



AGENDA
THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES MEETING

June 15, 2023
9:00 a.m. CT

UWF Conference Center, Bldg. 22
11000 University Parkway
Pensacola, Florida

To join this virtual public board meeting, please follow these Zoom Webinar instructions:
<https://uwf.zoom.us/j/89509194882?pwd=L1NjMm4wRGhubzRBeTVNWHJteVZndz09>; Passcode:
156517

APPROVAL OF MINUTES BY COMMITTEES

Academic Affairs Committee:

- Approve Minutes of May 18, 2023

Stephanie White, Chair

Audit and Compliance Committee:

- Approve Minutes of May 18, 2023

Dick Baker, Member

Finance, Facilities & Operations Committee:

- Approve Minutes of May 18, 2023

Bob Sires, Chair

Student Affairs Committee:

- Approve Minutes of May 18, 2023

Alonzie Scott, Chair

President's Performance Evaluation & Metrics & Ad Hoc Committee

- Approve Minutes of May 19, 2023

Jill Singer, Chair

FULL BOARD

I. Call to Order and Chair’s Remarks

Suzanne Lewis

II. President’s Report

Dr. Martha Saunders

III. Approval of Minutes

- March 16, 2023 Board of Trustees Meeting

IV. Committee Reports

- Academic Affairs Committee – Stephanie White, Chair
- Audit and Compliance Committee – Dick Baker, Member
- Finance, Facilities and Operations Committee – Bob Sires, Chair
- Student Affairs Committee – Alonzie Scott, Chair
- President’s Performance Evaluation & Metrics Ad Hoc Committee – Jill Singer, Chair

V. Direct Support Organization Reports

- UWF Business Enterprises, Inc. – Bob Sires
- UWF Foundation, Inc. – Dick Baker
- UWF Historic Trust, Inc. – Suzanne Lewis

VI. Public Comment

VII. Consent

Trustees may pull any individual item from the consent agenda below for further review, if they so desire. However, 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 documentation.

- a. Approval of Tenure
- b. Acceptance of State of Florida Compliance and Internal Controls Over Financial Reporting and Federal Awards for Fiscal Year Ended June 30, 2022 Audit Report
- c. Acceptance of Internal Auditing PCard Audit Reports Quarter 3 Update (January -March 2023)
- d. Approval of 2023/24 Work Plan for UWF Internal Auditing and Management
- e. Approval of Institute for Human & Machine Cognition, Inc. Certification
- f. Approval of Amendment of UWF Regulation 3.042 Admission of International Students

- g. Approval of FY2024/5-2028/29 Capital Improvement Plan
- h. Approval of Updated FY 2022-23 University Carryforward Spending Plan as of March 31, 2023, and Updated FY 2022-23 University Fixed Capital Outlay Budget as of March 31, 2023
- i. Approval of Updated UWF Regulation 4.009, Delinquent Accounts
- j. Approval to Update the President's Trustee Evaluation Form
- k. Approval to Update the Presidential Scorecard Reporting for KPI's 15, 16, 19, 20, 21, 25, 26
- l. Approval of the President's Self-Evaluation and Proposed Goals

VIII. Action Items

- 1. Approval of the Educational Research Center for Child Development (ERCCD) Fee Increase
- 2. Approval of the Legislative Budget Request: UWF Workforce Alignment for Career and Economic Success
- 3. Approval and Authorization of the Estimated FY 2023-24 Consolidated Operating Budget
- 4. Approval of the UWF Direct Support Organizations' Operating Budgets FY 2023/24 & DSO Resources Utilized
- 5. Approval of the New Appointments and Reappointments for the UWF Foundation Board of Directors Positions
- 6. Approval of the Appointments and Reappointments for the UWF Historic Trust Board
- 7. Approval of Resolution 2023.1 for Distinguished Service
- 8. Approval of Resolution 2023.2 for Distinguished Service
- 9. Approval of Resolution 2023.3 for Distinguished Service
- 10. Approval of the Linking Industry to Nursing Education Proposal (As Described)

IX. Information Items

- 1. Summary of Items Required for BOT Review and Approval
- 2. Division of Academic Engagement & Student Affairs (DAESA) Strategic Plan 2023-2028
- 3. Performance-Based Funding Metrics Update

X. Board Engagement

None to report at this time.

XI. Other Business

XII. Adjournment

XIII. Other Activities and Upcoming Events

- UWF President’s Performance Evaluation & Metrics Ad Hoc Committee Meeting, July 19, 2023
- UWF President’s Performance Evaluation & Metrics Ad Hoc Committee Meeting, August 7, 2023
- UWF Board of Trustees Virtual Committee Meetings, August 17, 2023
- University of West Florida New Student Convocation, August 18, 2023
- First Day of Classes, Fall Semester, August 21, 2023
- UWF Board of Trustees Meeting, September 14, 2023, UWF Conference Center
- Florida Board of Governors Trustee Summit, University of Central Florida, Orlando, November 8-9, 2023
- UWF Board of Trustees Virtual Committee Meetings, November 16, 2023
- UWF Holidayfest, December 6, 2023
- UWF Fall Commencement & Golden Graduates Ceremony, December 9, 2023
- UWF Board of Trustees Meeting, December 14, 2023, UWF Conference Center

**UWF Board of Trustees
Finance, Facilities and Operations Committee Meeting
June 15, 2023**

Issue/Agenda Recommendation: Educational Research Center for Child Development (ERCCD) Fee Increase

Proposed Action: Approval to increase the Educational Research Center for Child Development (ERCCD) Fees as presented.

