The University of West Florida Board of Trustees Meeting
UWF Conference Center – Building 22
11000 University Parkway, Pensacola, FL

December 9, 2011

8:15 a.m. Ribbon Cutting – Health, Wellness & Counseling Center – B 960

ORDER OF BUSINESS

9:00 a.m. Finance, Administration & Audit Committee Room B&C
9:00 a.m. Academic & Student Affairs Committee Room A
Full Board of Trustees Meeting

The agenda will be followed in the subsequent order and items may be heard earlier than the scheduled time. There will be a brief lunch break at some time.

COMMITTEES’ AGENDAS

FINANCE, ADMINISTRATION & AUDIT COMMITTEE..........................................................Mr. Mort O’Sullivan Committee Chair

9:00 AM

Action Items
1. Minutes
   September 23, 2011
   http://uwf.edu/trustees/Dec9_11/FA092311MN.pdf
3. Easement Deed and Agreement to be Granted by UWF and UWF Foundation, Inc. to UWF Business Enterprises, Inc. for Parking and Related Facilities and Services
4. Investment Policy
5. OVERVIEW of Tuition and Fees Cycle PowerPoint Presentation

COMMITTEE MEETINGS WILL CONVENE AT 9 AM (Finance in Room B&C) and (Academic in Room A)
6. UWF REG 5.010 (ERCCD) Educational Research Center for Child Development Mid-Year Fee Regulation Amendment
7. Student Activity and Service Fee, Health & Athletic Fees
8. Convenience Fee for Credit Card Transactions
9. Green Fee Endorsement
10. Nautilus Card Fee Endorsement
11. UWF Internal Audits

Informational/Discussion Items
12. UWF Foundation Audit
13. FY 2011-12 Operating Budget Summary

Other Finance, Administration & Audit Items

ACADEMIC & STUDENT AFFAIRS COMMITTEE...............................................Mr. Robert ‘Bob’ Jones Committee Chair

9:00 AM

Action Items
Minutes
   September 23, 2011

Informational/Discussion Items

2. UPDATE - UWF Student Retention PowerPoint Presentation
3. Substance Abuse & Mental Health Services (SAMHSA) funded UWF Suicide Outreach Campaign & Support PowerPoint Presentation
4. Alignment of Communication Arts and Fine and Performing Arts
5. UPDATE - (NCATE) National Council for Accreditation of Teacher Education PowerPoint Presentation

Other Academic & Student Affairs Items

FULL BOARD OF TRUSTEES MEETING

Call to Order.................................................................General Chuck Horner, RET Board Chair
Roll Call.............................................................................. Faye Bowers
Chair’s Greetings..............................................................General Horner
President’s Report...........................................................Dr. Judy Bense

COMMITTEE MEETINGS WILL CONVENE AT 9 AM (Finance in Room B&C) and (Academic in Room A)
Action Items

1. Minutes –
   September 23, 2011
   http://uwf.edu/trustees/Dec9_11/FBOT092311MN.pdf

2. CONSENT AGENDA ITEMS FOR APPROVAL: Trustees may pull any individual item from the consent agenda below for further review, if they so desire.
   
a. Master Management Agreement between UWF and UWF Business Enterprises, Inc.
b. Easement Deed and Agreement to be Granted by UWF and UWF Foundation, Inc. to UWF Business Enterprises, Inc. for Parking and Related Facilities and Services
c. Investment Policy
d. UWF REG 5.010 Research Center for Child Development Mid-Year Fee Regulation Amendment
e. Student Activity and Service Fee, Health & Athletic Fees
f. Convenience Fee for Credit Card Transactions
g. Green Fee Endorsement
h. Nautilus Card Annual Fee Endorsement
i. UWF Internal Audits

3. 2011 Board of Governors Annual Report
4. Draft Campus Master Plan Update PowerPoint Presentation
5. Amendment to Board of Trustees Bylaws
6. Revised Committee Structure and Development of Meeting Schedules

Informational/Discussion Items
7. 2012-13 BOT Meeting Dates
8. Academic Visioning PowerPoint Presentation
9. UPDATE - Key Performance Indicators (KPIs)
10. Strategic Issues

Other Full Board Items

Events:
- This Evening 5:00 p.m.  UWF Employee Holiday Gala @ S.S.E Building 4
- Tomorrow 9:30 a.m.  2011 Fall Commencement @ PNS Civic Center

Adjournment
Committee Chair Mort O’Sullivan, called the meeting to order at 9:03 a.m. on September 23, 2011 with the members listed below in attendance. Trustee Bentina Terry was unable to attend due to a conflict in her schedule.
Mr. Dave Cleveland
Mr. Randy Hanna (arrived at 9:25 a.m.)
Ms. Susan O’Connor
Mr. Mort O’Sullivan

*Conference Call

Other trustees present:
Gen. Chuck Horner, RET (BOT Chair)
Mr. Lewis Bear, Jr. (BOT Vice Chair)
Mr. Josh Finley (arrived at 9:15 a.m.)
Mr. Bob Jones
Mr. Jay Patel
Dr. Chris Pomory

Others also present:
Dr. Judy Bense, President
Dr. Chula King Provost/Vice President for Academic Affairs
Dr. Kyle Marrero, Vice President for University Advancement
Dr. Kevin Bailey, Vice President for Student Affairs
Mr. Matt Altier, Vice President for Administrative Services
Ms. Pat Lott, General Counsel
Dr. Kimberly Brown, Chief of Staff & Assistant Corporate Secretary/BOT
Ms. Faye Bowers, Executive Specialist & Assistant Corporate Secretary/BOT
Action Items

1. **Minutes of June 7, 2011** – Chair O’Sullivan reminded all members that they had ample time to review the minutes before the meeting. He asked for corrections or changes. If there were none, he called for a motion.
   - June 7, 2011
   
   http://uwf.edu/trustees/FA060711MN.pdf

   A motion was made to approve the minutes as presented or with the following corrections.

   Motion by: Trustee O’Connor
   Seconded by: Trustee Cleveland
   Motion passed unanimously.

2. **UWF/REG 4.008 Tuition and Fees, Fines and Penalties (Fall 2011) was presented by Dr. Susan Stephenson, Chief Budget Officer.**
   The proposed amendments to this regulation reflect the following changes which were approved by the BOT at the June, 2011 meeting:
   - An 8% increase in the basic undergraduate tuition (from $95.67 to $103.32 per credit hour) for the 2011-2012 academic year as established by the Florida Legislature
   - An increase in the undergraduate tuition differential (from $12.80 to $21.42 per credit hour) for the 2011-2012 academic year based on the authorization of the Florida Legislature to increase its Tuition Differential in an amount not to exceed 15% when combined with the increased basic undergraduate tuition
   - Increases in the financial aid fee and the technology fee which are 5% of the applicable basic tuition
   - An increase in the amount of the out-of-state fee for Alabama students in the UWF service area from $40.00 to $100.00
   - A 15% increase in the graduate basic tuition and the graduate tuition for MSN courses
   - A 1.73% increase in the Emerald Coast EdD cohort courses
   - An increase in the combined Health, Athletic and Activity and Services fees from $35.20 to $38.02 per credit hour
   - An increase in the transportation access fee from $1.80 to $3.00 per credit hour
   - The addition of a “transient student” fee by the Florida legislature in the amount of $5.00 per course for distance learning courses administered through the Florida Distance Learning Consortium
   - An increase in the excess hour fee from $51.66 to $103.32 per credit hour by the Florida legislature for students who take more than a certain amount of credit that is needed to obtain a bachelor’s degree
   - A decrease in the third time repeat fee from $163.38 to $159.87

**Regulation Amendment Procedural History:** The notice of proposed amendment to UWF/REG 4.008 was posted to the BOT website on August 3, 2011 and comment was invited. The notice
was also published in the July 7, 2011 edition of *Argus Today* and comment was invited. No comments were received as of September 12, 2011. The required 30 day notice period for the proposed regulation ended on September 2, 2011.

Due to the short time frame between the Legislative determination of undergraduate tuition and the Board’s June meeting, this regulation was adopted by emergency procedures. It was approved by the Board at its June meeting as an emergency regulation. The effective period of the emergency regulation is from July 1, 2011 for up to 90 days. During the effective period of the emergency regulation, we initiated regular adoption procedures. Those procedures require approval of the regulation by the Board after it has been posted on the BOT website for at least 30 days. It was posted on the BOT website on August 3, 2011 and we now seek BOT approval.


A motion was made to approve the adoption of final amendments for UWF/REG 4.008 Tuition and Fees, Fines and Penalties (Fall 2011) as set forth in the supporting documentation. Upon approval, information will be sent to the Board of Governors for approval.

Motion by: Trustee O’Connor  
Seconded by: Trustee Cleveland  
Motion passed unanimously.

3. **UWF/REG 6.0053 Authorities and Responsibilities of Board and University Procurement and Contracts Office** was presented by Ms. Pat Lott, General Counsel.

The proposed amendment will allow exceptions to contractual requirements set forth in UWF REG 6.0058 (Contracts) for approval by the Vice President for the Division requesting the exception upon a determination that the exception is in the best interest of the University considering the risk involved and the benefit to be obtained.

**Regulation Amendment Procedural History:**  
The notice of proposed amendment to UWF/REG 6.0053 was posted to the BOT website on July 1, 2011 and comment was invited. The notice was also published in the July 5, 2011 edition of *Argus Today* and comment was invited. No comments were received as of the date hereof. The required 30 day notice period for the proposed regulation ended on August 1, 2011.

- Argus Notice (2 pages)
A motion was made to adopt the amendment to UWF/REG-6.0053 (Authorities and Responsibilities of Board and University Procurement and Contracts Office to allow exceptions to contractual requirements under certain circumstances based on the recommendation from Procurement & Contracts to the Vice President of the Division from which the waiver arises.)

Motion by: Trustee O’Connor
Seconded by: Trustee Cleveland
Motion passed unanimously.

4. Certification of UWF Business Enterprises, Inc. (the “Corporation”) as Direct Support Organization of the University of West Florida was presented by Mr. Matt Altier, Vice President for Administrative Services.

The University and the University of West Florida Foundation (the “Foundation”) have enjoyed an excellent working relationship over many years. Because the Foundation’s main direction is fundraising and management of existing resources, the Foundation is not necessarily the best vehicle for development and direction of the various entrepreneurial activities that are necessary due to the new normal realities of growth and decreasing reliance on State funding. Creating a new direct support organization will allow the Foundation to focus on fundraising and allow UWF Business Enterprises, Inc. (the “Corporation”) to focus on development needs and entrepreneurial and financial activities.

The Board of Directors of the Corporation initially shall be comprised as follows:

1. One director shall be appointed by the Chair of the Board of Trustees;
2. One director shall be the President of the University or her designee (non-voting);
3. One director shall be appointed by the President of the University (in addition to (2) above);
4. Two directors shall be appointed by the Vice President for Administrative Services of the University; and
5. One additional director shall be elected at the annual meeting of the Board of Directors by the then current members of the Board of Directors.

It is anticipated that the Vice President for Administrative Services will serve initially as the Executive Officer.

The Board may also wish to note that it is anticipated that the Corporation will be available to serve as a vehicle for commercialization of research and development activities.

Following approval by the Board, University Administrative Services will file the paperwork with the State of Florida Division of Corporations necessary to create the corporation, and following
the appointment of the Board and the initial organizational meetings, will proceed to request 501(c) (3) nonprofit status from the Internal Revenue Service.

The Chair and the President will be requested to appoint representatives to the Board of Directors.

It is expected that the creation of the Corporation will give the President and University staff greater flexibility in meeting the needs and challenges faced by the University. Moneys for application fees necessary for creation of the Corporation and requesting 501(c) (3) status are available in the existing budget of Administrative Services.

- Articles of Incorporation (7 pages)  
  http://uwf.edu/trustees/Sept23_11/AOI.pdf
- Bylaws (11 pages)  
- UWF/REG 5.016 Direct Support Organizations (2 pages)  

Discussion ensued regarding revenue, housing, bond structure, restaurants, married student/graduate student lodging, development of research parks, and other possible activities of the Corporation. Chair O’Sullivan asked if there would be an Operating Agreement or Memorandum of Understanding between the Corporation and the University, and Vice President Altier replied yes, an agreement would be developed.

