. Latinos, as a group, seem to be debt adverse, and as a result, Latino students tend to step out of school instead of taking out loans. Therefore, the concept of a 4- or 6-year degree may or may not mesh with the different kinds of attitudes towards financing. We need to keep this in mind when considering the impact this makes on the retention data. Chair Smith stated that Trustee Horner made a good point in that we are not trying to keep students who are not academically prepared.

Dr. Flake moved on to graduate data from 1997, which showed that 34% of our students, who started in their freshman year, completed their baccalaureate degrees within a six-year period. Our retention rates for students of color are comparable to those of all students. However, they would like to increase the rate, so they will begin some new initiatives. Dr. Flake continued the discussion of the graduation data, noting that the lowest retention rate was for the Hispanic students within six years. Chair Smith asked if the data included transfer students. Dr. Flake responded that it only included first year students but shows that the university is moving in the right direction. The overall trend is for students to stay in school for five years or longer. This is due to students having to work while attending school and being involved in other activities. Chair Smith asked the findings of students who transferred in from community college. President Cavanaugh stated that they had looked at the system level and found that the junior and senior levels of graduation were higher because the weed-out had already happened at the junior college level. Dr. Ford stated they would look at changes that have occurred on campus since 1997, especially in the housing areas, which has helped to increase the enrollment of freshmen. She stressed the importance of monitoring the trends of the freshmen class. Dr. Flake stated any changes that we make show up incrementally.

Chair Smith referenced back to Dr. Cavanaugh's point, our statistics would appear better in terms of graduation via transfer students who had been screened out. President Cavanaugh stated that one of the erroneous arguments made at the state level is that if students' start at community colleges, their odds are

greater to graduate. However, that is only looking at the completion rates of an Associate Degree and how many of those complete the baccalaureate degree and not looking at dropout rates in community college. Dr. Cavanaugh also pointed out that students who live on campus are much more likely to graduate because housing seems to provide some sort of comradeship.

Dr. Gould asked how the military service impacted graduation rates, whether students or spouses of military personnel. President Cavanaugh stated that was one of his arguments to the Board of Governors, that these numbers do not really mean anything. At the university, if an active duty military person is deployed, that individual and possibly that individual's partner leaves the university, which means that we may lose two students. The transfers out are held against the university's graduation rates, which is unfair. Dr. Flake said it may be interesting to look at our juniors as compared to the community college transfers and could provide that information at the next Board meeting to see the wider range of our population. President Cavanaugh stated they are looking at the high demand of military majors, and what can be done online to assist those students who are deployed to continue their education to obtain their degree.

Dr. Flake briefly covered the Academic Affairs Goals in the course of the year and what can be accomplished over the next five years. The goals can be found on their website: <http://uwf.edu/academic/Planning/planning.html>. The various assessment measures that will be used to evaluate their successes are listed on the website as well. Four goals are related to faculty recruitment, development, and advancement. During the spring semester, a review of all faculty development programs will be reviewed. Also, during the spring semester, and with the assistance from the Associate Vice President for Diversity and the deans, they will continue to work on recruitment plans to increase diversity. Dr. Flake pointed out a number of goals under Undergraduate Enrollment and Student Support that speak to some of the data that has been looked at, and the continuing collaboration between Student and Academic Affairs. They will continue to work on orientation, retention, and learning opportunities as they focus on reaching those rates. They hope to increase the enrollment at the new campuses by 15%. They are also looking at a recruitment plan with particular attention to underrepresented groups and how we can develop to meet the varied kinds of education. The first office of Graduate Studies opened recently and will oversee the graduate programs. For Research and Grants, they will have to establish a baseline data to increase the number of grant applications by 15% and the total of awards by 10%. Other areas that Dr. Flake briefly discussed included the joint Academic and Student Affairs Task Force that was recently initiated. In the area of accountability, the university is completing program reviews in several areas and implementing the first cycle of Academic Learning Compacts in undergraduate majors, and beginning the phase-in of General Studies and Graduate Program Assessment for this year. They will also conduct a benchmarking study of Enrollment Services. They will continue with the necessary steps to achieve continued accreditation from SACS. Dr. Flake stated that she should be able to provide an update on their achievements for the June or September Board meeting.