Background Information: This fee increase request is for childcare fees and related services for students, faculty, and staff, alumni and non-affiliated users of the Educational Research Center for Child Development (ERCCD). This fee increase is being driven by multiple factors, most notably increased staffing cost linked to the minimum wage increases, operational cost, and the significant gap in market rate childcare cost.

The last fee increases for all users occurred in Fall 2014 and 2019 for non-student users. Due to increases in minimum wage cost and increasing operational cost due to inflation, the ERCCD is pulling from departmental reserves at the end of each fiscal year to maintain operation despite the \$133,000 awarded in grants to ERCCD for operational expenses. Despite the grants awarded the Center is still 18.7% - 38.7% below market and continues to run at a deficit. The 2021-2022 operating deficit is \$17,300.

The ERCCD completed a market rate analysis with 9 childcare centers in the local Pensacola area. The ERCCD currently offers the most affordable childcare, however, it is significantly below the market rate average.

Year 1 proposed student rates remain 19.1% lower for infant, toddler, two's families and 15.2% lower for preschool families. Year 2 proposed student rates range from 9.3% lower for infant, toddler, two's families and 6.4% lower for preschool families. Year 3 proposed student rates are at 2023 market rate average for infant, toddler, two's and 5.2% above for preschool families. It is important to note that this proposed rate increase is based on 2023 market rate average analysis and local market rates should be expected to increase in the coming years due to the minimum wage increase. Using a four percent increase for Bases upon a yearly 4% inflation, the projected childcare market rate for 2026 infant, toddler, two care is \$221/week, preschool is \$185/week and summer care is \$140/week.

Implementation Plan: If the proposed childcare rate increases are approved, new fees will be implemented Fall 2023.

Fiscal Implications: This increase is necessary to maintain the current program by:

1. Covering the increased costs of payroll, fringe, goods and services.
2. Adjust pricing closer to market rates.

Supporting documents:

ERCCD Fee Increase Presentation
Exhibit A – Market Rate Comparison
Exhibit B – ERCCD Proposed Fee Increase
Exhibit C – ERCCD Financial Excel

Prepared by:

Dr. Gregory Tomso

Vice President for Academic Engagement and Student Affairs
Chief Diversity Officer
850-474-2673
gtomso@uwf.edu

Kaley DeVito

Associate Director, Educational Research Center for Child Development
850-474-2195
kdevito@uwf.edu

Facilitator/Presenter:

Dr. Gregory Tomso

Vice President for Academic Engagement and Student Affairs
Chief Diversity Officer



UNIVERSITY *of* WEST FLORIDA

Educational Research Center for Child Development Fee Increase

February 16, 2023

Dr. Gregory Tomso

*Vice President, Division of Academic
Engagement and Student Affairs*

Kaley DeVito

*Associate Director of Educational
Research Center for Child Development*

About ERCCD



- The Educational Research Center for Child Development (ERCCD) is a State Educational Research Center for Child Development and a Cognia Accredited Early Learning School.
- The Center is a University auxiliary and a department within the Division of Academic Engagement & Student Affairs.
- Per BOT Regulation 5.010 UWF student receive priority followed by faculty, staff and alumni.
- The Center offers an opportunity for interested schools or departments of the University to conduct educational research programs and experiential learning opportunities for UWF students.

Program Challenges

- Last increase
 - 2014 – increase for all users ranged between \$2-\$5/week
 - 2019 – increase for non-student users \$5/week
 - Current rates are now significantly below market
- Salary and Wage Increases
 - OPS Student Employees
 - \$11/hour
 - \$15/hour
 - Workforce Employees
 - \$31,320 - \$15.05/hourly
- Operation Deficit for 2021-2022
 - -\$17,300
 - ERCCD has been using reserves and emergency grants to cover the additional operations expenses.