It was noted that the new Corporation could be decertified at any time the University felt the Corporation was not beneficial to the University.

It was also noted that the Corporation would not have to seek approval from the BOT for action but there would be a trustee on the Board of Directors of the Corporation.

A motion was made that the Board (i) approve articles of incorporation and bylaws of the Corporation, thereby approving its membership, purposes and powers; (ii) based on the President’s recommendation, certify the Corporation as a direct support organization of the University of West Florida; (iii) direct the Vice President for Administrative Services to take all necessary action to create and establish the Corporation as a direct support organization of the University of West Florida and a 501(c)(3) corporation under the Internal Revenue Code; and (iv) authorize the Chair, the President, and the Vice President for Administrative Services to appoint representatives to the Board of Directors of the Corporation. The motion was amended to include a requirement that the Operating Agreement between UWF and Corporation be presented to the Board of Trustees for review and approval when it is developed.

Motion by: Trustee Cleveland
Seconded by: Trustee O’Connor
Motion passed unanimously.
5. **Internal Auditing – Vending Audit Report** was presented by Ms. Betsy Bowers, Associate Vice President for Internal Auditing & Management Consulting.

In accordance with the 2010/11 annual work plan, Internal Auditing & Management Consulting (IAMC) completed one audit during this quarter: Vending (UWF-10/11-05).

This audit was part of the 2010/11 internal audit work plan approved by the BOT at its June 2010 meeting. The audit period was July 1, 2009 - December 31, 2010 and focused upon financial, compliance and operational issues. The audit report was issued June 30, 2011.

**Results:** The audit revealed two findings. The first finding identified an opportunity to strengthen internal controls that would enhance operations and monitoring contract compliance. The second finding identified an opportunity to monitor laundry commissions more closely.

**Management’s Actions:** Beginning in fiscal year 2011/12 management will implement various procedures to document: a) surprise petty cash counts, b) the collection and transfer of monies for deposit and c) the timeliness of repairs on the various vending machines. Additional procedures have been implemented to monitor laundry commissions.

- UWF-10/11-05 UWF Vending Internal Auditing Report (12 pages)

A motion was made for acceptance of the Internal Auditing Report – Vending (UWF-10/11-05).

Motion by: Trustee Cleveland  
Seconded by: Trustee O’Connor  
Motion passed unanimously.

6. **Certification & Financial Audit of DSO: WFHPI** was presented by Ms. Betsy Bowers.  
Organizations affiliated or through the University of West Florida (aka Direct Support Organizations) must be certified annually by the University of West Florida. For UWF, the West Florida Historic Preservation, Inc. financial audit is ready to be certified for fiscal year ending June 30, 2011.

Section 13 of the agreement between the University of West Florida and the West Florida Historic Preservation, Inc, (WFHPI), dated July 1, 2001, requires UWF to certify on an annual basis, after consideration of the information provided by the Corporation (WHFPI) that the corporation is complying with the terms of this agreement and in a manner consistent with the goals and purposes of UWF and in the best interest of the State. Such certification is to be made annually and reported in the minutes of the meeting of the Board of Trustees of UWF.

Notable activities during FY 2010/11:
• The University of West Florida Foundation, Inc. (UWFF) transferred ownership of the Trader Jon collection to WFHPI for display in local museums or other related settings; the collection’s value was appraised at the time of donation for $2,640,270.

• Effective July 1, 2010, WFHPI suspended operations of Historic Pensacola Tours, LLC for two years.

• In 2010/11 WFHPI implemented GASB Statement 54 “Fund Balance Reporting and Governmental Fund Type Definitions.” This statement establishes new categories for reporting fund balance and revises the definitions for governmental type funds.

• Management Letter (2 pages)
  http://uwf.edu/trustees/Sept23_11/Management_LTR.pdf

• Financial Statements for West Florida Historic Preservation, Inc. (22 pages)
  http://uwf.edu/trustees/Sept23_11/FS_WFHPI.pdf

A motion was made to certify the operations of the corporation and to accept the financial audit report for WFHPI.

Motion by: Trustee O’Connor
Seconded by: Trustee Hanna
Motion passed unanimously.

Informational/Discussion Items

1. UPDATE – FY 2010-11 Operating Budget Summary was presented by Dr. Susan Stephenson, Chief Budget Officer.

   The FY 2010-11 Operating Budget Summary provides a report at the end of the fourth quarter with budget-to-actual results for each fund group.

   The Life-to-Date Capital Budget shows that the university is on schedule with the current Capital plan implementation. The Aquatic Center renovation and new Wellness Center were substantially complete for occupancy on March 31 and July 5, respectively. The College of Business Phase I & II (FY08/09; FY10/11) of the three-phase project is in the construction phase, with completion scheduled for July 2012.

• FY 2010-11 Operating Budget Summary, including the Life-to-Date Capital Budget (11 pages)
  http://uwf.edu/trustees/Sept23_11/10_11OBS.pdf

2. Update Campus Master Plan was presented by Mr. Matt Altier.

   The University Campus Master Plan (CMP) update process began July 25. The Plan is updated every five (5) years pursuant to Florida Statute, 1013.30. EMO Architects was selected as the
planning consultant. The CMP update will study many interrelated elements and strategically include incorporation of four (4) primary components:

- Academic Visioning
- Athletics Facilities Master Plan in Principle
- West Campus Development Park
- Student/Residence Life

The December 9 Board of Trustees meeting will include an Action item to approve the Final Draft prior to two (2) public hearings, to be held in January and February, 2012. A presentation will occur at this meeting. The June 14, 2012 Board of Trustees meeting will include an Action item to adopt the CMP update subsequent to the public hearings and external agency reviews. A presentation will occur at this meeting.

Other Finance, Administration & Audit Items

Adjournment occurred at 9:50 a.m.

Draft Minutes
Academic & Student Affairs Committee
September 23, 2011

Committee Chair Bob Jones, called the meeting to order at 10:00 a.m. on September 23, 2011 with the members below present. Trustees Collier Merrill and Garrett Walton were unable to attend due to conflict in their schedules.

Mr. Josh Finley
Mr. Robert Jones
Mr. Jay Patel
Dr. Chris Pomory

Other trustees present:
Gen. Chuck Horner, RET, Chair
Mr. Lewis Bear, Jr., Vice Chair
Ms. Susan O’Connor
Mr. Mort O’Sullivan
Mr. Dave Cleveland  
Mr. Randy Hanna  

Others also present:  
Dr. Judy Bense, President  
Dr. Chula King Provost/Vice President for Academic Affairs  
Dr. Kyle Marrero, Vice President for University Advancement  
Dr. Kevin Bailey, Vice President for Student Affairs  
Mr. Matt Altier, Vice President for Administrative Services  
Ms. Pat Lott, General Counsel  
Dr. Kimberly Brown, Chief of Staff & Assistant Corporate Secretary/BOT  
Ms. Faye Bowers, Executive Specialist & Assistant Corporate Secretary/BOT  

**Action Items**  
1. Minutes – Chair Jones reminded committee members that they had been given the minutes ahead of time to review. He asked if there were changes and/or corrections. With none, he called for a motion.  
   - June 7, 2011  
   
   A motion was made to approve the minutes of June 7, 2011 as presented.  
   
   Motion by: Trustee Patel  
   Seconded by: Trustee Finley  
   Motion passed unanimously.  

2. Tenure ‘as a condition of employment’ was presented by Dr. Jane Halonen, Dean for the College of Arts and Sciences. Dr. Guttmann addressed the Board briefly, as well.  

The College of Arts and Sciences and the School of Psychological and Behavioral Sciences recommend that the Board of Trustees grant approval of tenure as a condition of employment to Dr. Rodney Guttmann. Dr. Guttmann has been named the director of the UWF Center on Aging. He will also serve as a faculty member in the School of Psychological and Behavioral Sciences (SPBS). As the Director of the Center on Aging, Guttmann plans to bring the resources of the university together to focus on educating the general public on the issues of aging.  

The reactivation of the Center on Aging, pending BOT approval, was enhanced by successful grant capture from the Board of Governors by the SPBS in collaboration with Dr. Richard Podemski. They made a compelling and successful case for the “Scholar’s Boost” and “Cluster Program” competition that allowed UWF to have the additional resources to search for an administrator with Dr. Guttmann’s stature and to provide some start-up funding.  

Dr. Guttmann received his bachelor’s degree in chemistry from Florida State University in 1991 and his doctorate in pharmacology in 1998. He served as an assistant and associate professor at the
University of Kentucky from 2001 to 2011 where he also served as director of graduate studies. Dr. Guttman’s track record of grantsmanship along with his strong capacity to work successfully in an interdisciplinary context helped him prevail in a very competitive search that drew top candidates in aging studies. A Pensacola native, Dr. Guttmann looks forward to launching a variety of projects that will improve the health and wellness of older adults in his hometown.

Dr. Guttmann received unanimous support from the members of the SPBS for the award of tenure. The Dean of the College of Arts and Sciences also enthusiastically endorsed granting tenure. The School of Psychological and Behavioral Sciences, the Dean of the College of Arts and Sciences and Provost Chula King recommend that President Bense approve ‘tenure as a condition of employment’ for Dr. Rodney Guttmann; and that Dr. Bense recommend the Board of Trustees approve tenure for Dr. Guttmann.

A motion was made to approve the recommendation by President Bense to the Board of Trustees to approve ‘tenure as a condition of employment’ for Dr. Rodney Guttmann.

Motion by: Trustee Patel
Seconded by: Trustee Pomory
Motion passed unanimously.

3. UWF Center on Aging was presented by Dr. Jane Halonen and Dr. Richard Podemski.

The UWF Center on Aging (COA) initially was established to address aging-related issues with education, research, and community outreach in the College of Professional Studies. Due to minimal activity, the Center on Aging was inactivated during the 2005-2006 academic year. In 2010, the School of Psychological and Behavioral Sciences (SPBS) requested that the COA be administered by the SPBS within the College of Arts and Sciences; this request was approved by the UWF administration. With a synergy of faculty who conduct research and teach in the areas of aging studies and gerontology, the SPBS faculty wanted an opportunity to invigorate the COA mission and activities. Shortly thereafter, the State University System Board of Governors issued a call for proposals to establish collaborative initiatives that address key Florida issues. The SPBS submitted a proposal to establish a health and science-related intra-university clustering program in partnership with the community to develop inter-disciplinary principles and inter-professional strategies for promoting successful aging in the Northwest Florida region. The COA will provide a direct interface with the community, facilitating the application of the University’s collective expertise to assist existing community health and social service agencies and organizations improve their programs, processes, and services to aging Baby Boomers and their elders. The Board of Governors awarded $350,000 to SPBS to establish this clustering program. The supporting document is the BOG New Florida 2010 Accountability Report, which describes the activities of the COA over the past eight months and demonstrates that the COA is now viable.

- Board of Governors New Florida 2010 Accountability Report (8 pages)
Dr. Rodney Guttmann shared some of the opportunities that the COA is involved in including the Summit on Aging on October 18. The COA is working with Manna Food Pantries, the Institute for Human and Machine Cognition and Agency for Disabled Persons regarding services for the aging in the local area.

A motion was made to approve reestablishment/reactivation of the UWF Center on Aging and to notify the BOG of the change in status.

Motion by: Trustee Patel
Seconded by: Trustee Finley
Motion passed. Motion passed unanimously.

4. Deletion of Religious Studies BA Program was presented by Dr. Jane Halonen, also. In 1993, the Bachelor of Arts (BA) degree in Religious Studies was deleted via the Curriculum Change Request (CCR) process. The Faculty Senate recommended approval of the deletion request and the Provost accepted the recommendation. From 1994 to 2011, the BA in Religious Studies has been in inactive status with no students enrolled in the BA program. Since that time Religious Studies has existed as a specialization in the BA in Philosophy which is housed in the Department of Philosophy and Religious Studies. By way of further information, a CCR to delete the Religious Studies specialization because of low enrollment has been submitted and is currently under consideration.

In reviewing the status of the program and specialization in Religious Studies, it was discovered that the Request to Terminate forms required by the Board of Regents in 1993 were not fully completed and thus not submitted at that time. The Board of Regents strongly encouraged the elimination of under-performing degree programs, and the drafts identified insufficient number of degrees as the reason for deletion in 1993. This action by the Board of Trustees will complete the process as was intended in 1993.

