Minutes
UWF Board of Trustees
UWF Conference Center, Pensacola, FL
December 9, 2011


Draft Minutes
Finance, Administration & Audit Committee
September 23, 2011

Committee Chair Mort O’Sullivan, called the meeting to order at 9:04 a.m. on December 9, 2011 with the members listed below in attendance.
Mr. Dave Cleveland
Ms. Susan O’Connor
Mr. Mort O’Sullivan
Ms. Bentina Terry

Other trustees present:
Gen. Chuck Horner, RET (BOT Chair)
Mr. Lewis Bear, Jr. (BOT Vice Chair)

Others also present:
Dr. Judy Bense, President
Dr. Kyle Marrero, Vice President for University Advancement
Mr. Matt Altier, Vice President for Administrative Services
Mr. Lee Gore, General Counsel
Dr. Kimberly Brown, Chief of Staff & Assistant Corporate Secretary/BOT

Action Items:
1. Minutes of 9/23 - Chair O’Sullivan reminded all committee members they had been given ample time to review minutes. He asked if there were changes or corrections. With none noted, he called for a motion. A motion was made to approve the minutes of September 23, 2011 as presented.
Motion to approve: Trustee Terry
Second: Trustee O’Connor
Motion passed unanimously.

2. MASTER MANAGEMENT AGREEMENT BETWEEN UWF and UWF BUSINESS ENTERPRISES, INC., was presented by Mr. Matt Altier, Vice President for Administrative Services - 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.

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.

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

Motion by Trustee O’Connor to approve the form of Master Management Agreement between the University of West Florida and the UWF Business Enterprises, Inc. attached hereto and authorize execution by the Chair in substantially the form thereof: Trustee Cleveland requested that the UWF Board of Trustees review the UWF BEI annual budget and annual audit.
Second: Trustee Terry  
Motion passed unanimously.

3. APPROVAL OF EASEMENT AND DEED AGREEMENT was presented by Matt Altier as well.  
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. No direct fiscal implications to the University.

Easement and Deed (6 pages)

Motion by Trustee Terry to approve the form of Easement Deed and Agreement attached hereto and authorize execution by the Chair in substantially the form thereof:
Second: Trustee O’Connor
Motion passed unanimously.

4. INVESTMENT POLICY was presented by Ms. Colleen Asmus and Matt Altier - 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.

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.

UWF Investment Policy (7 pages)

Motion by Trustee Terry to adopt the proposed University of West Florida Investment Policy in the form attached hereto:
Second: Trustee O’Connor
Motion passed unanimously.

5. OVERVIEW OF TUITION AND FEES CYCLE POWERPOINT PRESENTATION (information only) was delivered by Dr. Susan Stephenson, Chief Budget Officer - 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.

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.

Tuition and Fees Calendar (1 page)

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

6. **UWF/REG 5.010 ERCCD MID YEAR FEE REGULATION AMENDMENT** was presented by Dr. Jim Hurd, Sr. Associate Vice President for Student Affairs – 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.

   Effective immediately upon BOT action, the new program fee will be implemented beginning Spring Semester 2012.

   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.

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

   **Motion by Trustee Terry** to approve amendment of UWF REG 5.010 Educational Research Center for Child Development to add a new program fee effective Spring Semester, 2012, as set forth in the supporting documentation.
   Second: Trustee Cleveland
   Motion passed unanimously.

7. **STUDENT ACTIVITY AND SERVICE FEE, HEALTH AND ATHLETIC FEES** was presented by Dr. Tammy McGuckin, Assistant Vice President, Student Affairs - 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.

<table>
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<td><strong>$40.30</strong></td>
<td><strong>$40.68</strong></td>
<td><strong>$41.06</strong></td>
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</tbody>
</table>

New Fees will be implemented Fall Semester 2012. 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.

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)

Motion by Trustee Terry to approve the Student Activity and Service, Athletic and Health Fee increases effective Fall Semester 2012:
Second: Trustee Cleveland
Motion passed unanimously.

8. **CONVENIENCE FEE FOR CREDIT CARD TRANSACTIONS was presented by Colleen Asmus** - 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.

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.

Motion by Trustee O’Connor to approve 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:
Second: Trustee Terry
Motion passed unanimously.