Local Rate Comparison



ERCCD Current	Infants. Toddlers, Twos	Preschool	Summer (School Age)
Student Users	\$125	\$108	\$100
Non-Student Users	\$158	\$139	\$100

January 2023 Market Rates	Infants	Toddlers	2's	3's	4's	Summer (School Age)
Miss Kathy's ELC	N/A	N/A	\$170	\$165	\$140	\$150
Kids Place Learning Center	\$250	\$195	\$185	\$175	\$165	\$120
Kiddie Academy	\$245	\$235	\$215	\$205	\$195	N/A
LaPetite Academy	\$288	\$271	\$242	\$233	\$210	\$110
Hillcrest Baptist Church Spanish Trail Day Care	\$160	\$160	\$155	\$155	\$155	N/A
Olive Ministry Village ELC	\$213	\$185	\$173	\$160	\$131	N/A
Cokesbury	\$215	\$194	\$180	\$168	\$164	N/A
Malena's	\$200	\$180	\$175	\$170	\$170	\$135
Wee Kare Academy	\$200	\$195	\$185	\$165	\$155	N/A
Average	\$224	\$202	\$187	\$177	\$165	\$129
Combined 2023 Avg.	\$204		\$171		\$129	
Projected 2026 Avg.	\$221		\$185		\$140	

ERCCD Weekly Rate Increase Proposal



	Current Rate	Current Market Rate Avg	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Projected Market Rate 2026**	Market Rate Avg
Infant/ Toddler/ Two's (Market Average \$204)							
Student	\$125	-38.7%	\$165	\$185	\$205	\$221	-7.2%
Non-Student	\$158	-22.5%	\$200	\$238	\$258	\$221	16.7%
Preschool* (Market Average \$171)							
Student*	\$108	-36.8%	\$145	\$160	\$180	\$185	-2.7%
Non-Student*	\$139	-18.7%	\$175	\$190	\$205	\$185	10.8%
Summer (School Age) (Market Average \$129)							
All Users	\$100	-22.5%	\$110	\$120	\$130	\$140	-7.1%

*Preschool rates do not reflect weekly \$25 discount

** Projections reflect 4% inflation

Tuition Subsidies



- Child Care Access Means Parents in School (CCAMPIS) Grant
 - Covers between 75-95% of the child's weekly fees.
- School Readiness Program
 - Covers up to 100% of the child's weekly fees.
- State of Florida Voluntary Prekindergarten Education Program
 - \$25/week discount
- For the past 8 years student received a 90 % discount on weekly fees.

ERCCD Projected Balance Sheet



	2022-2023	2023-2024	2024-2025	2025-2026
Gross Revenue	\$749,024	\$928,280	\$1,009,088	1,097,528
Payroll*	\$726,525	\$922,320	\$949,990	\$987,837
Expenses	\$56,066	\$58,307	\$60,639	\$63,065
Net Gain	-\$33,567	-\$52,347	-\$1,441	\$55,626

*3% annual payroll increase

- 2023-2024 reflects the minimum wage increase and 3% COLA
- ERCCD will request A&S fees to cover the deficits



UNIVERSITY *of* WEST FLORIDA

Questions and Discussion

Local Rate Comparison



ERCCD Current	Infants, Toddlers, Twos	Preschool	Summer (School Age)
Student Users	\$125	\$108	\$100
Non-Student Users	\$158	\$139	\$100

January 2023 Market Rates	Infants	Toddlers	2's	3's	4's	Summer (School Age)
Miss Kathy's ELC	N/A	N/A	\$170	\$165	\$140	\$150
Kids Place Learning Center	\$250	\$195	\$185	\$175	\$165	\$120
Kiddie Academy	\$245	\$235	\$215	\$205	\$195	N/A
LaPetite Academy	\$288	\$271	\$242	\$233	\$210	\$110
Hillcrest Baptist Church Spanish Trail Day Care	\$160	\$160	\$155	\$155	\$155	N/A
Olive Ministry Village ELC	\$213	\$185	\$173	\$160	\$131	N/A
Cokesbury	\$215	\$194	\$180	\$168	\$164	N/A
Malena's	\$200	\$180	\$175	\$170	\$170	\$135
Wee Kare Academy	\$200	\$195	\$185	\$165	\$155	N/A
Average	\$224	\$202	\$187	\$177	\$165	\$129
Combined 2023 Avg.	\$204		\$171		\$129	
Projected 2026 Avg.	\$221		\$185		\$140	

ERCCD Weekly Rate Increase Proposal



	Current Rate	Current Market Rate Avg	Year 1 2023-2024	Year 2 2024-2025	Year 3 2025-2026	Projected Market Rate 2026**	Market Rate Avg
Infant/ Toddler/ Two's (Market Average \$204)							
Student	\$125	-38.7%	\$165	\$185	\$205	\$221	-7.2%
Non-Student	\$158	-22.5%	\$200	\$238	\$258	\$221	16.7%
Preschool* (Market Average \$171)							
Student	\$108	-36.8%	\$145	\$160	\$180	\$185	-2.7%
Non-Student	\$139	-18.7%	\$175	\$190	\$205	\$185	10.8%
Summer (School Age) (Market Average \$129)							
All Users	\$100	-22.5%	\$110	\$120	\$130	\$140	-7.1%