Since no students have been enrolled in the BA program in Religious Studies since 1993, no “teach out” or related plans are necessary. Once the Board has approved the deletion of this program, staff will file the necessary forms with the Board of Governors to effect the discontinuation.

- CCR-REL499P-Religious Studies-BA dated September 8, 1993 (3 pages)
- Degree Program Termination Request (3 pages)
  http://uwf.edu/academic/botagendaitems/Degree_Program_Term_Req_Religious_Studies.pdf
- Approved Program Changes Memorandum dated March 17, 1994 (1 page)
  http://uwf.edu/academic/botagendaitems/Approved_Program_Changes_Memorandum.pdf

A motion was made for the Board to approve the deletion of Religious Studies BA Program which has been in inactive status with no students enrolled from 1994 to the present 2011. This was a housekeeping item.

Motion by: Trustee Pomory
5. Waiver to Request to Explore & Plan for (Stand-Alone) BS Degree in Athletic Training was presented by Dr. Pam Northrup, Interim Dean for the College of Professional Studies and Dr. John Todorovich, Chair of Health, Leisure and Exercise Science.

The Athletic Training Program (ATEP) currently exists as a specialization within the Health, Leisure, and Exercise Science (HLES) Bachelor’s of Science and is accredited by the Commission on Accreditation of Athletic Training Education (CAATE). To maintain CAATE accreditation, all ATEPs must be stand-alone majors by 2014. The UWF ATEP currently exists as a specialization within the B.S. in Health, Leisure, and Exercise Science. Faculty, staff, courses, library resources, and facilities to support the stand-alone version of the degree are currently in place. The BS in Athletic Training will retain limited-access status and will consist of a total of 120 semester hours.

Employment possibilities for graduates of the BS in Athletic Training include high school athletics, college/university athletics, high school and collegiate academics, professional sport teams, industrial and corporate fitness, and sports medicine clinic/outreach settings.

Normally a one-year period of “Explore and Plan for” status is required before a new degree program is put in place. However, staff does not feel this planning period is necessary in connection with this program due to the degree of readiness. This requested action will waive the planning period. Staff will return to the Board for final approval of the program once the CCR is in place.

- Athletic Training Request to Waive Request to Explore & Plan a New Academic Program Template (3 pages)
  http://uwf.edu/academic/botagendaitems/Waive_Request_to_Explore_Athletic_Training.pdf
- Memorandum Regarding Proposed BS in Athletic Training (2 pages)
  http://uwf.edu/academic/botagendaitems/Memo_re_Proposed_BS_Athletic_Training.pdf

A motion was made that the Board approve the requested Waiver of Request to Explore and Plan for Stand-Alone BS Degree in Athletic Training.

Motion by: Trustee Pomory
Seconded by: Trustee Patel
Motion passed unanimously.

6. Request to Terminate Degree Programs was presented by Dr. Pam Northrup, also.
The following degree programs were reviewed and approved for termination by the Faculty Senate and Provost in December 2003 for implementation in the Fall Semester of 2004:

- 13.1302 Art Education
- 13.1305 English Education
- 13.1306 Foreign Language Education
- 13.1311 Mathematics Education
13.1316 Science Education
13.1317 Social Science Education (replaced 13.1318 Social Studies Education in Fall 1997)
The deletion of these programs was reported to the Academic and Student Affairs Committee of the
Board of Trustees at its August 20, 2004, meeting as part of the routine reporting of Faculty Senate
Actions pertaining to New and Deleted Programs. Unfortunately, these programs were reported as
deletions of specializations rather than terminations of degree programs. The former are presented
as information items to the Committee, whereas the latter require formal action by both the
Committee and the full Board.

The proposed action is to correct the 2004 reporting and to formally recognize these program
terminations. None of these programs has had enrollment since 1998 and the last year in which a
bachelor’s degree was awarded under one of these CIP codes was 1999. Students wishing to be
certified in Florida as teachers in these fields now generally pursue a discipline-based degree, take a
set of courses that prepare them for teaching in Florida schools, and take the appropriate
components of the Florida Teacher Certification Examination.

- Excerpt from Board of Trustee Minutes/Agenda, August 20, 2004 (5 pages)
  http://uwf.edu/academic/botagendaitems/Excerpt_BOT_Minutes_Agenda_08_20_04.pdf
- Degree Program Termination Request, Bachelor of Arts, Art Education, CIP Code 13.1302 (3
  pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_Art_Ed.pdf
- Degree Program Termination Request, Bachelor of Arts, English Education, CIP Code 13.1305 (3 pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_English_Ed.pdf
- Degree Program Termination Request, Bachelor of Arts, Foreign Language Education, CIP Code 13.1306 (3
  pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_Foreign_Language_Ed.pdf
- Degree Program Termination Request, Bachelor of Arts, Mathematics Education, CIP Code 13.1311 (3
  pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_Mathematics_Ed.pdf
- Degree Program Termination Request, Bachelor of Arts, Science Education, CIP Code 13.1316 (3 pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_Science_Ed.pdf
- Degree Program Termination Request, Bachelor of Arts, Social Science Education, CIP Code 13.1317 (3
  pages)
  http://uwf.edu/academic/botagendaitems/Termination_Request_Social_Science_Ed.pdf

A motion was made to formally approve deletions of degree programs listed.
Mathematics Education, 13.1316 Science Education, 13.1317 Social Science Education. This motion
approves correcting the 2004 reporting to properly reflect this action. This is a housekeeping issue.

Motion by: Trustee Pomory
Seconded by: Trustee Patel
Motion passed unanimously.
Informational/Discussion Items

1. **Division of Enrollment Management Tuition and Fees Waivers ("Scholarships") was presented by Dr. Chula King, Provost.**

Two scholarship programs were developed and presented to the Board of Trustees in December 2008. They were called the Freshman Leadership Scholarship and the Academic Merit Scholarship. Those programs were designed to provide tuition waivers to academically gifted first time in college students to enhance the probability that they would select UWF as their college of choice. After three years of experience with these scholarships, it has become clear that the scholarships were not sufficiently broad to stimulate sustainable enrollment growth.

The Division of Enrollment Management proposes to repurpose these scholarships to accommodate more academically qualified students with these valuable resources. Our plan is to distribute these scholarships to prospective students using both academic merit and/or financial need as selection criteria in accordance with the university's strategic enrollment goals.

### Procedural History and Legal Authority

At the December 12, 2008 Board of Trustees meeting, the Board approved the Academic Merit Scholarship and the Freshman Leadership Scholarship. Generally, BOT approval is not required for scholarships or tuition waivers. However, at the time these two scholarships were created, specific approval by the BOT was needed because the appropriate UWF BOT regulation authorizing such action was not yet finalized. UWF/Reg. 4.002, “Waiver of Tuition and Fees,” has since been finalized, and there is no longer any legal necessity for the BOT to separately approve scholarships or waivers. For that reason, this item is brought to the BOT as an informational item.

### Proposed Scholarships:

**Nautilus Scholarships - varies from $2,000 to $16,000 in tuition and fee waivers (scholarship benefit)**

- Provided in allotments from $1,000 to $4,000 each academic year
- Paid evenly in both fall and spring ($500 to $2,000 per semester)
- Nautilus Scholarships are not available for summer study

- Awarded during the fall as an academic merit scholarship. Minimum eligibility requirements:
  - Minimum high school GPA: recalculated 3.5 on a 4.0 scale
  - Minimum ACT Test Scores: Composite = 25, all sub-score minimums = 23
  - Minimum SAT 3-score totals: 1650, all sub-score minimums = 500
  - Candidates must be admitted prior to the priority deadline for admission

- FTIC and Transfer students eligible for consideration
  - Awarded for up to a maximum of 4 years, 8 semesters for freshmen
  - Awarded for up to a maximum of 2 years, 4 semesters for transfers

- Must maintain a cumulative GPA at UWF of at least 3.0 to retain if awarded
- Candidates are considered only at the time of first-entry into UWF
Argonaut Scholarships – varies from $500 to $4,000 in tuition and fee waivers (scholarship benefit) based upon both financial need and academic merit

- Provided in allotments from $500 to $4,000 each academic year
  - Paid evenly in both fall and spring ($250 to $2,000 per semester)
  - Argonaut Scholarships are not available for summer study
- Academic and need-based scholarship. Minimum eligibility requirements:
  - Minimum high school GPA: recalculated 3.3 on a 4.0 scale
  - Minimum ACT Test Scores: Composite = 22, all sub-score minimums = 19
  - Minimum SAT 3-score totals: 1500, all sub-score minimums = 440
  - Candidates must meet both priority deadlines for both admission and financial aid
  - Complete the FAFSA and demonstrate need based upon federal guidelines
- FTIC and Transfer students eligible for consideration
- Awarded one year at a time for a maximum of up to 4 years or eight semesters.
- Must maintain a cumulative GPA at UWF of at least 3.0 to retain if awarded
- Candidates are considered only at the time of first-entry into UWF

- UWF/Reg. 4.002, “Waiver of Tuition and Fees” (1 pages)
- Freshman Academic Merit Scholarship (2 pages)
  http://uwf.edu/trustees/Sept23_11/FAMS.pdf
- FTIC Freshman Leadership Scholarship (2 pages)
  http://uwf.edu/trustees/Sept23_11/FTICFLS.pdf

2. Summary of Degree Program Changes Approved 7/1/2010 – 6/30/2011 was presented by Dr. George Ellenberg, Vice Provost.

This item provides the Board of Trustees a summary of degree program changes approved through the University governance process during the period July 1, 2010, through June 30, 2011.

2010-2011 degree program changes were as follows:

Actions requiring Board review and approval
- New programs (0)
- Deleted programs (0)
- Significantly modified programs (0)

Actions not requiring Board review and approval
- New specializations within existing degree programs (1)
- Modified specializations (59)
- Deleted specializations within existing degree programs (6)
- New minors (0)
- Deleted minors (1)
- Modified minors (3)
- New courses (8)
- Reinstated courses (4)
- Deleted courses (16)
- Modified courses (82)

UWF follows established timelines and policies of the University governance process, Board of Trustees, and Board of Governors regarding academic program development.

- New and Deleted Programs-Faculty Senate Actions 2010-2011 (1 page)

3. UWF 5th Year Interim Report Response by SACS/COC was presented by Dr. George Ellenberg, also.

The University of West Florida holds accreditation from the Southern Association of College and Schools (SACSCOC). UWF submitted its Fifth-Year Interim Report to SACSCOC on March 24, 2011. The report was composed of (1) an abbreviated summary of institutional characteristics; (2) an abbreviated compliance report that addressed 14 standards of The Principles of Accreditation; and (3) a Quality Enhancement Plan Impact Report. This was the first time UWF had undergone the Fifth-Year Report process.

The University received the SACSCOC response on July 13, 2011. The review noted two items for follow up related to Comprehensive Standard 3.11.3 (Physical Facilities) and Comprehensive Standard 3.10.3 (Financial Aid). Neither of these items was substantive and was related to the presentation of information in the Fifth-Year Interim Report rather than operational issues with these units. UWF submitted the required response by the September 7, 2011, deadline.

The Fifth-Year Report provides the foundation for the full reaffirmation process which occurs every 10 years. The compliance certification documentation will be due for this process in Fall 2014 and the related site visit will occur during Spring 2015.

In addition, a site visit will occur during the Fall Semester of 2011 as part of the process designating the University of Florida Research and Education Engineering Facility as an off-campus instructional site.

4. Academic Program Reviews for 2011-12 Academic Year was presented by Dr. George Ellenberg, as well.

The Florida Board of Governors requires the review of all academic programs on a seven-year cycle. University of West Florida Policy AC-07.00-06/09 details the requirements of the program review process in order to provide information for assessing and improving academic programs. Where appropriate, program reviews are carried out in conjunction with accreditation reviews. The results of program reviews are expected to inform strategic planning, program development, and resource decisions. Among the key components of academic programs reviews are:

- Appropriate input from external experts
- Review of the mission(s) and purpose(s) of the program within the context of the UWF mission and the Board of Governors Strategic Plan
- Establishment of teaching, research, service, and other program goals and objectives
Emphasis on assessing student learning outcomes, especially as related to the program’s Academic Learning Compact

Review of current strengths and challenges of the program

Summary of recommendations and/or proposed action plans made as a result of the review, and

Electronic submission of a summary of each academic program review to the Board of Governors

The supporting document (linked below) for this item lists the programs involved in the 2011-2012 Academic Program Reviews/Accreditations cycle.