9. GREEN ENERGY FEE Endorsement was presented by Drs. McGuckin and Bailey and Matt Altier - 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.

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

**Motion by Trustee O’Connor** for endorsement of intent to petition Florida Board of Governors for Student Green Energy Fee of no less than .25 cents and no more than $1.00 per credit hour in its first year of implementation with an annual increase allowable of up to 5% in years two and three:

Second: Trustee Cleveland

Motion passed unanimously.

10. **NAUTILUS CARD ANNUAL FEE Endorsement was presented by Ellen Till, Director of Auxiliary Services and Joyce Hughes assisted** - 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.

Increased fee will be implemented Fall Semester 2012. Endorsement of intent will allow for maintenance, growth, and expansion of the Nautilus Card system to meet the growing needs of UWF students.
Motion by Trustee Terry for endorsement of intent to petition Florida board of Governors for Nautilus Card fee increase from $10 dollars to $20 dollars annually:
Second: Trustee O’Connor
Motion passed unanimously.

11. **UWF INTERNAL AUDITS were presented by Ms. Betsy Bowers, Associate Vice President for Internal Auditing and Management Consulting** - 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.

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.

**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

Motion by Trustee Terry to ACCEPT the internal auditing reports (1) Revenue Generating Contracts – UWF-10/11-06 and (2) Institutes and Centers – UWF-10/11/07:
Second: Trustee O’Connor
Motion passed unanimously.

**Informational Items:**

11. **UWF FOUNDATION AUDIT** was presented by Ms. Betsy Bowers, as well - 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.

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

Financial Statement Audit Report for the University of West Florida Foundation, Inc., for fiscal year ending June 30, 2011 (51 pages)
http://uwf.edu/trustees/Dec9_11/FSAR_UWFF.pdf

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

12. UPDATE – FY 2011-12 - FIRST QTR – OPERATING BUDGET SUMMARY was presented by Dr. Stephenson, also - 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.

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

With no other finance, administration and audit committee business adjournment occurred at 10:10 a.m.

Respectfully submitted,

Faye H. Bowers, recording secretary
Committee Chair Bob Jones, called the meeting to order at 9:09 a.m. on December 9, 2011 with the members listed below in attendance. Trustees Collier Merrill and Garrett Walton were unable to attend.

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

Others also present:  
Dr. Chula King Provost/Vice President for Academic Affairs  
Dr. Kevin Bailey, Vice President for Student Affairs  
Ms. Faye Bowers, Executive Specialist & Assistant Corporate Secretary/BOT

Chair Jones expressed his appreciation to Provost King for guiding him and assisting him from the inception of his trusteeship at UWF.

**Action items:**

2. **Minutes of 9/23** - Chair Jones reminded all committee members they had been given ample time to review minutes. He asked if there were changes or corrections. With none noted, he called for a motion. A motion was made to approve the minutes of September 23, 2011 as presented.
   Motion: Trustee Pomory  
   Second: Trustee Patel  
   Motion passed unanimously.

**Information Only:**

2. **UWF RETENTION EFFORTS POWERPOINT PRESENTATION** was provided by Dr. Kevin Bailey, Vice President for Student Affairs – 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.

Student Retention Efforts (11 slides)  

3. **SUBSTANCE ABUSE & MENTAL HEALTH SERVICES ADMIN (SAMHSA) POWERPOINT PRESENTATION** was provided by Drs. Rebecca Kennedy, April Glenn & Susan Walch of the Health, Wellness and Counseling Center - 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 and 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.

Substance Abuse Outreach (8 slides)
http://uwf.edu/trustees/Dec9_11/SOS.pptx

4. **ALIGNMENT OF COMMUNICATION ARTS AND FINE & PERFORMING ARTS** was addressed by Dr. Brendan Kelly, Director, School of Fine, Performing and Communication Arts and Chair for the Department of Communication Arts - 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.

5. **UPDATE - (NCATE) NATIONAL COUNCIL FOR ACCREDITATION OF TEACHER EDUCATION POWERPOINT PRESENTATION** was provided by Dr. Pam Northrup, Dean for the College of Professional Studies - 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.

Update – NCATE (9 slides)

With no other academic and student affairs committee business adjournment occurred at 9:41 a.m.