*Preschool rates do not reflect weekly \$25 discount

** Projections reflect 4% inflation

	<u>THIS YEAR</u>	<u>LAST YEAR</u>	Variance	Variance %
	<u>FY 22-23</u>	<u>FY 21-22</u>		
Main Index - 130051	thru 11/17/2022	thru 11/17/2021		
Beginning Balance	\$407,585.47	\$412,586.15		
C&G Rev- Other (PVK)	\$15,934.65	\$13,673.98	\$2,260.67	16.53%
Sales & Servs (Childcare Fees)	\$139,303.73	\$100,285.60	\$39,018.13	38.91%
Registration Fees	\$7,800.00	\$4,350.00	\$3,450.00	79.31%
Miscellaneous Receipt (Grants)	\$84,517.09	\$47,988.00	\$36,529.09	76.12%
Total Revenue	\$247,555.47	\$166,297.58	\$81,257.89	48.86%
A&S Budget Allocation- 120020	\$108,637.30	\$49,766.00	\$58,871.30	118.30%
HEERF		\$14,531.00		
<u>Payroll Expenses:</u>				
Gross Salary - Staff	\$129,150.07	\$100,124.69	\$29,025.38	28.99%
Salary Fringe - Staff	\$53,921.46	\$48,946.62	\$4,974.84	10.16%
OPS Staff/ Student Salary	\$70,233.54	\$49,381.65	\$20,851.89	42.23%
Other Expenses	(\$1.51)	\$130.56	(\$132.07)	-101.16%
Ending Balance	\$510,474.68	\$444,597.21	\$65,877.47	14.82%

CITF- Facilities-Maint. 130053	<u>THIS YEAR</u>	<u>LAST YEAR</u>	Variance	Variance %
	FY 22-23 thru 11/14/2022	FY 21-22 thru 11/14/2021		
Beginning Balance	\$52,750.82	\$130,482.29	(\$77,731.47)	-59.57%
CITF (Revenue)	\$68,136.08	\$68,480.33	(\$344.25)	-0.50%
EXPENSES:				
Postage	\$0.57	\$4.85	\$4.28	88.25%
Employment Ads		\$324.72		0.00%
Consulting Services (Backg)	\$675.30	\$565.57	\$109.73	19.40%
Custodial & Janitorial Services			\$0.00	0.00%
Janitorial & Household Supplies		\$860.19	(\$860.19)	-100.00%
Other or Educ Contractual Services			\$0.00	0.00%
State Suncom	\$79.00	\$70.90	\$8.10	11.42%
Dept Phone Equip/ Lines/ Install	\$462.00	\$462.00	\$0.00	0.00%
Central Copy Charges	\$485.79	\$688.07	(\$202.28)	-29.40%
Office Supplies	\$1,038.25	\$1,627.74	(\$589.49)	-36.22%
Computer Software			\$0.00	0.00%
Equipment Expense		\$1,312.58	(\$1,312.58)	-100.00%
General Operating Supplies	\$100.00		\$100.00	100.00%
Agricultural Chemicals & Supplies			\$0.00	0.00%
Educational Supplies	\$5,125.75	\$7,844.91	(\$2,719.16)	-34.66%
Food Supplies			\$0.00	0.00%
Animals- Food & Care			\$0.00	0.00%
Other Insurance	\$764.00	\$764.00	\$0.00	0.00%
Dues & Memberships/ Subscriptions	\$2,476.35	\$1,463.35	\$1,013.00	69.22%
License Fees	\$100.00	\$100.00	\$0.00	0.00%
Emp- Non Travel Training	\$810.00	\$1,884.00	(\$1,074.00)	-57.01%
Utilities- Electric	\$7,159.34	\$5,633.55	\$1,525.79	27.08%
Utilities- Sewage	\$412.29	\$431.18	(\$18.89)	-4.38%
Utilities- Garbage	\$310.40	\$310.40	\$0.00	0.00%
Utilities- Water	\$3.33	\$3.31	\$0.02	0.60%
Repairs & Maintenance		\$7,439.99	(\$7,439.99)	-100.00%
Total Expenses	\$20,002.37	\$31,791.31	(\$11,788.94)	-37.08%
Transfer Out/ In			\$0.00	0.00%
Ending Balance	\$100,884.53	\$167,171.31	(\$66,286.78)	-39.65%

	<u>THIS YEAR</u>	<u>LAST YEAR</u>	Comment: Used for Leave Payouts, Cost of Living, Bonus, Etc.
	<u>FY 22-23</u>	<u>FY 21-22</u>	
Reserve - General - 130052	thru 11/14/2022	thru 11/14/2021	
Beginning Balance	\$28,222.25	\$28,222.25	
Salaries - Staff			
Salaries - Fringes			
Salaries - OPS			
Expenses			
Transfer In			
Transfer Out			
Ending Balance	\$28,222.25	\$28,222.25	

Foundation Account Balance - 04192
<u>General Funds</u>
\$36,337.19
as of 11/14/2022

UWF Board of Trustees Meeting

June 15, 2023

Issue: Legislative Budget Request: UWF Workforce Alignment for Career and Economic Success

Proposed action: Approve the UWF Workforce Alignment for Career and Economic Success legislative budget request.

