Minutes
UWF Boards and Leadership Teams Strategic Planning Retreat
June 13, 2014

WELCOME AND PRESSING ISSUES

At 10:05 a.m. BOT Chair Lewis Bear, Jr. welcomed everyone and showed his appreciation for the attendees’ commitment to UWF.

Chairman Bear conveyed what a great opportunity the day would be to think about UWF’s future. He then shared with participants the three themes that emerged from their survey submissions being the most pressing issue facing UWF currently.

1. **Financial.** Having the resources to be effective while being mindful of the costs to students. Having the right partnerships in place to be effective. Continuing to grow in a constrained environment.
2. **Quality.** Delivering on our brand promise. Keeping admission standards high. Keeping student learning, progress, and graduation at the center of what we do.
3. **Our Brand Promise.** Remaining viable and relevant, having the right programs, preparing our students for the workforce, and living up to our high-touch, student-focused culture.

Chair Bear invited President Bense to the podium to start the day’s activities.

RETREAT OUTLINE AND 2013 HIGHLIGHTS

President Judy Bense thanked everyone for attending and she stated how wonderful it is to lead an institution that has such committed board members. She encouraged participants to be engaged today.

Dr. Bense explained that attendees will be discussing the Board of Governor’s Metrics and how they will impact UWF. She said there are three ways everyone plays a role: 1. Be an ambassador for UWF to help us build our brand and reputation; 2. Help UWF be nimble and flexible and responsive to the right things; 3. Challenge us and help us to keep our focus and make strides in the right way on the right things.

Dr. Bense reminded participants why all of us do what we do. Education is transformative for young lives. Our graduates leave here prepared for all the opportunities and challenges that life will bring.

She added, in the 2013/14 fiscal year, UWF:
1. Graduated 3,309 students adding to the more than 65,000 of graduates we have shaped;
2. Received 3 International Student Awards, 8 National Awards and Recognitions, 1 State Award, and 14 Regional Awards;
3. Received 4 national rankings, one of these “Best Southern College” by Princeton Review for the 11th consecutive year;
4. Created a significant number of new partnerships like the 3+3 program with Stetson Law School, the 2+2 programs with Tallahassee Community College, Gulf Coast State College, and Pensacola State College, new DPT and DNP partnerships with USF and UF, new SBDC partnerships in Santa Rosa County and Crestview, City of Pensacola Piano Project, a new Financial Literacy Program in Partnership with Pen Air, and the list is too long to mention them all;
5. Created new programs and centers. Innovation Institute, Center for Cyber Security, Master’s in GIS, and enrolled in our first class of DPT students to focus on STEM initiatives;
6. Received our first ever international licensing agreement for Professor Joseph Moss’ invention, the spin concentrator;
7. Brought in $23M in research;
8. Begin a significant restructure that will help us focus on high impact practices and student learning outcomes for our students;
9. Broke ground on a new restaurant and services complex at our east entrance;
10. Developed our first comprehensive diversity plan;
11. Sent one of our students, who was once homeless, to play in Carnegie Hall and on the Ellen show;
12. Well exceeded our fundraising goal of $3.5M by raising over $4M;
13. Brought home a national championship in Men’s Tennis and 8 Gulf South Conference titles, for a total now of 79. More than anyone ever in our conference, and more than anyone ever in one year;
14. Hired a new football coach and sent our inaugural swimming and diving team to national championships in their very first season;
15. Brought home $50,985 new dollars from the Florida Legislature
   a. Recurring $25.075M
   b. Non-recurring $11.5M
   c. Facilities $14.41M

Dr. Bense introduced Dr. Ellen Chaffee, Senior Consultant with the Association of Governing Boards to facilitate the planning retreat.

**NATIONAL PERSPECTIVES IN HIGHER EDUCATION**

Dr. Ellen Chaffee welcomed participants and with the assistance of a PowerPoint Presentation (slides 1-17) guided the audience through her National Perspective: Evolution of Universities and Colleges presentation.