3. Student Affairs Update as presented by Dr. Debbie Ford.

Student Accomplishments <http://uwf.edu/StudentAffairs/BOTinfo/index.html>

Dr. Ford noted the student accomplishments from the fall semester, attached to the agenda, had been collected from deans, department chairs, faculty, and staff. Dr. Ford gave a brief overview of the accomplishments. She noted that UWF students continue to excel at state, regional, and national levels. The areas of accomplishments spanned many areas, including criminal justice, English, honors program, writing lab, music, theatre, athletics, and ROTC. Panhellenic organizations are expanding, which should encourage student involvement in activities. The Health, Leisure and Exercise Science (HLS) Building recently opened, which has resulted in increased participation. A grand opening of HLS will be done in conjunction with this year's Festival on the Green. Student housing is at an all time high. The housing bond refinancing was recently completed. The Child Development Center recently completed their national accreditation process. Student Affairs will continue to work with Business and Auxiliary Services on the Chartwell's food service transition. They will be implementing a mandatory meal plan for all freshmen who live on campus starting in the fall of 2006. Student Affairs will participate in national surveys regarding drug, alcohol, and health issues and will share the data later. She noted that this is part of our Choices Grant (\$30,000) for a three-year period. Trustee Morgan asked if a database was used for faculty and students to enter their own achievements. Dr. Ford stated the data has been collected in a Word document but would look into a database system. Dr. Flake stated that faculty achievements are recorded through the annual reporting process, which is accessible on the website. These are collected

from the department, college, and Academic Affairs levels. The departments and colleges also collect the student achievements as part of that process. Dr. Ford noted that they also produce a document, Argo Applaud, which is a web-based document that they use as part of recruitment purposes.

Dr. Gould asked Dr. Ford if the mandatory meal plan met the dietary requirements of the students. Dr. Ford stated that there is a wide range of options, including vegetarian options. Dr. Gould noted the lack of whole grain foods, most likely organic foods, and therefore expressed concern about implementing the mandatory meal plan.

Trustee Bell asked Dr. Ford to recognize the ArgoAid accomplishment. He stated that he was impressed to read that the students had raised \$10,000 for this relief effort. Dr. Ford stated that the initiative started under the leadership guidance of the SGA and asked that Mr. Roberts recognize their accomplishments. Mr. Roberts stated that Dr. Ford had approached SGA after the Katrina Hurricane to spearhead a student led effort to help the victims of the hurricane and start collective efforts through Red Cross. Even though SGA started the program, the program grew large enough to separate itself from SGA, though SGA continued to offer support. The program is now geared to any type of relief effort, and was thus named ArgoAid. All money raised came from students, faculty, and staff, and given to the Red Cross. Dr. Flake noted that at the Red Cross ceremony, a breakdown of how Red Cross resources were used was given and proved to be very valuable experience.

4. Decision on UWF Reaffirmation of Accreditation as presented by Dr. Barbara Lyman

a) The Response Report to the SACS Visiting Committee is posted to the On-Site Review page (see https://nautical.uwf.edu/accreditation/main.cfm?fuseaction=uwf_onsite).

b) The revised Quality Enhancement Plan is posted to both the Quality Enhancement Plan page (see https://nautical.uwf.edu/accreditation/main.cfm?fuseaction=uwf_gep) and to the On-Site Review page (see https://nautical.uwf.edu/accreditation/main.cfm?fuseaction=uwf_onsite)