Background information:

The Board of Governors requires all FY 2024-2025 Legislative Budget Requests to be passed by Boards of Trustees before July 16, 2023. The \$3,240,000 request outlines a workforce development program and a new Office of Workforce Development to streamline workforce planning, research, employer development and centralized access to employment.

Recommendation:

Approve the FY 2024-2025 Legislative Budget Request.

Implementation: Forthcoming

Fiscal Implications: \$3,240,000 recurring funding in support of this initiative, if approved by the BOG and subsequently the Legislature.

Supporting document:

2024-2025 UWF Legislative Budget Request: UWF Workforce Alignment for Career and Economic Success

Prepared by:

Rachel Witbracht
Greg Tomso

Presenters:

Rachel Witbracht, Director of Governmental Relations
Dr. Greg Tomso, Vice President for the Division of Academic Engagement and Student Affairs

**State University System
Education and General
2024-2025 Legislative Budget Request
Form I**

University(s):	University of West Florida
Request Title:	UWF Workforce Alignment for Career and Economic Success
Date Request Approved by University Board of Trustees:	June 15, 2023
Recurring Funds Requested:	\$3,240,000
Non-Recurring Funds Requested:	N/A
Total Funds Requested:	\$3,240,000
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Purpose** – 1. Describe the overall purpose of the plan, specific goal(s) and metrics, specific activities that will help achieve the goal(s), and how these goals and initiatives align with strategic priorities and the 2021 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services. University of Distinction proposals should also address the requirements outlined in the separate guidance document.

UWF Workforce Alignment for Career and Economic Success

A. Background: UWF and Northwest Florida’s Economy

For more than 50 years, the University of West Florida has provided educational opportunities responsive to the needs of our state. We have created pathways for career and life for nearly 100,000 graduates, and we have done it well. Eighty-five percent of our students are from Florida, and most of our graduates stay in the state once their studies are completed.

Northwest Florida’s economy is rapidly growing and diversifying due to robust population growth and the attractiveness of our business environment. As the

table below shows, our region boasts impressive GRP (Gross Regional Product) output in several sectors.

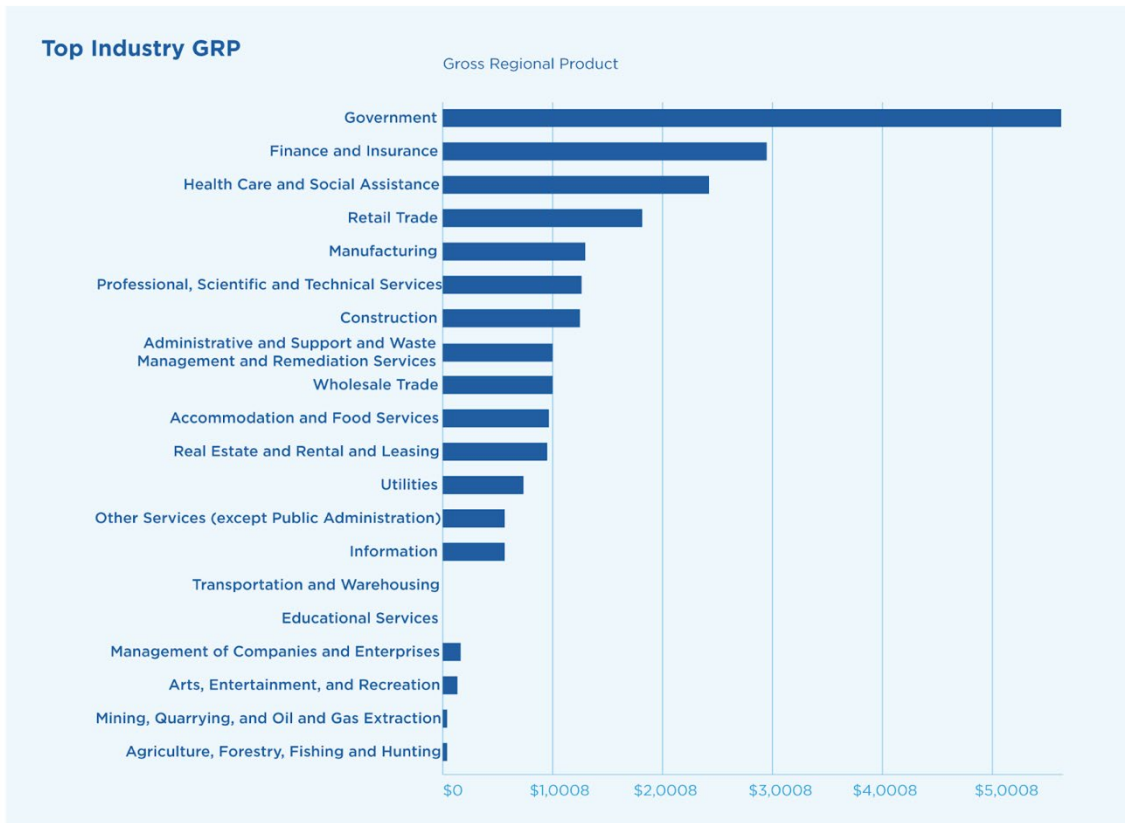


Table 1: Northwest Florida Gross Regional Product (GRP). Source: [CareerSource](#), Page 20.