Question:
What does creating reinvestment tools refer to?

Ellen Chaffee:
For instance, creating online education with self-paced learning and turning it into a tremendous asset. You must know how many and what types of courses you really need. Knowing when to offer a larger number of courses. Redesign the online courses the first year so that students know how to connect with each other better. Having focused curriculum designed so students don’t have the option of taking a lot of courses they do not need.

Question:
How do we evaluate the students who have left or are not doing well?

Ellen Chaffee:
Have an interest in what is causing an issue and calculate retention rates. Are there a certain number of hours that students are taking that causes a retention problem? Is there a college that is losing students?

Dr. Bense:
That is what Vice President Bailey and Dr. Joffrey Gaymon have begun to do over the past two years. UWF started calling students who leave to find out why they left UWF.

Dr. Saunders:
As long as we have had freshmen at UWF, our number of first time, full-time freshment who stay to the second year (retention rate) has traditionally been in the 70% range. It may be that we started as an upper division school. The culture of FTIC is a new one for us. This focus is now a lot more important to UWF and other universities.

Question:
How do you rank the reasons that students are leaving? Where are they struggling? Is it our classes? Is it our instructors?

Dr. Saunders:
The predictor of who will finish is the GPA of the high school students that come to us and what they took in high school will dictate how well they will do here. Some students leave because the local state college is cheaper and easier. Another important factor is students need to come to UWF with a plan. We can see a big impact if we ask first ask students why they are here and what do they expect from us.

Question:
Those are great things as long as we identify the top things and how we are going to address and execute the plans.

Dr. Saunders:
We will talk about our plan a little later in today’s program.

**FLORIDA PERSPECTIVES FOR STATE UNIVERSITY SYTEM**

President Bense, with the assistance of a PowerPoint presentation (slides 1-18) guided the audience through her Florida Perspectives for State University System presentation.  
http://uwf.edu/trustees/Jun13_14/Bense061314JBSPRPPPT.pdf

Handout:
UWF Performance Funding Improvement Plan 2014-2015 Key Areas of Focus Checklist  

**BEST PRACTICES AND STRATEGIES FOR SUCCESS**

Dr. Ellen Chaffee continued her PowerPoint Presentation (slides 19-23) in discussing Best Practices & Strategies for Success.  
http://uwf.edu/trustees/Jun13_14/EllenChaffee061314PPT.pdf
THE UWF PLAN

President Bense and Provost Sanders presented The UWF Plan and entertained questions from the audience.  http://uwf.edu/trustees/Jun13_14/Bense061314JBSPRPPPT.pdf

DISCUSSION

Question:
How can faculty help to get where we need to be and what role will they play?

President Bense:
Most faculty do not like advising, they like teaching and research, advising is a service area that plays low in tenure and promotion. It is a hard topic to master. Faculty are not expecting to advise. We need to implement advising duties and train them on how to do it. The first people we will train are department chairs and they will do it during their office hours. Determine if students are suited for the major. Chairs will make sure that they select the best faculty for advising and are well trained in the methods. Faculty are very important for retention and excess hours. The departments where the faculty do not advise, have staff who do the advising and need the extra advising help will get the additional advisors necessary. We are striving for good solid advising – career advising – we have to have the right match.

Question:
Comparison of Pensacola State College and the relationship we have with them, are we challenged with having a school this close to us that offers four year degrees?

Janice Gilley:
It started at Northwest Florida State College with Representatives Samson and Alexander. There is currently a 15-month hiatus on new 4-year programs at state colleges. This has successfully halted State colleges from infringing on our curriculum at the legislative level.

Question:
Have you received any response from the Governor on this plan? UWF’s challenge will be transparency in communicating our message to the general public who are not here today. A metrics system is not all bad and we are going to make it work but we will need to be on the offense instead of defense.

President Bense:
Vice President Brendan Kelly puts out a great story every day. Our coverage is better than it has ever been. A public version of the longitudinal plan will be distributed.