UWF follows established timelines and policies and program review costs are funded through the Office of the Provost.

- 2011-2012 Academic Program Reviews-Accreditations (Updated 8/8/11) (1 page)
  http://uwf.edu/trustees/Sept23_11/Academic_Programs_Review_Accreditation.pdf

5. National Flight Academy Briefing PowerPoint Presentation was addressed by Dr. Pam Northrup, also.

Dr. Pam Northrup and her team have taken the lead in the creation of the curriculum that supports the National Flight Academy. This has been done in conjunction with technology leaders throughout the United States.

Dr. Northrup provided the BOT with a briefing PowerPoint presentation on current and future developments related to UWF’s involvement in the National Flight Academy.

- National Flight Academy (20 slides)
  http://uwf.edu/academic/botagendaitems/National_Flight_Academy_UWF_Fall_2011.pdf

6. Results Graduating Student Survey was presented by Dr. Kevin Bailey, Vice President for Student Affairs.

During May of 2011, graduating undergraduate and graduate students were surveyed on their plans after commencement, as well as, their satisfaction with the University of West Florida. Dr. Kevin Bailey provided the results of this survey through a PowerPoint presentation.

- Survey
  http://uwf.edu/trustees/Sept23_11/Survey.pptx

Other Academic & Student Affairs Items

Adjournment occurred at 11:20 a.m.
Chair Chuck Horner announced that the (NWF2UWF) Northwest Florida State College to University of West Florida Direct Admit Celebration would occur next door in Building 2 followed by lunch and that the full Board meeting would convene at 12:30 pm or shortly thereafter.

**NWF2UWF**

**A Degree Closer – Direct Admit Program**

The Northwest Florida State College to the University of West Florida Direct Admit Program Kick-Off Celebration was held in the NWFSC Student Center of Building 2 of the UWF-NWFSC Joint Campus at 11:30 a.m. as follows:

NWF2UWF Signed Agreement (5 pages)
http://uwf.edu/trustees/Sept23_11/NWF2UWF_Agreement.pdf

Welcome: Dr. Judy Bense, President of UWF

Remarks: Dr. Ty Handy, President of NWFSC

The celebration included UWF and NWFSC Board of Trustees as well as several Fort Walton Beach and Okaloosa schools dignitaries.
Chair Chuck Horner called the UWF BOT meeting to order at 12:38 p.m. on September 23, 2011 in Building 1, Room 26 of the Emerald Coast Campus in Fort Walton Beach, Florida. Trustees Bentina Terry and Garrett Walton were unable to attend due to conflicts in their schedules.

The following trustees were present:
Mr. Lewis Bear, Jr.
Mr. Dave Cleveland
Mr. Josh Finley
Mr. Randy Hanna
Gen. Chuck Horner (RET)
Mr. Bob Jones
Mr. Collier Merrill
Ms. Susan O’Connor
Mr. Mort O’Sullivan
Mr. Jay Patel
Dr. Chris Pomory

*Conference Call

Others present:
Dr. Judy Bense, President
Dr. Chula King Provost/Vice President for Academic Affairs
Dr. Kyle Marrero, Vice President for University Advancement
Dr. Kevin Bailey, Vice President for Student Affairs
Mr. Matt Altier, Vice President for Administrative Services
Ms. Pat Lott, General Counsel
Dr. Kimberly Brown, Chief of Staff & Assistant Corporate Secretary/BOT
Ms. Faye Bowers, Executive Specialist & Assistant Corporate Secretary/BOT

The Chair welcomed new trustees Dave Cleveland, Randy Hanna and Chris Pomory. He thanked the Emerald Coast for hosting our meeting in addition to expressing his appreciation to the ITS, WUWF and University Commons crew for their work in preparing for the event.

The Chair recognized Dr. Judy Bense who expressed her appreciation for Dr. Ty Handy of NWFSC joint cooperation for implementation of the NWF2UWF Direct Admit Program.

Chair Horner reported that several information items would be addressed before action items.
1. Update on the Florida Institute for Human and Machine Cognition (IHMC) partnerships was presented by Dr. Thomas Reichherzer, Assistant Professor for the Department of Computer Science. Dr. Leo ter Haar made the introduction and expressed what an outstanding employee Dr. Reichherzer is for the University.

UWF School of Science and Engineering faculty are collaborating with IHMC on a number of research projects involving the development of interactive learning environments in network technology. IHMC researchers are also teaching graduate and undergraduate courses for the Computer Science Department. Electrical and Computer Engineering will be cross-listing the robotics class in the Spring semester for Engineering students.

Dr. Reichherzer provided an overview of these ongoing efforts and future directions. This overview included an assessment of the extent of work that UWF and IHMC should be able to do together because of the increased dialogue. He said there will be opportunities for Research Grants, Teaching Opportunities, Publications, and Guest Lecturer Series to influence local high school and middle school students as well as the community.

2. Key Performance Indicators was addressed by Mr. Rick Staisloff through a PowerPoint presentation.

The BOT directed that Key Performance Indicators (KPI) be developed to aid in their decision making. The University engaged the assistance of Mr. Staisloff, rpkGROUP Consulting. Mr. Staisloff brings a national perspective to the development of university key performance indicators. He worked together with a small group of university representatives to develop a draft list of board level KPIs. These are only high level (BOT/governance) level indicators.

Chair Horner expressed his appreciation to the KPI team and Cabinet who have been working endlessly for today. He said that President Bense is already working with the VPs to develop metrics and measures that will help us ensure efficiency and quality at every level. The Chair noted that UWF must go down to the program and individual level, and stated that competition spurs excellence and if we don’t reform higher education it will be done for us in ways we don’t necessarily like or agree with. Chair Horner advised that he wanted the Board members to keep the following in mind as they review the KPIs:

- These are high level KPIs focused primarily on the work of the Board and the Executive Team.
- Today, the Board’s primary task is to ensure that these are the right indicators for the University. The Board should feel confident that they are connected to the strategic opportunities and challenges that it faces. Finally, they must inform the Board’s decision making.
- Going forward, the Board will continue to drill down on the data to enhance understanding and see how the elements are connected.
- This is a work in progress. It will be refined as it goes along. There might be KPIs that make sense now, but will not in the future. These will change with our environment but will help us focus on what is important.
The philosophy of this group is that KPIs should: *focus on important issues, be high level indicators appropriate for governance level, impact decision making, be easy to understand, and have trend and benchmark data available.*

The draft KPI list was reviewed by the Board of Trustees and other UWF boards at their June Strategic Planning Workshop. After that discussion, the KPI list was refined and populated with data.

Now, UWF Staff will be directed to assign individual KPIs to BOT committees for full discussion of data, targets, and progress. In December UWF Staff will provide a recommended list of KPIs for each BOT committee. Each committee will determine their own monitoring process.

- Key Performance Indicators List (2 pages)
- KPI PPT (28 slides)

3. **Board Operations** was addressed by Chair Horner who said that Governor Scott is looking to create efficiencies throughout government, and especially through higher education reform. He is concerned about efficiencies and the value of the public dollar.

Chair Horner advised that at UWF we should continue to take a proactive approach to organizing ourselves to engage the Board’s many talents to ensure that we are providing a quality education in the most efficient and cost effective way. One approach is to reorganize the Board operations so that committees are smaller, more nimble, and conducive to strategic discussion.

Specific goals, in the form of key performance indicators, would be assigned to committees. These committees would work with the President and Vice presidents to accomplish these measures and report their progress to the full BOT. Meetings, as long as properly noticed, could occur throughout the quarter or on a BOT meeting day, and not every committee would necessarily meet every quarter or on a BOT meeting day.

The BOT bylaws would require amendment and adoption at the next BOT meeting. Further, a new meeting schedule and committee appointments would need to be devised.

The suggested committee structure is as follows:

1. **Executive Committee.** This committee is made up of the officers and committee chairs and has authority to act on most matters of the BOT with a few exclusions. This committee ensures that the BOT fulfills its responsibilities and conducts appropriate BOT cultivation, evaluation and nomination, oversees the institutional planning process and progress toward goals/objectives and monitors the president’s performance and compensation. It also creates
Board awareness of the importance of private giving, assessing annual and campaign giving goals, and oversees fund raising policies.

2. **Academic Affairs.** This committee’s overarching responsibility is monitoring the relationship between mission and strategy. It should ensure that the academic budget reflects the institution’s academic priorities; that faculty personnel policies and procedures complement academic priorities; that academic programs are appropriate for our students and our mission; and that the institution assesses the effectiveness of its academic programs.

3. **Audit and Operations.** This committee’s function is to provide oversight of the institutional financial practices, internal controls, and standards of conduct. The committee works closely with both internal and external auditors.

4. **Finance and Facilities.** This committee’s function is to determine the adequacy, condition and use of existing facilities; create a physical-planning policy; review renewal or replacement decisions; and oversees financing. It would address such areas as condition of plant, resource allocation, major repairs/renovations, capital construction, and real estate. It would also monitor the institution’s financial operations, oversee annual and long range budgets, review requests and plans for borrowing, ensure accurate financial records, and oversee capital budgets.

5. **Student Affairs.** This committee represents the students’ interest in the Board’s policy making activities; advocates for adequate resources for student services; keeps abreast of issues and trends impacting students locally and nationally; and promotes student success and the campus as a community.

*Committee descriptions from the Association of Governing Boards, *Board Basics* Series.*

General Horner letter on BOT Operations
Chair Horner provided trustees with tentative committee assignments and requested feedback.

The Chair then announced that Dr. Bense has been elected to the NCAA President’s Council through 2015. He then asked for the President’s Report.

**President’s Report** – Dr. Bense, also, welcomed new trustees Dave Cleveland, Chris Pomory, Garrett Walton and Randy Hanna. She welcomed Matt Altier, VP for Administrative Services.

**Statewide News**

1. **BOG** - Many attended the Board of Governors meeting at FIU in Miami. It was an interesting meeting which discussed new dental schools and making USF Polytech the 12th University in the System. Senate Budget Chief JD Alexander dropped into the meeting to advocate for the 12th University. BOG is beginning to exert its power and authority, didn’t readily accept these proposals and will discuss them again in November.
2. **Texas Higher Education Reform Model** - Many have heard about the model that Texas Governor Rick Perry is pushing. In fact, the President understands that Governor Scott discussed it with each new trustee and he is looking to create more efficiencies in Florida higher education. Last week Eric Barron, FSU President prepared a written response to the Texas Model. His version was of course, FSU centric. Dr. Bense suggested during the BOG meeting that a Presidential Task Force be assembled to work out a formal response for the SUS and she volunteered to serve and subsequently sent an email reiterating her willingness. She hopes the BOG will move this forward.

3. **Legislature** – Janice Gilley, Director of Government Relations and the President were in Tallahassee all week meeting with leadership and our delegation. Senator Don Gaetz’s Senate President Designation ceremonies were Monday and they attended as well.

4. **Budget** - State of Florida Economist, Amy Baker is predicting another significant decline in revenues. Last week she issued a statement that said her earlier projections of general-revenue growth this year and during the 2012-13 fiscal year will drop “fairly significantly.” She said it will not be as bad as this last legislative session, when lawmakers faced a $3.6 billion shortfall. They will meet October 11 to review the general revenue estimates.

**Campus News**

1. **Fall Semester** has been an amazing start:
   a. 12,156 students, 2.8% increase
   b. Largest Freshman Class ever, 1462, 17% increase, 120 of these are from outside the state
   c. 20% of our students are online
   d. Transfers are also up. 1% up from CC and 23% up from other schools
   e. Retention is up at 75%
   f. Welcome week events saw record attendance. More than 2,000 students attended the “late night (10:30PM) shopping at Target.”