At this time, Chair Jones encouraged everyone to go next door where the Finance, Administration and Audit committee was occurring.
Respectfully submitted,

Faye H. Bowers, recording secretary

UWF Board of Trustees Meeting  
UWF Conference Center, Pensacola, FL  
December 9, 2011

Chair Chuck Horner called the UWF BOT meeting to order at 10:30 a.m. on December 9, 2011 in Building 22 Rooms B/C of the Conference Center. Trustee Garrett Walton was unable to attend.

The following trustees were present:
1. Mr. Lewis Bear, Jr.
2. Mr. Dave Cleveland
3. Mr. Josh Finley*
4. Gen. Chuck Horner (RET)
5. Mr. Bob Jones
6. Mr. Collier Merrill*
7. Ms. Susan O’Connor
8. Mr. Mort O’Sullivan
9. Mr. Jay Patel
10. Dr. Chris Pomory
11. Ms. Bentina Terry

* Arrived following roll call.

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

Chair Horner:
- welcomed everyone to the meeting in addition to expressing his appreciation to individuals who organized the boards’ dinner last evening
- thanked those who coordinated the Health, Wellness & Counseling Center Ribbon Cutting
- expressed his appreciation for the meeting being webcast
welcomed Lee Gore, General Counsel
• reported that Randy Hanna resigned to become Chancellor of State College System
• recognized Dr. Chula King and thanked her for contributions to UWF
• expressed concerns about recent universities discredits noting that the Board of Trustees must always be aware, ask questions of leadership and full Board. Chair Horner said the BOT has an obligation to be critical in a positive way to protect our institution and students.

President Bense’s Report

Dr. Bense, too, conveyed her concern for the university to maintain its credibility and safety.

National News
• We are still waiting of the multiple funding bills in DC to pass next week. For our region, the issues which are of most concern are the defense/military spending and the financial aid/Pell grants for students. UWF relies on strong Veteran and military enrollment.

• The Super Committee’s inability to strike at least a $1.2 trillion deficit reduction agreement now sets in motion an automatic spending cut against most federal programs.

• The Budget Control Act enacted in August stipulates that if the Super Committee fails to produce a bill to reduce deficit pending, automatic cuts will be made to most appropriations and mandatory spending programs, divided equally between defense and nondefense programs for the next 10 years.

• The formula for defining the cuts—a process dubbed “sequestration”—begins by reducing the $1.2 trillion by $216 billion to account for interest savings that would flow from the cuts, leaving $984 billion to be achieved through spending reductions of local military facilities.

• Tax rate increases are off the table; all savings must be achieved through spending cuts. Also on the “no-fly” list are Social Security, Medicaid, welfare payments, food stamps and military pay.

• The first round of cuts will not go into effect until January 2013, when all nonexempt programs, projects and activities will be reduced by a set percentage. For 2014 – 2021, aggregate spending limits have already been set, leaving it up to Congress to decide how funds are to be allocated among nonexempt programs.

STATE LEVEL:
• October and November have been extremely busy months on the State front.

• We were very pleased to host House Higher Education Appropriations Chair Marlene O’Toole on campus. We gave her an overview of UWF and keyed in on several proposals important to her interests including STEM, cost saving measures and degree completion of Adult Learners. She appreciated the opportunity to get to know us better.
• The revenue estimating conference has been reducing most of its near term forecast for Florida. Unfortunately, the pace of housing and employment recovery has significantly slowed therefore making it essential that the Estimating Conference decrease revenue estimates by nearly $1 Billion for 2012-13.

• The Legislature and the Governor also consistently mention an over $2 Billion deficit this next year due to a combination of lower revenues and increased Medicaid costs.

• We are also hearing that the Legislature believes that K-12 has taken too many budget reductions and may hold them more harmless than other parts of the education budget this year.

• In October, Governor Scott sent a letter and requested a substantial amount of information from all the state universities regarding everything from graduate follow-up, writing and communication proficiency of our students, measureable goals, and how we determine to start or terminate programs.

• UWF had a team of approximately 20 faculty and staff answer Governor Scott’s questions. Janice Gilley and I personally delivered the over 900 page report to his office in two large binders.