Question:
We have a good opportunity in front of us. The BOG seems very receptive to what we are doing. Using GSA and Student association to help change the 2.0 metrics. Should I want to transfer because UWF scored so low? If the metrics are accurate, we would want to transfer to these schools. Used as example Santa Fe State College in Gainesville uses their symbiotic and reciprocal relationship with UF including
faculty sharing. UF has advising offices on SFSC campus. We need to make UWF define its niche and focus on those programs that don’t exist anywhere else. I personally chose UWF because it is small and I had more opportunity here.

President Bense:
The voice of the student and the voice of student leadership is heard loud and clear and you can help us from your perspective, that these are misleading of the quality of our University. They (BOG) will listen to you and they hear you.

Question – posed to President Bense:
You were asked by faculty representatives for pay increases. Your response indicated pay increases in the future will be tied to performance metrics. A faculty member wants to be recognized and in order to make him/herself mobile in the academic job market, one has to do research, yet in the metrics there is no provision for research. Every hour you spend with the student is an hour that takes you away from research or writing the next paper. What is the strategy in the performance metrics, i.e. TIP portfolio program, to create something similar?

Dr. Saunders:
We are looking at lots of ways to incentivize our faculty to support teaching and support research. Salary matters, but giving our students the tools is what matters more. The frustration is having the time to do all that is expected. In UWF’s reorganization plan, we are addressing ways to help our faculty while meeting our metric goals. Distinguished university professor program for those that rise to the top. We can be creative with faculty by giving them the tools so they can succeed. Professional development that keep faculty alive and enriched. While they cost, they don’t cost the most. The President has talked about the benefit of reaching our goals and having money restored that we can use for pay increases.

Mort O’Sullivan:
In some ways we feel (the public feels) like we were blindsided by BOG. UWF was doing a good job and now this happens. We have been keeping KPIs for some time. If we listed the 10 metrics that we are now being graded on and if we looked back a few years we will see if we are going up or down compared to the metrics. Possibly sharing all the KPIs we have been using and our history with the Pensacola News Journal editor may be a good idea.

President Bense:
For example, our retention and 6-year graduation plan is based on numbers six years ago – 2008. Our attitude towards admission has changed significantly since 2008 during the recession. We let in a lot more students to raise money to keep our programs alive during this access and growth period. These students did not stay with us for whatever reason. The 2009 class does not look so great either and our score will go down again. We will go up and down until we get to the 2014-15 class where we will begin to see a consistent rise.

KC Clark:
We have to live with the metrics they have set and we have to move our plans based on the metrics. For example, the military students are a big hindrance to our success and we may decide not to recruit them the way we used to because we do not get to count them. The public needs to know this.
Suzanne Lewis:
Another issue is that the students who are let into college are not college ready. Students at risk long before they reach our doors. The people missing from this room are the partners like school superintendents and others who ensure our students are ready from middle school forward for college. We need to forge the best partnerships in Northwest Florida we possibly can. We would not be doing anything differently.

President Bense:
I just read 23% of high school graduates are college ready.

Jay Patel:
Regarding the military not counting, have we looked at these numbers? We can share these numbers with the local media and show the numbers with and without our military students.

Ethan Friedland:
Why don’t they count military students in the one year after graduation numbers?

Dottie Minear:
The sense is these students are working for the government, so they are not actually adding new jobs to the region.

Kim Brown:
BOG Vice Chair Tom Kuntz said he didn’t know that they were not counting military in the income after graduation metrics.

Mort O’Sullivan:
They are focused only on the full-time, first-time student. A very small cohort criteria.

Answer:
2007 – 2008 cohorts will be measured in the next year’s metrics. 95 are six year seniors. Of those, we knew what courses they were taking, what colleges they were in, down to their names. Faculty called everyone one to find out what it would take to graduate these 95 students. Only needed 45 students to graduate. Every barrier was resolved. Confident that the number is so small that we can make that metric rise. We’ve changed the enrollment strategy significantly to ensure that we meet the goals to raise the number 5 points.