2. **Housing** - Full capacity with 1,865 students
   a. **Presidents Hall** - began construction on June 10, 2011 and will open Fall 2012
   b. **McVoy House** - opened the first residence hall within the downtown Historic Pensacola Village complex to house 5 graduate students

3. **Rankings** - several new rankings since we last met
   a. **Forbes** - America’s Top Colleges, according to the annual Forbes poll. Ranked in Top 100 Best Buy Colleges, Best Southern Colleges, and Best Research Universities
   b. **Princeton** - Ranked one of the best colleges in the Southeast
   c. **Chronicle** - Ranked as a 2011 "Great Colleges to Work For"
   d. **Military** - Designated one of the ‘top Military Friendly Schools’ for the third consecutive year by G.I. Jobs Magazine

4. **Research** -
   a. **OEDE**, $10 million dollars thanks to Trustees Bear, Merrill, Walton and Terry.
   b. **NSF**, $600 thousand dollars - awarded a $598,354, five-year grant to UWF faculty researchers who will investigate ways to support women faculty in STEM fields
   c. **Grants this quarter** - 15 awards, $13.2 million dollars

5. **Fundraising** -
a. **College of Business Education Center** - over $250,000 in pledges; over $500,000 currently being solicited
b. **Athletics** - Joe Ambersley (Men's Basketball) $100,000; Richard McAlpin (Berg Scholarship Endowment) $30,000
c. **National Defense Industry Association (NDIA)** - $100,000 Scholarship Endowment (3rd gift to UWF)
d. **Johnson Foundation** completed its Need Based Scholarship Challenge - $600,000
e. **FY2011 Faculty/Staff Giving 51%** - all-time record for participation
f. **Current solicitations/proposals being considered total** - $6,985,000
g. **Museum Update** - 98.75% of Maritime Museum funds have been processed

6. **Upcoming Events** -

The State of the University Address is on September 27 at 10am in the Commons Auditorium and will be followed with a celebratory BBQ for surpassing 12,000 students enrolled.

Then Chair Horner announced that action items would be addressed as follows:

**Action Items**

1. **Minutes** – Chair Horner reminded trustees that they had received the material with ample time to review. He asked if there were any changes and/or corrections. If not, he asked for a motion.

   - June 7, 2011 – BOT Meeting
   - June 7, 2011 – Boards Dinner
   - June 8, 2011 – Boards Strategic Workshop
   - August 9, 2011 – University Research Process
   - August 29, 2011 – New Trustee Orientation

A motion was made to approve the above minutes as presented.

Motion by: Trustee Jones  
Seconded by: Trustee Merrill  
Motion passed. Motion passed unanimously.

2. **CONSENT AGENDA ITEMS FOR APPROVAL:** Chair Horner reminded all trustees that they may pull any individual item from the consent agenda below for further review, if they so desire. He also said that each item was fully discussed during the committee meetings and all of the recommendations of the committees reflect the proposed action provided with the agenda backup.

   With no one requesting further discussion, the Chair called for a motion to approve the 10 items listed.

   a) **UWF/REG 4.008 Tuition and Fees, Fines and Penalties (Fall 2011)**
A motion was made that the Board approve and adopt the recommendations of the Finance, Administration & Audit Committee and the Academic & Student Affairs Committee made at their meetings his morning with respect to the matters set forth on the consent agenda.

Motion by: Trustee Merrill
Seconded by: Trustee O’Connor
Motion passed unanimously.

3. Presidential Evaluation and Goals was presented by Chair Horner.

Chair Horner thanked the trustees for their support. President Bense submitted her annual self-evaluation to the Board of Trustees on July 1, 2011 as required by the BOT. She utilized the model and format established by the BOT evaluation committee in 2010.

Subsequently, Chairman Horner requested that each trustee complete a survey regarding presidential performance, as well as ideas for betterment of the institution. Eleven trustees completed the survey.

Additionally, President Bense submitted suggested goals/targets for FY11/12 for discussion.

- Presidential Self Evaluation 2010-11 (1 page)
- Additional Accomplishments 2010-11 (2 pages)

Chair Horner expressed his appreciation for everyone’s feedback on the presidential evaluation. Overall the rankings were very positive. Each trustee received a copy of the summary at the meeting. In addition, the Chair discussed the president’s performance with Chancellor Brogan.

He then asked if there was anything that anyone wanted to discuss in regards to the feedback provided. He said that President Bense would be happy to meet with anyone with specific feedback they wished to provide.
A motion was made to adopt the Presidential Evaluation and delegate the authority to the BOT Chair to submit an Evaluation Summary to the Board of Governors.

Motion by: Trustee Hanna
Seconded by: Trustee O'Sullivan
Motion passed unanimously.

Adoption of Presidential Goals for 2011-2012 – Chair Horner reported that these should be acted upon as well. He called on President Bense to address and review her 2011-2012 goals with the Board. In addition, she highlighted recommendations for them to consider.

- Presidential Goals 2011-12 (3 pages)

A motion was made to approve the Presidential Goals for 2011-12 as they appear in the handout and revised by Dr. Bense, in addition to the request by Trustee Bear to add four year graduation goal.

Motion by: Trustee O'Sullivan
Seconded by: Trustee Merrill
Motion passed unanimously.

4. Presidential Compensation was presented by Chair Horner, also.
The Chair noted that Chancellor Brogan highly complimented the President and the University.

President Bense’s contract, adopted by the Board of Trustees on December 10, 2010 includes the following provisions:

"4.2. - Dr. Bense’s salary shall be reviewed annually by the Board of Trustees in conjunction with the Board of Trustees’ evaluation of job performance, as set forth in Section 3.3 of this Agreement, and shall be subject to adjustment in the Board’s discretion. Additionally, Dr. Bense shall be eligible for any salary increase generally applicable to University employees in her employment classification. Any adjustments granted pursuant to this paragraph shall be considered adjustments to the base salary described in Section 4.1."

"6.1. - The Board of Trustees, at its sole discretion, may award an annual merit bonus of up to fifteen percent (15%) of her base salary to Dr. Bense for achievement of bonus criteria set by the Board on an annual basis. The bonus criteria may include the annual goals and objectives agreed to pursuant to Section 3.2, the evaluation results pursuant to Section 3.3 and/or other bonus criteria deemed appropriate by the Board. Such annual bonus, if awarded shall be paid to Dr. Bense within 90 days of the date on which the bonus is awarded."
Chair Horner reported that President Bense’s compensation package is the lowest in the state. Based on the positive evaluation of President Bense, the Chair recommended a 15% bonus for which she is eligible.

Dr. Kyle Marrero, Vice President for University Advancement and Dr. Kim Brown, Chief of Staff confirmed that the UWF Foundation Board has allocated the money as part of their annual budget process which is where the funds are available. Chair Horner expressed that he would like to see the University consider a raise for Faculty during next year.

A motion was made to approve a 15% bonus for the President contingent upon the Foundation Board of Directors ability/willingness to provide funding.

Motion by: Trustee O’Sullivan
Seconded by: Trustee Bear
Motion passed unanimously.

Other Full Board Items

**Strategic Discussion** – Chair Horner called on the President who noted that it is important that the trustees be granted open forum time to discuss or ask about issues of strategic importance. This is an opportunity for the administration to receive feedback on any items that the trustees would like to provide or see on future agendas.

Some issues:
- Tuition Concerns –
  - SOF Tuition Funding Model Changes
  - Percent of Tuition Paid by Students Compared to SUS & Aspirants
- Offering Programs Supporting Local HealthCare Community
  - Nurse Practitioners
  - Teaching Hospitals
- Ed Rodgers passed away & funeral on 9/24
- Dr. Dottie Minear hired re: SACS pro from Board of Governors

Following strategic discussion, Chair Horner noted:

**Upcoming Events:**
- **September 27**
  - 10:00 am State of University Address
  - 11:30 am Barbeque Celebrating 12,000 Students
- **December 8 (evening)**
  - Holiday Social
- **December 9**
  - BOT Meeting
- **December 10**
  - Fall Commencement
With no further business to address Chair Horner adjourned the meeting at 2:55 p.m.

Respectfully submitted,
Faye H. Bowers, recording secretary
Agenda

University of West Florida Board of Trustees Meeting
UWF Conference Center
11000 University Parkway, Pensacola, Florida

9:00 a.m. - December 9, 2011  Room B/C

Finance, Administration & Audit Committee

Call to Order.........................................................................................................................Mr. Mort O'Sullivan
Committee Chair

Roll Call.................................................................................................................................Dr. Kim Brown

Chair’s Greetings...................................................................................................................Mr. Mort O’Sullivan

Action Items
1. Minutes
   September 23, 2011
   http://uwf.edu/trustees/Dec9_11/FA092311MN.pdf
2. Master Management Agreement between UWF and UWF Business Enterprise, Inc.
3. Easement Deed and Agreement to be Granted by UWF and UWF Foundation, Inc. to UWF
   Business Enterprises, Inc. for Parking and Related Facilities and Services
4. Investment Policy
5. OVERVIEW of Tuition and Fees Cycle PowerPoint Presentation
6. UWF REG 5.010 (ERCCD) Educational Research Center for Child Development Mid-Year Fee
   Regulation Amendment
7. Student Activity and Service Fee, Health & Athletic Fees
8. Convenience Fee for Credit Card Transactions
9. Green Fee Endorsement
10. Nautilus Card Fee Endorsement
11. UWF Internal Audits

Informational/Discussion Items
12. UWF Foundation Audit
13. FY 2011-12 Operating Budget Summary

Other Finance Items

Adjournment

COMMITTEE MEETINGS WILL CONVENE AT 9 AM (Finance in Room B&C) and (Academic in Room A)
Action
UWF Board of Trustees
Finance, Administration and Audit Committee
December 9, 2011

Issue: Approval of Master Management Agreement between University of West Florida and UWF Business Enterprises, Inc.

Proposed action: That the Board approve the form of Master Management Agreement between University of West Florida and UWF Business Enterprises, Inc. attached hereto and authorize execution by the Chair in substantially the form thereof.

Background information: At its meeting in September, the Board designated UWF Business Enterprises, Inc. (“BEI”) as a direct support organization of the University of West Florida. At that meeting, it was suggested that a form of agreement between BEI and the University be developed to set forth the terms and conditions upon which authorization to manage and operate certain facilities and programs might be delegated to BEI from time to time. The attached Management Agreement is responsive to that request.

Section 1004.28, Florida Statutes provides that a Florida public university may permit the use of property, facilities and personal services by any university direct support organization. The Management Agreement provides a mechanism for such authorization by providing that BEI will assume responsibility for management and operation of specific facilities and programs upon the determination by the President that the assignment is in the best interests of the University.

The Management Agreement provides that if the services of any University employees are made available to BEI in connection with a function that BEI will manage, those employees will be and remain under the supervision and control of the University and will for all purposes be considered employees of the University.

Recommendation: It is recommended that the Board of Trustees approve the form of Master Management Agreement attached hereto and authorize execution by the Chair in substantially the form thereof.

Fiscal Implications: It is anticipated that greater flexibility will facilitate management of anticipated growth of the University and will result in savings to the University because of efficiency related to economies of scale.

Supporting documentation:
DSO Master Management Agreement (14 pages)
http://uwf.edu/trustees/Dec9_11/DSO_MMA.pdf

Prepared by: Patricia Lott, Associate General Counsel, 857-3420, plott@uwf.edu

Presenter: Matthew A. Altier, Vice President for Administrative Services
Issue: Approval of Easement Deed and Agreement to Be Granted by University of West Florida and University of West Florida Foundation, Inc. to UWF Business Enterprises, Inc. for Parking and Related Facilities and Services

Proposed action: That the Board approve the form of Easement Deed and Agreement attached hereto and authorize execution by the Chair in substantially the form thereof.

Background information: The property constituting the campus of the University of West Florida is owned by the State of Florida, acting through the Board of Trustees of the Internal Improvement Trust Fund and leased to the University. The properties upon which the University’s student housing facilities are located are subleased to the University of West Florida Foundation, Inc. (the “Foundation”). Staff of UWF Business Enterprises, Inc. (“BEI”) has identified a portion of undeveloped property located between Villages East and West that could be used for parking, and has requested an easement for such purposes from the Foundation. The Foundation has agreed to grant the easement, but has asked that the University join in the grant of easement because the University’s lease to the Foundation contemplates University approval of subleases or other revisions to the lease.