• As many of you may be aware, I sat on a Board of Governors task force (workgroup) on Accountability – our presentation was entitled “A Roadmap for Measuring Relevant Outputs for the State University System”. The final report was well received and future steps will surely be taken to provide accountability and measureable outputs for the system to the Governor and the Legislature.

• Also, Dean Northrup has been leading a group of six state universities in the creation of an Adult Learner Degree Completion program. The presentation was made to both staff and Chairs of the House and Senate Higher Education Appropriations committees and they are very interested in UWF leading this initiative for the State of Florida.

CAMPUS NEWS
• Fall Commencement is tomorrow. We have 1,040 graduates who will enter the professional workforce, as they are graduating tomorrow.

• Earlier this week I sent out a list of our accomplishments for this semester. I will not review all of those now. But, I will say we’ve made amazing progress on Academic Visioning, Campus Master Planning, Strategic Planning, Academic Quality initiatives, and Student Life Enhancements. It has been a very productive and good semester at UWF.

Growth for 2012 is exciting.
  o Spring FTIC admits up 10%; transfers up 4.4%
  o Summer FTIC admissions up 280%; transfers up 11%
• Fall FTIC admits up 97%; transfers up 23%
• Spring applications are up 1%, but acceptances are up 8.8%
• Summer applications are up 18% and departments are just now reviewing them.
• Current searches for 42 faculty members for Fall of 2012.
• Smart classroom initiative – internet connectivity, podium, video projector (technology fee)
• Changing classroom schedules Fall 2012 M-F; evening classes will begin at 6:00 pm

Research
• Our research awards look amazing so far this year. As of 11/30/2011 we have received 48 awards totaling $21,579,865 thanks to Dr. Podemski and his department.
• Thank you to Lewis Bear, Jr., Collier Merrill, and Bentina Terry for helping us secure the $10 million annual distribution by the Office of Economic Development and Engagement (Dr. Rick Harper).

Fundraising looks great
• College of Business Education Center - over $300,000 in pledges; solicitations in process - over $800,000 – Kudos to Dr. Marrero
• Athletics - Six (6) confirmed members of the "Sword and Shield Society" - Sandy Sansing and Dickie Appleyard are the latest two additions
• We are currently finalizing/negotiating a $1 million scholarship agreement to benefit incoming students who live within the City limits of Pensacola attending UWF and PSC. The Press Conference will be in the following days.
• Current solicitations/proposals being considered total over $9,000,000
• Museum update - 99.14% of Maritime Museum funds have been processed

Partnerships
• The UWF Military and Veterans Resource Center (MVRC) opened on October 12, 2011 with special resources to assist students with the transition from military to civilian life. (Building 58) Kudos to Dr. Pam Northrup and Marc Churchwell.
• NWF2UWF direct admit program already has 273 students signed up to make a direct transfer to UWF. Thanks to Sue McKinnon! Chipola and Pensacola State College will become partners in the near future.
• UWF played host to the BEST Robotics competition on October 30, 2011. The event brought together 20 middle- and high-school teams from the local area to face off in a competition involving Science, Technology, Engineering and Math skills.
• We are also preparing to open our national flight academy classroom on campus. The classroom’s state of the art technology allows students to “fly” in a simulator and compete with other students across the nation.

Awards
• On September 21, 2011 UWF archeology staff and students won the Partners in Conservation Award from the Secretary of the Interior for their work on a 16 day dive in the Gulf of Mexico, to
determine if any of 11 potential targets were eligible for listing on the National Register of Historic Places.

- We brought home two Gulf South Conference titles this season, Volleyball and Cross Country. Also our cross country team competed in the national championship for the first time in school history in Spokane, Washington.

Special Recognition
- I would like to conclude my comments with a special recognition of Provost Chula King.
- Provost King has served this institution honorably for more than 30 years.
- I too want to publically commend her for her contributions to the University of West Florida.

And with that said Dr. Bense ended her report.