Northwest Florida’s population now exceeds one million, with more than half of our residents in the regional workforce. At UWF, we are focused on responding to current and emerging workforce needs by launching the next generation of highly skilled, workforce-ready graduates who will fuel our local, regional, and state economies. Our graduates are in high demand from regional employers and earn high wages compared to their peers at other SUS institutions. As seen in the chart on the next page, Northwest Florida is home to a growing number of workers who earn high wages in jobs that require advanced training and skills.



Table 2: Top Paying Regional Jobs. Source: [CareerSource](#), Page 21.

With a vast alumni network and current record enrollment, UWF is well-positioned to continue helping employers find skilled workers who command strong wages and spend their earnings to support the local economy. The following proposal outlines our plan to advance workforce development efforts through 2026 and beyond.

B. Summary Proposal: The UWF Office of Workforce Development

UWF has a long history of significant engagement with corporate partners. Examples of existing UWF programs and corporate partnerships include the Center for Behavior Analysis' Applied Behavior Analysis (ABA) programs, the Institute for Analytics and Industry Advancement (IAIA) within the Hal Marcus College of Science and Engineering, the Center for Cybersecurity, and Navy Federal Credit Union's partnerships with the College of Business and the Hal Marcus College of Science and Engineering. Programs like these help drive enrollment growth for UWF while providing robust talent pipelines for employers.

As labor shortages present increased challenges to employers to recruit and retain a trained workforce, UWF proposes to expand our workforce development efforts across four strategic areas:

1. Workforce Planning and Alignment
2. Applied Research
3. Employer Development
4. Centralized Access to UWF Talent and Programs

To centralize and accelerate our work in these areas, UWF will create the Office of Workforce Development which will report directly to UWF President Dr. Martha Saunders. The Director of Workforce Development will work with UWF's senior leadership, deans, and faculty to achieve strategic goals and meet key performance indicators in each of the four areas listed above.

II. Return on Investment - *Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes. University of Distinction proposals should also address the requirements outlined in the separate guidance document.*

1. Workforce Planning and Alignment

The economic future of Northwest Florida and UWF are bound together. As shown below, UWF is the leading educational pipeline for our region, with over half of locally trained workers in our economy holding degrees or certificates from UWF:

Educational Pipeline

In 2020, there were 7,903 graduates in Pensacola-Ferry Pass-Brent, FL. This pipeline has grown by 18% over the last 5 years. The highest share of these graduates come from Liberal Arts and Sciences/Liberal Studies, Registered Nursing/Registered Nurse, and Registered Nursing/Registered Nurse.

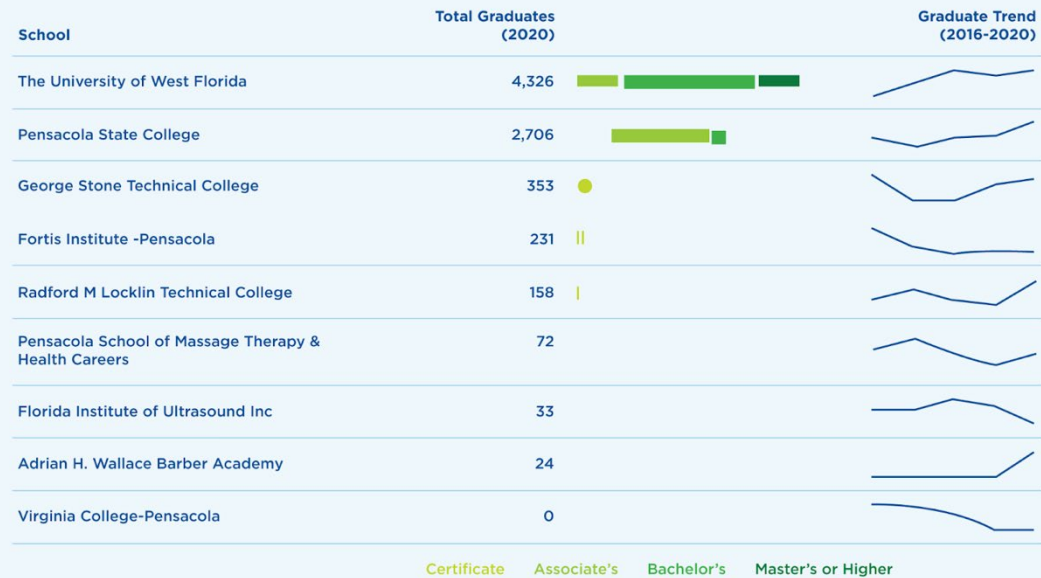


Table 3: Education Pipeline. Source: [CareerSource](#), Page 30.