The form of Easement Deed and Agreement, attached hereto, provides that BEI may construct and maintain roadways, parking facilities, drainage structures and utility services on the easement property. The easement is granted without cost, and provides that BEI will be responsible for any damages caused by the improvements. BEI is authorized to charge such fees for use of the parking facilities as shall be approved by the University in order to defray its investment.

BEI believes that the grant of easement will facilitate its ability to encourage development of additional student housing by public/private partnerships.

Recommendation: It is recommended that the Board of Trustees approve the form of Easement Deed and Agreement attached hereto and authorize execution by the Chair in substantially the form thereof.

Implementation Plan:

Fiscal Implications: No direct fiscal implications to the University.

Supporting documentation:

Easement and Deed (6 pages)

Prepared by: Patricia Lott, Associate General Counsel, 850/857-3420, plott@uwf.edu

Presenter: Matthew A. Altier, Vice President for Administrative Services
**UWF Board of Trustees Meeting**
Finance, Administration, and Audit Committee
December 9, 2011

**Issue:** Investment Policy

**Proposed action:** Adoption of the attached investment policy

**Background information:** In accordance with 218.415(17) (a) Florida Statutes, in the absence of a written investment policy the University, like other local governmental entities, is authorized to invest surplus funds only in the following:

- The Local Government Surplus Funds Trust Fund or any governmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act of 1969
- Securities and Exchange Commission registered money market funds with the highest credit quality rating from a nationally recognized rating agency
- Interest-bearing time deposits or savings accounts in qualified public depositories
- Direct Obligations of the U.S. Treasury

The flexibility to invest in vehicles other than those described above requires the adoption of a written University investment policy. The policy presented for Board of Trustee approval is typical of policies adopted by the Boards of the other State University System institutions and is in agreement with the guidelines established by 218.415 Florida Statutes.

**Recommendation:** That the Board adopts the proposed University of West Florida Investment Policy in the form attached hereto.

**Fiscal Implications:** It is expected that the adoption of the University of West Florida Investment Policy will allow university staff to better fulfill its fiduciary responsibility by expanding the range of investment opportunities available to the University and thereby increasing interest returns. In accordance with 218.415 Florida Statutes, protection of principal and liquidity will remain the primary focus, with investment returns taking a secondary role.

**Supporting documents:**

UWF Investment Policy (7 pages)

**Prepared by:** Ms. Colleen Asmus, Assistant V P, Finance/Controller, 474 2642, casmus@uwf.edu

**Presenter:** Mr. Matthew Altier, Vice President, Administrative Services
Ms. Colleen Asmus, Assistant Vice President, Finance/Controller
UWF Board of Trustees Meeting  
Finance, Administration & Audit Committee  
December 9, 2011

Issue: Overview of the annual cycle of tuition and fee presentations.

Proposed action: Information item only.

Background information:

In accordance with Florida Legislative statutes, Board of Governor Regulations, and internal University processes, various changes in tuition, fees, and rates are brought before the Board of Trustees throughout the fiscal year.

Recommendation: Information only

Implementation Plan: None

Fiscal Implications: The proper timing of tuition and fee approvals is necessary to insure adequate budgets to support the institution’s mission and all of its operations.

Supporting documents:

Tuition and Fees Calendar (1 page)  

Overview Proposed Tuition and Fees Cycle (1 slide)  
http://uwf.edu/trustees/Dec9_11/OPTNFC.pptx

Prepared by: Dr. Susan Stephenson, Chief Budget Officer, 474 2487, ssstephenson@uwf.edu

Presenter: Dr. Susan Stephenson, Chief Budget Officer
UWF Board of Trustees Meeting  
Finance, Administration and Audit Committee  
December 9, 2011

Issue:  UWF/REG-5.010 Educational Research Center for Child Development


Background information:  Based on parent interest, the ERCCD is proposing to provide an after school program for children meeting the center’s current eligibility standards. The proposed amendment to UWF/REG-5.010 adds this new program fee for the 2011-2012 year.

Regulation Amendment Procedural History:  The notice of proposed amendment to UWF/REG 5.010 was posted to the BOT website on October 17, 2011 and comment was invited. The notice was also published in the October 18, 2011 edition of Argus Today and comment was invited. No comments were received as of November 4, 2011. The required 30 day notice period for the proposed regulation ends on November 18, 2011.

Recommendation:  Approve amendment of UWF/REG-5.010 Educational Research Center for Child Development as set forth in the supporting documentation.

Implementation Plan:  Effective immediately upon BOT action. New program fee will be implemented beginning Spring Semester 2012.

Fiscal Implications:  This new program will provide a service that is responsive to student, faculty, and staff needs. The program is expected to generate sufficient revenue to be self supporting and to contribute to the financial stability of the ERCCD operation.

Supporting documents:

UWF/REG-5.010 Educational Research Center for Child Development, with notice (2 pages)  

Prepared by:  Anita Schonberger, Deputy General Counsel, Office of the General Counsel, 474-3420 aschonberger@uwf.edu

Presenter:  Dr. Jim Hurd, Senior Associate Vice President for Student Affairs
### Issue:
Student Activity and Service, Athletic and Health Fee Increase

### Proposed action:
Approve the proposed fee increases effective Fall Semester, 2012

#### Background information:
Section 1009.24, Florida Statutes, requires each university Board of Trustees to establish separate Activity and Service, Athletic, and Health Fees. The law further provides that any increase in the fees be recommended by campus fee committees. One-half of each committee shall consist of students appointed by the student body president, with the remainder appointed by the university president. The statute further requires that the University President approve any proposed increases after consultation with the student body president with final approval by the University Board of Trustees.

The Statute limits the fees to no more than 40 percent of the matriculation fee. Within the 40 percent cap, universities may not increase the aggregate sum of Activity and Service, Athletic, and Health Fees more than 5 percent per year or up to the percentage of base tuition increase approved by the legislature unless specifically authorized in law or in the General Appropriations Act.

The Student Fee Committee recommends an aggregate increase of 5% or an aggregate increase equal to the percentage of proposed base tuition increase to be determined by the Florida legislature, whichever is greater. The committee further recommends that 100% of the increase be allocated to Athletics with the Activity & Service and Health fees remaining at their current level for the 2012-13 academic year. The chart below shows the possible increases.

#### Recommendation:
Approve A&S, Athletic, and Health Fee Increases:

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#### Implementation Plan:
New Fees will be implemented Fall Semester 2012

#### Fiscal Implication:
Approval of these fees will meet the most critical needs of the services and programs that these fees support and will enhance programs and services essential to UWF students.

#### Supporting documentation:

Exhibit A—Minutes of Student Fee Committee (2 pages)
http://uwf.edu/trustees/Dec9_11/Exhibit_AMN.pdf

Exhibit B – Memo indicating President’s Recommendation (1 page)

**Prepared by:** Alan Brian, Executive Specialist VPSA, 474-2214, abrian@uwf.edu

**Presenter:** Tammy McGuckin, Assistant Vice President for Student Affairs/Dean of Students
UWF Board of Trustees Meeting
Finance, Administration and Audit Committee
December 9, 2011

Issue: Increase in Convenience Fee for Credit Card Transactions

Proposed action: Approve

Background information:
In accordance with Florida Board of Governors Regulation 7.003(23) “Each university board of trustees may establish a convenience fee when accepting payments by credit cards, charge cards, and debit cards. The fee shall not be greater than the cost of providing the service.” Currently, the University charges a convenience fee of $10 per credit card transaction when the student pays through the university’s on-line payment mechanism. Students can avoid this fee by paying in other ways, such as by paying with a credit card in person, or by paying with by check either though the mail or in person.

An at-cost convenience fee for credit card charges made on-line or by telephone was authorized by this BOT at its August 22, 2003 meeting. The University has charged $10 for this fee since August, 2007. The cost of providing credit card service has exceeded the convenience fee for several years. The amounts due to the credit card merchants have been steadily increasing and the escalating use of credit cards has also significantly increased these costs. Increasing the convenience fee from $10 to $15 will help to defray associated costs without exceeding the cost of providing service.

Recommendation:
That the Board approves the increase of the credit card convenience fee from $10 to $15 per credit card transaction when the transaction is conducted via the university’s on-line payment mechanisms.

Implementation Plan:

Fiscal Implications:
An increase in the convenience fee will allow university resources currently committed to covering expenses associated with the acceptance of credit cards to be diverted to uses in alignment with the university’s strategic plan.

Supporting documents: None

Prepared by: Colleen M. Asmus, Assistant Vice President /Controller, 474-2642, casmus@uwf.edu.

Presenter: Colleen M. Asmus, Assistant Vice President for Finance/Controller.
UWF Board of Trustees Meeting  
Finance, Administration and Audit Committee  
December 9, 2011

Issue: Endorsement by the University Of West Florida Board Of Trustees to support petition to the Florida Board of Governors for Student Green Energy Fee.

Proposed Action: Endorsement of proposed petition to Florida Board of Governors

Background information: In October 2011 the Student Senate of the Student Government Association approved a Student Referendum regarding the implementation of a Student Green Energy Fee. The student body referendum was held on November 2, 2011 and 68% of the students who voted were in support of such a fee.

For this reason, it is proposed to petition the Florida Board of Governors to allow the implementation of a Student Green Energy Fee which will be no less than $0.25 and no more than $1.00 per credit hour.

Per the Florida Board of Governors Regulation 7.003, notification of intent to seek implementation of the Student Green Energy Fee was provided prior to the Board of Governor’s last meeting of the year. With the Board of Trustees’ endorsement, and in compliance with Regulation 7.003, a proposal for implementation of the Student Green Energy Fee will be submitted to the Board of Governor’s budget committee by January 15, 2012 for consideration by the committee during its February 2012 meeting.

Recommendation: Endorsement of intent to petition the Florida Board of Governors for authority to assess a Student Green Energy Fee of no more than $1.00 per credit hour.

Implementation Plan: Upon approval from the BOG for authority to assess the Student Green Energy Fee, the SGA Senate will set the amount of the fee (no more than the $1.00 per credit hour maximum) and conduct a binding Student Referendum in conjunction with the SGA Elections to allow students to vote on the assessment of the fee. If the student vote is in favor of assessment of the fee, it would be implemented in Fall 2012. Upon implementation of the fee, the proposal will be voted on every three years.

Fiscal Implications: Student Green Energy Fee funds would provide fiscal support for sustainable energy initiatives at UWF.

Supporting documents: None

Prepared by: Alan Brian, Executive Specialist VP for Student Affairs, 474 2214, abrian@ufw.edu

Presenters: Dr. Tammy L. McGuckin, Asst. VPSA/Dean of Students

Supported by: Dr. Kevin W. Bailey, Vice President for Student Affairs  
Matt Altier, Vice President for Administrative Services
UWF Board of Trustees Meeting
Finance, Administration & Audit Committee
December 9, 2011

Issue: Endorsement by the University of West Florida Board of Trustees to support petition to the Florida Board of Governors for an increase in the annual Nautilus Card Fee.

Proposed action: Endorsement of proposed petition to Florida Board of Governors

Background information: UWF’s security, access, identification card is called the Nautilus Card. The Nautilus Card serves as the University’s official ID card, library card, copy card, university debit card, access card, and meal plan card. The services provided by the card include a safe and convenient method for making on-campus purchases and payments, door access to various facilities including residence halls and the Aquatic Center, and admittance to various campus events and services such as the fitness center.

The maximum annual fee allowed by Florida Statute 1009.24 (14) (c) for a security, access or identification card is $10 which we feel is insufficient. For this reason, it is proposed to petition the Florida Board of Governors to allow an increase in the UWF Nautilus Card fee to a $20 annual fee as allowed by Florida Statute 1009.24 (15) (a) (2).

This fee increase will allow for additional staffing during peak periods; replacement of aging equipment such as network managers, clearing terminals, and photo ID systems; increased maintenance/service fees due to system expansion; price increases for equipment and supplies; and a planned software upgrade which necessitates the addition of some new and replacement equipment.

The Nautilus Card office is an auxiliary operation and, as such, depends entirely upon revenue earned through card fees and usage fees to support the operation. The card fee paid by students is the primary source of revenue for this operation. Currently, annual revenue from the student card fee is approximately $110,000. An increase in the annual card fee to $20 will increase the annual revenue from this source to approximately $220,000.