Action Items:
1. Minutes of 9/23. 2011 -
Chair Horner reminded trustees that they had received the minutes with ample time to review. He asked if there were any changes and/or corrections. If not, he asked for a motion.

http://uwf.edu/trustees/Mar8_11/FBOT12092011MN.pdf

A motion was made to approve the minutes of September 23, 2011 as presented.
Motion: Trustee Terry
Second: Trustee Pomory
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 9 items listed.

i. Master Management Agreement between UWF and UWF Business Enterprises, Inc.
ii. 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
iii. Investment Policy
iv. UWF REG 5.010 Research Center for Child Development Mid-Year Fee Regulation Amendment
v. Student Activity and Service Fee, Health & Athletic Fees
vi. Convenience Fee for Credit Card Transactions
vii. Green Fee Endorsement
viii. Nautilus Card Annual Fee Endorsement
ix. UWF Internal Audits
A motion was made that the Board approve and adopt the recommendations of the Finance, Administration and Audit Committee and the Academic & Student Affairs Committee made at their meetings this morning with respect to the matters set forth on the consent agenda.
Motion by: Trustee O’Sullivan
Seconded by: Trustee Terry
Motion passed unanimously.

3. **2011 BOARD OF GOVERNORS ANNUAL REPORT** was presented by Dr. George Ellenberg, Vice Provost – 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/.

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 and is a collaborative effort of many individuals in all divisions.

DRAFT UWF 2011 Annual Report *(pending approval)*

Motion by Trustee O’Sullivan to approve the UWF 2011 Annual Report as submitted to the Board of Governors:
Second: Trustee Terry
Motion passed unanimously.

4. **DRAFT CAMPUS MASTER PLAN UPDATE POWERPOINT PRESENTATION** was addressed by Matt Altier and Warren Emo of EMO Architects - 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 contracted 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 which UWF will adhere to.

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

Motion by Trustee Finley to approve the Draft Campus Master Plan Update as it is today.
Second: Trustee Patel
Motion passed unanimously.

5. AMENDMENT TO BOARD OF TRUSTEES BYLAWS was addressed by Pat Lott, associate general counsel - 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.

UWF BOT 12-11 bylaws Form Rev 11.9 cl (8 pages)

Motion by Trustee O’Sullivan that the Board of Trustees adopt the amendment to the UBOT bylaws 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.

Second: Trustee Patel
Motion passed unanimously.
6. REVISE COMMITTEE STRUCTURE AND DEVELOPMENT OF MEETING SCHEDULE was addressed by Chair Horner - 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 pending that the Board has approved the suggested change to the Bylaws.

The suggested Committee structure presented for approval is as follows:

I. 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.

II. 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.

III. 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.

IV. 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.

V. 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.

Suggested Committee Assignments (1 page) http://uwf.edu/trustees/Dec9_11/SCA.pdf
Motion by Trustee O’Sullivan that the Board approves the revised Committee structure described above and authorizes staff to work with the Committee chairs to develop meeting schedules that will be convenient and accessible for trustees. The committees chair will call the meeting. Committee chair reports at the Full Board meeting.
Second: Trustee O’Sullivan
Motion passed unanimously.

Chair Horner called on Dr. Kyle Marrero to recognize K. C. Clark, (former BOT member and Chair) as a Foundation Fellow.

Informational Items:

7. 2012-13 MEETING SCHEDULE was addressed by Chair Horner - 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.

Trustees were provided these dates earlier and are asked to review the dates with their calendar/schedule and advise the support staff of any problems or conflicts. Trustees were reminded that they 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
Planning Calendar (4 pages)
Chair Horner asked trustees to contact Faye regarding the schedule if there are conflicts.

8. **ACADEMIC VISIONING POWERPOINT PRESENTATION** was provided by Dr. Mike Huggins and Dr. Stacie Whinnery - 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.

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

Strategic Academic Visioning and Empowerment (11 slides)
[http://uwf.edu/trustees/Dec9_11/S_A_V_E.pptx](http://uwf.edu/trustees/Dec9_11/S_A_V_E.pptx)

9. **Update – KPI** was addressed by Dr. Dottie Minear, Sr. Associate Vice President, Academic Affairs - 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 his 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.
Staff will continue to work on alignment of KPIs, developing a thematic approach, forming action plans and ensuring the KPIs help drive decision making. Staff will keep the BOT abreast of progress.

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)

10. **STRATEGIC ISSUES were addressed by President Bense** - regarding student tuition/funding and cost of operation.

Percentage of funding/cost of operation (1 page)

*There was no other Board of Trustees business.*

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 occurred at 12:32 p.m.

Respectfully submitted,

Faye H. Bowers, recording secretary