As these data suggest, UWF is responsible for the majority of skilled graduates entering our region’s workforce and provides, by far, the single largest pipeline of highly trained workers into the economy.

One of UWF’s greatest strengths is that we offer numerous programs that are actively producing graduates to fill some of our most pressing workforce needs. The chart below shows critical occupations and required educational backgrounds for industries in Northwest Florida.

Occupation Description	Aerospace & Defense	Chemical Products	Production Technology	Financial Services	Water & Logistics	Distribution eCommerce
Accountants & Auditors				X		
Chemists		X				
Computer Systems Analysts	X			X		
Credit Analysts				X		
Electrical / Electronics Engineers	X		X			
Financial Advisors				X		
Financial Managers				X		
Industrial Engineers	X		X			
Lawyers				X		
Loan Officers				X		
Logisticians	X					X
Mechanical Engineers			X		X	
Software Developers	X					X

Table 4: Northwest Florida Education Needs. Source: [CareerSource](#), Page 37.

UWF currently offers bachelor's degrees in fields that cover all the key positions mentioned above, and we offer graduate degrees in some areas that offer further specialization and advanced training. Aligning our curriculum and programs with industry needs is an ongoing and important mission of the university.

The Office of Workforce Development will:

- Identify gaps in talent pipelines
- Work with industry partners to determine emerging trends and forecast hiring needs
- Consult with Deans and Department Chairs to develop certificates to address technical- and soft-skills acquisition
- Create opportunities for funded internship and apprenticeship programs in regional and statewide areas of emphasis
- Create mentoring programs that connect employers to new talent
- Engage industry leaders in the development and training of students
- Partner with the Chamber of Commerce, CareerSource, and local and regional economic development offices on workforce development initiatives.
- Align UWF's strategic priorities with regional and state workforce needs

2. Applied Research

UWF is uniquely positioned in Northwest Florida to partner with industry leaders on applied research projects that drive the local, state, and regional economy. Research partnerships are mutually beneficial in connecting faculty and students in specialized fields to industry leaders who need solutions and access to expertise. Students engaged in applied research gain a deeper understanding of industry needs and graduate with teamwork and problem-solving skills that are in high demand by employers. UWF has launched several applied research projects in recent years, building on existing studies that show “students participating in applied research experiences have a higher perception of their ability to act as a leader, understand scientific findings, analyze literature critically, and possess clear career goals compared to students with no research experience.” In addition, one study has found that “undergraduate students [who] engage in applied research experiences are significantly more likely to continue education past a bachelor’s degree and are twice as likely to complete a doctoral degree.”

(Source: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5685073/>)

The Office of Workforce Development will:

- Identify industry-specific research needs and opportunities
- Connect faculty to local industry
- Engage students in site-based research in local and regional industry settings
- Support the transition of student researchers into skilled and experienced employees

3. Employer Development

Partnerships established between universities and employers require stewardship, ongoing assessment, accountability, and relationships built on trust and common interests. Such partnerships take time and commitment from all parties to ensure success for students and mutually beneficial outcomes for all partners. UWF is committed to building and maintaining relationships with employers that will stand the test of time and contribute to the common good. We welcome the passage in May 2023 of Florida Senate Bill 240 (Chapter 2023-81), which authorizes new opportunities to establish workforce education partnership programs that will directly support students entering the workforce.

Northwest Florida is home to an ever-growing number of large- and medium-sized employers who stand to benefit from UWF talent, both in terms of highly trained students and faculty.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Navy Federal Credit Union	4,083	Ascension	1,980
United States Navy	3,888	Baptist Health	1,087
United States Air Force	2,635	HCA Healthcare	699
University of West Florida	2,208	West Florida Hospital	415
Escambia County Schools	1,828	Navy Federal Credit Union	411
Baptist Hospital	1,173	State of Florida	401
Sacred Heart Health System	1,063	Santa Rosa Medical Center	312
Walmart	1,035	Navy Federal	308
Santa Rosa County Public Schools	1,020	Walmart	281
Pensacola Christian College	872	Cox Communications	273

Table 5: Northwest Florida Top Employers and Top Job Posters. Source: [CareerSource](#), Page 22.

The table above shows some of the top employers in Northwest Florida and the top companies posting for jobs in our region. UWF maintains partnerships with many of these entities and will work to expand and strengthen our relationships with our largest regional employers.

The Office of Workforce Development will:

- Work closely with employers to develop recruitment strategies to attract university students, including loan forgiveness programs
- Expand existing partnerships through university-wide collaboration to support key industries and employers
- Serve on employer advisory boards and other internal and external workforce development focused boards/committees
- Arrange campus visits for industry partners involving key administrators, faculty, students, and staff to explore and prioritize workforce ideas and needs

4. Centralized Access to UWF Talent and Programs

While universities draw strength from their breadth and depth of expertise, employers and university leaders alike face hurdles when trying to develop and align workforce programming due to the sheer size and complexity of university organization and bureaucracy. Advancing and centralizing workforce development efforts creates efficiencies, reduces “run around” for students and employers, extends the reach of program funding, and allows for better focus of faculty work effort.