Per the Florida Board of Governors Regulation 7.003, notification of intent to seek an increase in the fee for security, access or identification cards was provided prior to the Board of Governor’s last meeting of the year. With the Board of Trustees’ endorsement, and in compliance with Regulation 7.003, a proposal for an increase in Nautilus Card fee will be submitted to the Board of Governor’s budget committee by January 15, 2012, for consideration by the committee during its February 2012 meeting.

Recommendation: Endorsement of intent to petition Florida Board of Governors for Nautilus Card fee increase from $10 to $20 annually.
**Implementation Plan:** Increased fee will be implemented Fall Semester 2012

**Fiscal Implications:** Endorsement of intent will allow for maintenance, growth, and expansion of the Nautilus Card system to meet the growing needs of UWF students.

**Supporting documents:** None

**Prepared by:** Ms. Ellen Till, Director of Business and Auxiliary Services, 474 2080, etill@uwf.edu

**Presenter:** Ms. Ellen Till, Director of Business and Auxiliary Services and Ms. Joyce Hughes, Manager, Nautilus Card Office
Acceptance

UWF Board of Trustees Meeting
Finance Administration and Audit Committee
December 9, 2011

Issue: UWF Internal Auditing & Management Consulting-Internal Auditing Reports Issued

Proposed action: Acceptance

Background information:
In accordance with the 2010/11 annual work plans, Internal Auditing & Management Consulting (IAMC) completed two audits during this quarter: Revenue Generating Contracts (UWF-10/11-06) and Institutes and Centers (UWF-10/11-07). Below are synopses of each with full reports as an attachment to this agenda item.

1. Revenue Generating Contracts – UWF-10/11-06
This audit was part of the 2010/11 internal audit work plan approved by the BOT at its June 2010 meeting. The audit period was July 1, 2009-December 31, 2010. The audit focused on financial, compliance, and operational issues.

Results:
The audit revealed one Notable Strength and three findings. The notable strength related to the customer-oriented operation observed in Business & Auxiliary Services and Nautilus Card operations. The first finding identified a need to update position descriptions for two key employees within Business & Auxiliary Services. The second finding noted some outside service providers (contractors) mailed or hand-delivered their commission checks rather than using electronic funds transfers (EFT), which reduces the risk of loss and provides for earlier deposit. The third finding identified differences between monthly sales reports generated by vendor management (local) did not agree with their commission computation reports (headquarters). These differences were not at a material level.

Management’s Actions:
Management will have updated positions descriptions in place by March 2012. Management checked with the four vendors issuing commission checks to UWF. One already submits via EFT, two have capabilities to do EFT and will do so; the third is unable to do EFT. Management met with the vendor whose sales reports did not agree with the commission computation reports; a portion of the discrepancy occurs when customers purchase from the digital textbook platform, which is not rung through the cash registers at UWF. This problem has been corrected and is now reflected in the sales sheets. Any future discrepancies will be thoroughly researched by Business & Auxiliary Services and the vendor.

2. Institutes and Centers – UWF-10/11-07
This audit was part of the 2010/11 internal audit work plan approved by the BOT at its June 2010 meeting. The audit period was July 1, 2009-December 31, 2010. This audit focused upon internal controls, day-to-day operations, and compliance with BOG, BOT, and UWF policies and procedures.
Results:
The audit report contained four findings. The first finding dealt with Institute and Center directors and the Office of Research and Sponsored Programs needing to establish controls to ensure accuracy in the annual reporting of financial data to the Board of Governors. The second finding identified three Institutes and Centers needing a University program review as required by a University policy. The third finding identified six Institutes and Centers needing to formalize and update their policies and procedures. The fourth finding noted that revenue-generating agreements should be authorized, in writing, and filed in a central repository.

Management’s Actions:
Management has evaluated the process for compiling the annual Institutes and Centers report submitted the Board of Governors; procedures will be revised by March 2012 to ensure all monies are properly captured and reported. Updates to program review procedures will be made and the program review of the noted Institutes and Centers will occur during the next two academic years. For the Institutes and Centers needing written policies and procedures, a template will be created for use by December 2011. A workgroup consisting of Academic Affairs, Financial Services, General Counsel, Research and Sponsored Programs will develop a policy related to procedures to clarify signature authority, appropriateness of expenditures, and internal controls; this will be achieved by June 2012.

Recommendation: Acceptance of the Internal Auditing Reports

Implementation: Management will implement corrective actions with implementation to be completed in fiscal years 2011/12-2012/13. Internal Auditing will follow-up to determine if adequate corrective actions occurred.

Fiscal Implications: Fiscal oversight by the UWF Board of Trustees

Supporting documents:

UWF-10/11-06 Internal Auditing Report on Revenue Generating Contracts (19 pages)
http://uwf.edu/trustees/Dec9_11/IAR_RGC.pdf

UWF-10/11-07 Internal Auditing Report on Institutes and Centers (15 pages)
http://uwf.edu/trustees/Dec9_11/IAR_IaC.pdf

Prepared by: Betsy Bowers, Associate Vice President, IAMC, 474-2636, bbowers@uwf.edu

Presenter: Betsy Bowers
**UWF Board of Trustees Meeting**
Finance Administration and Audit Committee
December 9, 2011

**Issue:**
External Audit: Financial Statement Audit of Direct Support Organization—University of West Florida Foundation, Inc.

**Proposed action:**
Informational

**Background information:**

Organizations affiliated with or through the University of West Florida (aka Direct Support Organizations) must be audited annually and presented to the University of West Florida. The UWF Foundation, Inc. audit has been completed.

To ensure compliance with the agreement, the Associate Vice President for Internal Auditing and Management Consulting performed a cursory review and determined compliance regarding annual financial audit exists.

UWF Foundation had one management letter item relating to the recording of capitalized interest in connection with the financing of Heritage Hall in 2010 and President’s Hall in 2011. It was promptly corrected.

The Foundation immediately implemented policies and procedures to ensure these transactions are properly recorded in the future.

**Recommendation:** None

**Implementation Plan:** No further actions are warranted as the corrective actions had been implemented as of the date of the external auditor’s management letter.

**Fiscal Implications:** Fiscal oversight by the UWF Board of Trustees of organizations affiliated with or through the University of West Florida.

**Supporting documents:**

Financial Statement Audit Report for the University of West Florida Foundation, Inc., for fiscal year ending June 30, 2011 (51 pages)

Management letter to UWF Foundation dated August 29, 2011 (3 pages)

**Prepared by:** Betsy Bowers, Associate Vice President, IAMC, 474-2636, [bbowers@uwf.edu](mailto:bbowers@uwf.edu)

**Presenter:** Betsy Bowers, Associate Vice President
Issue: FY 2011-12 Operating Budget Summary

Proposed action: Informational

Background information:

The FY 2011-12 Operating Budget Summary provides a report at the end of the first quarter with budget-to-actual results for each fund group.

The Life-to-Date Capital Budget shows that the university is on schedule with the current capital plan implementation. The College of Business Education Center, Phase I & II (FY08/09; FY10/11) of the three-phase project, is in the construction phase, with completion scheduled for July 2012.

Recommendation: N/A

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents:

FY 2011-12 Operating Budget Summary, including the Life-to-Date Capital Budget (11 pages)

Prepared by: Ms. Valerie Z. Moneyham, University Budget Director, Budget & Financial Planning, 474-2041, vmoneyha@uwf.edu

Presenter: Dr. Susan Stephenson, Chief Budget Officer
Call to Order.........................................................................................................................................................Mr. Robert Jones
Committee Chair

Roll Call.................................................................................................................................................................Faye Bowers

Chair’s Greetings......................................................................................................................................................Mr. Robert Jones

9:00 AM

Action Items
Minutes
   September 23, 2011

Informational/Discussion Items
2. UWF Retention Efforts PowerPoint Presentation
3. Substance Abuse & Mental Health Services (SAMHSA) funded UWF Suicide Outreach Campaign & Support PowerPoint Presentation
4. Alignment of Communication Arts and Fine and Performing Arts
5. UPDATE (NCATE) National Council for Accreditation of Teacher Education PowerPoint Presentation

Other Academic & Student Affairs Items

Adjournment

COMMITTEE MEETINGS WILL CONVENE AT 9 AM (Finance in Room B&C) and (Academic in Room A)
UWF Board of Trustees Meeting  
Academic and Student Affairs Committee  
December 9, 2011

Issue: Retention Update

Proposed action: Informational

Background information:

In an effort to enhance retention and student success among undergraduates at the lower-division level, the departments of Student Transition Programs and Housing & Residence Life collaborated to develop living-learning communities on campus. The Delphi program, housed in Martin Hall, was established in 2008 as UWF’s first-year, living-learning community. Delphi focuses on three pillars - academic success, civic engagement, and interpersonal development. In 2011 a second-year, living-learning community was established in Heritage Hall called Oracle. Programming in Oracle focuses on academic success, leadership opportunities, and career development.

Dr. Michael Jasek will provide a brief overview of the efforts aimed at retention in both living-learning communities, the assessment plan for both programs, and the impact the living-learning community concept has had at UWF. Dr. Kevin Bailey will also provide an update regarding institution-wide retention efforts.

Recommendation: None

Implementation Plan: Program will continue.

Fiscal Implications: None

Supporting documents:

PowerPoint Presentation

Prepared by: Alan Brian, Executive Specialist to VPSA, 474-2214, abrian@uwf.edu

Presenters: Dr. Michael Jasek, Director of Student Transitions and Dr. Kevin Bailey, Vice President for Student Affairs
UWF Board of Trustees Meeting
Academic and Student Affairs Committee
December 9, 2011

Issue: Substance Abuse and Mental Health Services Administration (SAMHSA) funded UWF Suicide Outreach and Support (UWF SOS) Program.

Proposed action: Informational

Background information: The Center for Applied Psychology and Counseling and Wellness Services have teamed together to develop a campus wide suicide prevention initiative called Suicide Outreach and Support (SOS). SOS was funded by a 3 year $300,000 grant through the Substance Abuse and Mental Health Services Administration (SAMHS), The Department of Health and Human Services (DHHS), and Center for Mental Health Services (CMHS) in August 2011. This project is directed by Dr. Susan Walch and will provide funding for a 3-year program to develop outreach and education programs to reduce stigma, improve help-seeking, and increase awareness of suicide warning signs and risk factors in an effort to prevent suicide on our campus. This project will also obtain QPR (Question, Persuade, Refer) certification for a number of campus employees to work with the programs and train other campus employees. In addition, a campus coalition will be developed to review relevant policies and procedures and coordinate prevention efforts and an advisory group will be formed of individuals who can help develop and improve this program.

Recommendation: None

Implementation Plan: Program will continue.

Fiscal Implications: None

Supporting documents:

PowerPoint Presentation (8 slides)
http://uwf.edu/trustees/Dec9_11/SOS.pptx

Prepared by: Dr. James Hurd, Sr. Associate Vice President, Student Affairs, 474-2214, jhurd@uwf.edu

Presenters: Dr. Rebecca Kennedy, Director Health and Counseling,
April Glenn, Counseling Psychological Assistant and
Dr. Susan Walch, Associate Professor Psychological and Behavioral Sciences
UWF Board of Trustees Meeting
Academic and Student Affairs Committee
December 9, 2011

Issue: Alignment of Communication Arts and Fine & Performing Arts

Proposed action: Informational

Background information: The Department of Communication Arts is merging with the School of Fine and Performing Arts in order to create a larger and more comprehensive academic unit that celebrates the study of fine arts alongside the study of the art and science of human communication in all its forms. The School of Fine, Performing and Communication Arts at UWF studies, teaches, and creates the means of expression that enable human beings to build, nurture, and sustain communities.

The revised academic unit will prove to open a multitude of new teaching, learning and community engagement opportunities over the coming years. The SFPCA currently includes the Department of Art, Department of Communication Arts, Department of Music, Department of Theatre, and the Center for Fine and Performing Arts.

Recommendation: Information item; no action required.

Implementation Plan: None required

Fiscal Implications: None

Supporting documents:

None

Prepared by: Dr. Jane Halonen, Dean, College of Arts & Sciences, 474-2688, jhalonen@uwf.edu

Presenter: Dr. Brendan Kelly, Director, School of Fine, Performing and Communication Arts Chair, Department of Communication Arts
Update (NCATE) National Council for Accreditation of Teacher Education

Background information:

The NCATE onsite accreditation visit was held on October 24-25, 2011. NCATE reviews the Professional Education Unit which includes initial and advanced preparation of educators and the FLDOE reviews programs which lead to certification. Preparation for the NCATE/FLDOE site visit began three years ago and during October 2010 the FLDOE visit occurred. A brief presentation of the successful NCATE visit will be provided. The previous NCATE site visit occurred in November 2003.