Dr. Lyman briefly spoke on the status of the accreditation. She stated that that university learned within the past week at the SACS annual meeting in Atlanta that UWF was among the institutions to have their accreditation reaffirmed for a ten-year period, 2005-2015. Reaffirmation means that the university is making significant efforts and progress in approving institutional effectiveness, particularly centered on improvement of student learning. She commented that many people deserved thanks for this effort, notably Carl Backman. Dr. Backman, recently retired, spearheaded the formal preparation period, which dealt with the certification of compliance, development of the quality enhancement plan, and reviews by off-site, as well as on-site teams. President Cavanaugh stated that he was very appreciative of all who were involved with the SACS accreditation during the three-year process. Dr. Cavanaugh explained that since he was a member of the commission, he was not allowed to participate in the reaffirmation for the university. He stated that we would continue to provide data to the SACS and on the student learning assessment process, and how we use those data to improve our academic programs. He extended his deep appreciation, again, for all those who worked so diligently on the SACS accreditation process. Dr. Lyman also mentioned the press release regarding the reaffirmation.

5. Changing Nature of University Update as presented by Dr. Sandra Flake

Dr. Flake stated during the development workshop that the Board of Trustees participated in last June, there were a number of discussions about the changing nature of higher education, especially as it affects regional comprehensive universities. Drs. Flake and Ford asked to hear more from the board about suggestions for potential symposium topics and kinds of speakers as part of the symposium. The initial thought was to hold a symposium in the spring but because the university will be hosting the BOG meeting in September, they would like to hold the symposium either before or after the BOG meeting so that other universities in the state could be engaged in the process. They will be appointing a planning committee by the beginning of the spring semester.

They are aware of a number of ways in which universities are changing, such as changing faculty roles, changing faculty responsibilities. Dr. Flake noted that "Change" magazine has a number of articles pertaining to these changes and she will be presenting these topics in some of her Brown Bag series. Other changes noted were within the service areas and technology, online programs, part-time and

transfer students, as well as adult learners, and the global education environment. Dr. Ford added the changing nature of students based upon retention data, enrollment trends, and all of the responsibilities that students have today outside of school, and the changing nature of parents of traditional students.

Chair Smith noted that at previous meetings that the university has already had a 40% turnover of faculty members, with more to come with retiring members. He stated that he would be interested to see what the future market place holds for faculty recruitment. Dr. Flake stated that they are replacing faculty members with faculty along the same areas of interest, albeit they are dealing with different pedagogies, different learning issues as they come in, as well as looking at different needs within the unit or moving positions across the units.

One of the challenges they are beginning to see in hiring new faculty is the impact of the news about the weather across the country, particularly the impact of the constant television coverage in New Orleans, which served as an automatic equation along the Gulf Coast. This will be a Florida issue, not just a UWF issue, and the impact of external forces on public education, things that can be controlled and things that cannot be controlled. She stated that she could provide some information at the next meeting in regards to patterns in enrollment.

Dr. Gould asked for information regarding compression of salaries and conversion salaries. Dr. Flake responded that they are working through the collective bargaining process in setting salaries. She agreed that the whole issue of compression and conversion is one that could be looked at more openly as a topic and how we take different approaches to addressing that in higher education.

Trustee Bell asked if there was room in the symposium for declaration of leadership development problems for faculty. Dr. Flake responded certainly. She also added that there is a changing way in which universities are funded. Universities are seeing increases in student tuition payments, decreases in state funding in various cases, and increased emphasis in external funding programs in research, and the impact development has on fund raising on the role that the president has in working with the Legislature and other entities.

Ms. Morgan agreed that this is a national trend and could set a context for the symposium for the speaker. Dr. Flake stated that there might be a possibility of hosting an annual symposium, doing an overview of 2-3 key areas for elaboration, and bringing in a keynote speaker.

Other Items – Chair Smith asked if there were further items to be brought before the committee. There were none.

Adjournment: The meeting was adjourned at 11:15 a.m.

Respectfully submitted,

Marie Glass, Recording Secretary
March 7, 2006