Question:
Would it be beneficial to set up mentoring program pairing juniors and seniors with freshmen and sophomores?

Answer:
They live off campus and makes it hard for them to get involved in student life.

Dr. Bense thanked Ellen Chaffee and all participants and invited everyone to enjoy lunch in the lounge.

LUNCH
At 12:30 p.m. trustees Lewis Bear, Jr., Mort O’Sullivan, Jay Patel, Ethan Friedland, Richard Hough, Susan O’Connor, Dave Cleveland, Pam Dana, and Garrett Walton attended the afternoon session.

Others in attendance: AGB Consultant, Ellen Chaffee, Dr. Judy Bense, Dr. Martha Saunders, Dr. Brendan Kelly, Dr. Kim Brown, Dr. Kevin Bailey, Dr. Susan Stephenson, Ms. Janice Gilley, Dr. Dottie Minear, Dr. Rick Harper, Mr. Andrew Romer, Ms. Debbie Brown, Ms. Rebecca Sandberg, and Ms. Becky Luntsford.

Chair Lewis Bear welcomed everyone back and asked if there were any questions following up from the morning session.

Trustee Pam Dana: With Military jobs not counted in the one-year post graduation metric, this impacts UWF because we have a high density of military and government contractors who are major sources of employment for UWF students and these employees are the major pay earners. This is a criterion that does not apply to most other cities in Florida except Jacksonville and therefore military is a point of entry for good salaried jobs.

President Judy Bense: Another point not well known is the military students who graduate and go into business for themselves are also not counted in the metrics. Dr. Dottie Minear is studying what the impact would be if we could add already employed with the military and if entering the military after college.

Trustee Pam Dana: It is the right thing for us to do — accommodate this audience. I do not believe Tom Kuntz and Marshall Criser have been properly briefed on this issue. We need a new messenger on this topic.

Chair Lewis Bear: Governor Scott has put in place a similar program as Governor Bush had. A couple times a year he holds a Base Commanders Forum. Because each arm of the military represents different issues, it is important to bring these leaders together. They share issues and the Governor can act upon them. Senator Gaetz has the task force.

Garrett Walton: Local communities are benefiting from all the new jobs that have been created through their Chambers by bringing in new commands and many of the Master’s Degree Programs have been designated to cater to the military forces.

Chair Lewis Bear: One thing UWF did last year, through Rick Harper’s department, was provide CEOs in our region information about retirees and other Department of Defense retirees whose jobs are here in our area. It is a fact that industry wants this information and these individuals are an important part of our population.
Trustee Dave Cleveland:
There is a fundamental public relations strategy that need to happen. This is a huge embarrassing black eye. We need to get this news out. Do we go to the various military branches and leaders and let them take our message to the Board of Governors or should we go directly to the Department of Defense?

Trustee Pam Dana:
Tom Kuntz with SunTrust Bank and Marshall Criser with AT&T, both had/have very strong programs to support the military, I am certain they do not realize this flaw in the metrics. This is a metric that will effect every state university, but not at the level it does for us. It is a game changer for UWF.

Dr. Kim Brown read the February 10, 2014 document from BOG, # 45. *Unemployment Insurance Wage Data does not include self employed, out of state, by the military or federal government.* She added 86% of UWF graduates were identified, but only included 40% in UWF’s metrics.

Trustee Garrett Walton:
I now feel badly that I didn’t mention the military in our conversation with Chair Hosseini, Vice Chair Kuntz and Chancellor Criser in our meeting yesterday.

Trustee Pam Dana offered to help gather demographics in our geographical area if needed.

Janice Gilley stated the 19-20% of our population is federal and military.

Trustee Garrett Walton:
When the military comes into a community they seek out a community that will work with them and provide quality education.

Chair Bear, President Bense and Provost Saunders will approach BOG Chair Hosseini and meet with BOG Vice Chair Kuntz as a courtesy call to discuss this critical issue with him.