Recommendation: None

Implementation Plan: None

Fiscal Implications: None

Supporting documents:

PowerPoint Presentation

Prepared by: Pam Northrup, Dean, College of Professional Studies, 474-2769, pnorthru@uwf.edu

Presenter: Pam Northrup, Dean, College of Professional Studies
Issue: Approval of UWF 2011 Annual Report as submitted to Board of Governors

Proposed action: Approval

Background information: During Fall 2009, the Board of Governors instituted a requirement for each state university to submit an Annual Report as the beginning point of a new Work Plan and Annual Report process. This is the third Annual Report to be submitted under the Work Plan and Annual Report process. The deadline for the 2011 Annual Report was November 23, 2011. Given the time schedule regarding the development and submission of the Annual Report, the Board of Governors instructed universities to submit their respective Annual Reports to the Board of Governors pending Board of Trustees approval.

As an informational note, copies of the State University System Annual Reports (all SUS institutions combined) may be accessed at http://www.flbog.edu/resources/publications/accountability.php.

Previous UWF Annual Reports and Work Plans are available at http://uwf.edu/academic/sus/.

Recommendation: Approval

Implementation Plan: The Annual Report calendar and due date are set by the Board of Governors. The Annual Report is a recurring item in the University’s reporting cycle to the Board of Governors. The Annual Report process is linked directly to the University Work Plan.

Fiscal Implications: Dependent upon funding decisions related to priorities.

Supporting documents:

DRAFT UWF 2011 Annual Report (pending approval)

Prepared by: George Ellenberg, Vice Provost, 474-2077, gellenbe@uwf.edu

Presenter: George Ellenberg, Vice Provost
UWF Board of Trustees
December 9, 2011

Issue: DRAFT Campus Master Plan Update

Proposed action: Progress Update Action for Consensus of Direction

Background information: The University Campus Master Plan (CMP) is updated every five (5) years. The Board of Trustees adopted the previous plan in March, 2008. The planning firm of EMO Architects, Inc. was employed to perform the current plan update.

The consultant will brief the Board of Trustees with direction the current CMP update has taken since the summer of 2011. Following Board concurrence with the general direction the planning has taken, the University will initiate the public notification process to ensure public participation and input to the updated CMP.

The University will submit the DRAFT CMP to the Escambia County Government and applicable governmental agencies. This will begin a ninety (90) day time period of review and comment. During this same period, the University will conduct two (2) public hearings on the proposed CMP update.

The June 14, 2012 Board of Trustee meeting will include an Action item to adopt the CMP Update subsequent to the public hearings and external agency reviews. This process is pursuant to Florida Statute, 1013.30.

Recommendation: Approve

Implementation Plan: UWF will follow FL Statute Requirements

Fiscal Implications: None

Supporting documents:

Power-Point Presentation (24 Slides)
http://uwf.edu/trustees/Dec9_11/DCMPU.pdf

Prepared by: Dr. Jim Barnett, Associate V P, Administrative Services, 474 2005, jbarnett@uwf.edu

Presenter: Mr. Matt Altier, Vice President for Administrative Services and EMO Representative
**UWF Board of Trustees**  
**Full Board**  
**December 9, 2011**

**Issue:** Consideration of Amendment to Board of Trustees Bylaws to Contemplate Changes to Committee Structure by Board Action

**Proposed action:** That the Board consider amending the UBOT bylaws to contemplate changes to the Committee structure by Board action.

**Background information:** At its meeting on September 23, 2011, Chair Horner presented for information a revised Committee structure for the Board. This Committee structure is being submitted for Board approval by separate action item.

The Board’s bylaws currently set forth a specific Committee structure, so in order to change the Committee structure in any respect, such as adding a new standing Committee, or changing the name of a Committee, the bylaws must be amended.

It is recommended that the Board consider amending its bylaws to contemplate that the Committee structure may be revised from time to time upon Board action. By doing so, there will not be a requirement that the Board’s bylaws be changed each time the Board desires to make a revision to its Committee structure. Notice of consideration of the proposed amendment was provided in the notice for this meeting of the Board of Trustees.

**Recommendation:** It is recommended that the Board of Trustees adopt the attached amendment to the UBOT bylaws to contemplate changes to the Committee structure by Board action.

**Implementation Plan:** N/A

**Fiscal Implications:** N/A

**Supporting documentation:**

UWF BOT 12-11 bylaws Form Rev 11.9 cl  

**Prepared by:** Patricia Lott, Associate General Counsel, 857-3420, plott@uwf.edu

**Presenter:** Patricia Lott, Associate General Counsel
UWF Board of Trustees
Full Board
December 9, 2011

Issue: Approval of Revised Committee Structure and Development of Meeting Schedules

Proposed action: That the Board approve the revised Committee structure described herein and authorize staff to work with the Committees to develop meeting schedules

Background information: At its meeting on September 23, 2011, Chair Horner presented for information a revised Committee structure for the Board. In order to revise the Committee structure, it was necessary to amend the Board’s bylaws. The Board has been asked to approve an amendment to the Bylaws to provide that changes may be made to the Committee structure upon Board approval. This action item is presented for consideration assuming that the Board has approved the suggested change to the Bylaws.

The suggested Committee structure presented for approval is as follows:

1. Executive Committee. This committee is made up of the officers and committee chairs and has authority to act on most matters of the BOT with a few exclusions. This committee ensures that the BOT fulfills its responsibilities and conducts appropriate BOT cultivation, evaluation and nomination, oversees the institutional planning process and progress toward goals/objectives and monitors the president’s performance and compensation. It also creates Board awareness of the importance of private giving, setting giving goals, and overseeing fund raising policies.

2. Academic Affairs. This committee’s overarching responsibility is monitoring the relationship between mission and strategy. It should ensure that the academic budget reflects the institution’s academic priorities; that faculty personnel policies and procedures complement academic priorities; that academic programs are appropriate for our students and our mission; and that the institution assesses the effectiveness of its academic programs.

3. Audit and Operations. This committee’s function is to provide oversight of the institutional financial practices, internal controls, financial management, and standards of conduct. The committee works closely with both internal and external auditors.

4. Finance and Facilities. This committee’s function is to determine the adequacy, condition and use of existing facilities; create a physical-planning policy; review renewal or replacement decisions; and oversee financing. It would address such areas as condition of plant, resource allocation, major repairs/renovations, capital construction, and real estate. It would also monitor the institution’s financial operations, oversee annual and long range budgets, review requests and plans for borrowing, ensure accurate financial records, and oversee capital budgets.

5. Student Affairs. This committee represents the students’ interest in the Board’s policy making activities; ensures adequate resources for student affairs programs; keeps pace with the changing needs of students; and promotes the campus as a community.
These committee descriptions were adapted from the Association of Governing Boards, *Board Basics* Series.

**Recommendation:** It is recommended that the Board of Trustees approve the revised Committee structure described herein and authorize staff to work with the Committee chairs to develop meeting schedules.

**Implementation Plan:** Staff will recommend meeting schedules and committee charters.

**Fiscal Implications:** Creation of efficiencies.

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**Supporting documentation:**

Suggested Committee Assignments (1 page)

**Prepared by:** Patricia Lott, Associate General Counsel, 857-3420, plott@uwf.edu

**Presenter:** General Chuck Horner, BOT Chair
Background information: The UWF Board of trustees will be scheduled to meet four (4) times annually in 2012-13. The proposed meeting schedule is in line with the Board of Governors’ meetings and Foundation Board of Directors meetings. Conference calls and emergency meetings will be scheduled as needed. Some dates* are in conjunction with other University events.

Recommendation: Review the dates with your calendar/schedule and advise the support staff of any problems or conflicts. You will be asked to approve 2012-2013 Meeting Dates at the March 8, 2012 Board meeting.

SEPTEMBER 2012
12-13 BOG Meeting
20 - FND BOD Meeting Tentative
***21 - BOT @ FWB (Consider)

DECEMBER 2012
13 - FND BOD Tentative
13 Holiday Social Tentative
***14 - BOT (Consider)
15 - Fall Commencement Firm

MARCH 2013
***26 - BOT (Consider)

JUNE 2013
***11 BOT (Consider)
11 FND BOD Tentative
11 Boards Appreciation Reception Tentative
12 Joint Strategic Planning Tentative

Fiscal Implications: None

Supporting documents:

Planning Calendar (12 pages)

Prepared by: Faye Bowers, Executive Specialist, Office of the President, 474 2009, fbowers@uwf.edu

Presenter: General Chuck Horner, RET, BOT Chair
Issue: Academic Visioning

Proposed action: Informational

Background information: In February of this year, the Provost convened the Strategic Academic Visioning and Empowerment (SAVE) Committee charged with developing a vision, mission, goals and strategic priorities for Academic Affairs for the next 5 to 10 years. The SAVE Committee had broad representation, with faculty making up the largest constituent group.

The SAVE Committee, co-chaired by Dr. Mike Huggins and Dr. Stacie Whinnery has issued its final report.

Recommendation: Information item; no action required

Implementation Plan: None required.

Fiscal Implications: None

Supporting documents:

Final Report of the SAVE Committee (42 pages) (http://uwf.edu/academic/visioning)

PowerPoint

Prepared by: Dr. Chula King, Provost and Vice President for Academic Affairs, 474-2035 cking@uwf.edu

Presenters: Dr. Mike Huggins, Chairperson, Department of Chemistry
Dr. Stacie Whinnery, Professor, School of Education
UPDATE – Key Performance Indicators (KPIs)

Proposed action: Informational

Background information:
At the September Board of Trustees meeting, rpk Group presented high-level institutional key performance indicators for UWF. We are now beginning the process of operationalizing those KPIs into UWF’s decision-making processes. Here are the current steps:

1. The Board of Governors (BOG) adopted a new strategic plan for the State University System in November. Thus, we are mapping our KPIs to theirs, because we must ensure appropriate alignment.

2. The Key Performance Indicators are being categorized into themes such as student success, which, for example, might include the following KPIs: student engagement, retention rates, graduation rates, degrees awarded, and the median starting salary of graduates.

3. Each of the Vice Presidents was tasked with preparing a summary of the initiatives in their division that will aid in reaching the targets associated with the KPIs.

4. We will engage in discussions about the overall KPI themes and develop cross-divisional action plans for success. These discussions will include a critical review of the meaning of the data and targets.

5. The Academic Visioning Team created a schematic for developing the action plans.

6. We are working with rpk Group to develop internal KPI’s that align with our institutional and BOG KPIs. These KPIs will ensure each division, department, and college understands its distinct role in achieving the overall KPI’s for UWF.

Recommendation: Staff will continue to work on alignment of KPIs, developing a thematic approach, forming action plans and ensuring the KPIs help drive decision making.

Implementation Plan: Staff will keep the BOT abreast of progress.

Fiscal Implications:

Supporting documents:
State University System Strategic Planning Goals and Related Key Performance Indicators (1 page)
http://uwf.edu/trustees/Dec9_11/SUSSPG_RKPI.pdf

BOG Strategic Plan 2012-2015 (23 pages)

Prepared by: Dr. Kimberly Brown, Chief of Staff/Office of the President and Assistant Corporate Secretary/Board of Trustees, 474 2200, kimbrown@uwf.edu

Presenter: Dr. Dottie Minear, Sr. Associate Vice President, Academic Affairs
Discussion

UWF Board of Trustees Meeting
December 9, 2011

Issue: Strategic Issues

Proposed action: Discussion

Background information:

It is important that the trustees be granted open forum time to discuss or ask about issues of strategic importance. This is an opportunity for the administration to receive feedback on any items that the trustees would like to provide or see on future agendas.

Recommendation: Open discussion.

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents: None

Prepared by: Dr. Kimberly Sessions Brown, Chief of Staff & Assistant Corporate Secretary/BOT, 474 2200, kimbrown@uwf.edu

Facilitator: Dr. Judy Bense, UWF President