Trustee Mort O’Sullivan:
One fact for Dr. Bense’s and Chair Bear’s conversation with the BOG, Governor Scott spoke at Gulf Power a few nights ago and stated there are 275,000 unfilled jobs in our state today that need training and that is exactly what we are doing with our military.

Trustee Susan O’Connor:
This shows why we need representation for our area on the Board of Governors. This would not have happened if we had proper representation.

The nearest North Florida BOG member is in Tallahassee.

Chair Lewis Bear:
UWF has provided the Governor with two individuals, neither were chosen. We need to think of another individual to nominate to the BOG.

Chairman Bear and President Bense will discuss this military issue with the BOG on Tuesday, 6/17/13. At a meeting with FSU, two scores were changed based on reframing metrics.
Chairman Bear said he was asked to identify three areas of focus for this afternoon’s session. Listed below are the three things he identified:

1. The size of our ship – we are not a great big ship so it is easier for us to move around hurdles and obstacles.

2. The bureaucracy in the University is a challenge. It takes weeks to process items, get answers, stumble through paperwork. We have 1100-1400 regulations that govern what we do. We have been in business for almost 50 years, some of these regulations have changed and we need to clarify and start over.

3. We are comparing ourselves to schools of the same size with enrollment of the same size but BOG does not care. Our peers and aspirants are intentionally not in Florida. Peer and aspirant models are mostly used in accreditation and we can not disregard that.

Dr. Ellen Chaffee provided a PowerPoint Presentation (slides 27-31) Thriving, Living and Leading in a VUCA World http://uwf.edu/trustees/Jun13_14/EllenChaffee061314PPT.pdf.

In summation, the discussion among the trustees and UWF leadership during the afternoon session of the strategic planning retreat resulted in the development of the following BOT goals for 2014/2015.

### Board of Trustees 2014-15 Goals

#### Scorecard Matrix

<table>
<thead>
<tr>
<th>Scorecard Perspective</th>
<th>Objective</th>
<th>Initiative</th>
<th>Due Date</th>
<th>Measure</th>
<th>Responsible</th>
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</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Return of $3.82M</td>
<td>Approval of 2014/15 Improvement Plan</td>
<td>June 17, 2014</td>
<td>Plan approved</td>
<td></td>
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<tr>
<td></td>
<td>Review progress reports on implementation of 2014-15 Improvement Plan. Assist administration with BOG approvals as needed</td>
<td>Review @ each BOT Meeting; BOG approval Dec 2014 and May 2015</td>
<td>50% funding returned in December and 50% in May 2014</td>
<td>50% funding returned in December and 50% in May 2014</td>
<td></td>
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<tr>
<td>Improve standing in BOG Metrics</td>
<td>Aid administration with metrics definition refinement, especially to include military and/or moving to weighted measures or a PBF2 model</td>
<td>December 2014</td>
<td>Definitions or model more favorable to regional comprehensive university</td>
<td>Definitions or model more favorable to regional comprehensive university</td>
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<tr>
<td>Engagement</td>
<td>Broaden Influence</td>
<td>Develop and implement BOT engagement plan</td>
<td>Develop: August 2014; Implement all year</td>
<td>Stronger relationships with BOG and other appropriate partners</td>
<td>Stronger relationships with BOG and other appropriate partners</td>
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<tr>
<td></td>
<td>Identify candidates for BOG and work to secure spot</td>
<td>2017</td>
<td>Secure next available spot</td>
<td>Secure next available spot</td>
<td>Secure next available spot</td>
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<tr>
<td>Ambassadorship</td>
<td>Utilize talk points in appropriate ways</td>
<td>July 2014, ongoing</td>
<td>Streamlined messages</td>
<td>Streamlined messages</td>
<td>Streamlined messages</td>
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</tbody>
</table>

Meeting adjourned at 4:00 p.m.

Respectfully submitted,
Rebecca Luntsford, recording secretary