The Office of Workforce Development will:

- Serve as UWF’s liaison for development of workforce initiatives by bringing the needs of industry partners to UWF decision makers
- Provide concierge-type services for organizations interested in hiring UWF students and alumni.
- Meet regularly with deans and department heads to share information and develop opportunities
- Attend meetings of college advisory boards
- Provide centralized assessment and stewardship of partnerships across UWF departments and divisions

Proposed Budget for the four strategic directions:

Item	Year 1 Cost	Year 2 Cost	Year 3 Cost	3-Year Total
Student Internship Stipends	\$300,000	\$300,000	\$300,000	\$900,000
Applied Research Grants for Faculty	\$250,000	\$250,000	\$250,000	\$750,000
Partnership Incentive Grants	\$175,000	\$175,000	\$175,000	\$525,000
Employer Marketing and Outreach	\$35,000	\$35,000	\$35,000	\$105,000
IT/Equipment/Utilities/Travel	\$15,000	\$15,000	\$15,000	\$45,000
Total 3-Year Additional Budget Needs=				\$2,325,000

III. Personnel – Describe personnel hiring and retention plans, making sure to connect both plans to initiative(s) and goal(s) described in section I. State the amount of faculty FTE and staff FTE and estimated funding amounts used for retention and new hires in each category. In describing faculty hires, provide overall hiring goals, including academic area(s) of expertise and anticipated hiring level (e.g. assistant professor, associate professor, full professor. Please describe how funds used for faculty or staff retention will help the institution achieve its stated goals. University of Distinction proposals should clearly note how anticipated hires or retained individuals will help the institution elevate a program or area to national or state excellence.

To meet the aforementioned goals of this proposal, UWF will create the Office of Workforce Development which will report directly to UWF President Dr. Martha Saunders. The Director of Workforce Development will work with UWF’s senior leadership, deans, and faculty to achieve strategic goals and meet key performance indicators. Support personnel will also be needed to implement and assess new and existing workforce development programs and services. Therefore, the proposal includes 3 staff FTE.

Position	Year 1	Year 2	Year 3	3-Year Total
Director Salary +Fringe	\$145,000	\$145,000	\$145,000	\$435,000
Asst. Director Salary +Fringe	\$95,000	\$95,000	\$95,000	\$285,000
Coordinator Salary +Fringe	\$65,000	\$65,000	\$65,000	\$195,000
Total 3-year Salary and Fringe=				\$915,000

UWF Board of Trustees Meeting

June 15, 2023

Issue: Estimated FY 2023-24 Consolidated Operating Budget

Proposed action: Approve and authorize the FY 2023-24 Consolidated Preliminary Operating Budget for the University of West Florida as presented.

Background information:

The FY 2023-24 Consolidated Preliminary Operating Budget for the University of West Florida is due to the Florida Board of Governors on June 20, 2023 as required by Florida Board of Governors Regulation 9.007 State University Operating Budgets and Requests. The UWF budget incorporates state appropriations as well as local revenue sources, and overall reflects the strategic plans of the university. It contains the following fund groups: Education and General, Auxiliaries, Contracts and Grants, Athletics, Student Activity, Financial Aid, Concessions, Technology, and Board Approved Fees (Green Fee).

As a member of the State University System of Florida, UWF operates within the policies and rules of the Legislature, the Florida Board of Governors, and the UWF Board of Trustees. The budget and funds allocated in the UWF FY 2023-24 Consolidated Operating Budget are within the authority provided by the 2023 General Appropriations Act and by Florida Statutes.

This is the estimated budget for the upcoming fiscal year and does not include final performance funding nor any possible governor vetoes. As these are identified, the university budget will be updated and brought back to the full Board throughout the upcoming fiscal year (2023-24).

Recommendations:

1. **Approve** the estimated Operating Budget for the fiscal year ending June 30, 2024, for both appropriated and non-appropriated funds.
2. **Authorize** the President to make subsequent changes to the budget as needed, including the changes between the estimated budget and the budget to be submitted to the Florida Board of Governors, and other changes during the fiscal year.

Implementation: N/A

Fiscal Implications: \$336M revenue budget and \$366M expenditure budget

Supporting document:

Estimated FY 2023-24 Consolidated Operating Budget and Talking Points (6-pages)

Prepared by Sharon A. Jordan, Associate Controller, 850-474-3028 and Tony Templeton, Assistant Controller, 850-474-2023, ttempleton@uwf.edu

Presenter: Jeffrey A. Djerlek, Associate Vice President for Finance/University Controller, (850) 474-2759, jdierlek@uwf.edu

**Talking Points: Comparison of Current Modified FY2022/23 Budget
to the Estimated FY2023/24 Budget**

Page 1: Consolidated Estimated Budget:

The budget presents the first five columns unshaded as they contain the majority of material operating funds that are influenced by board and administrative decisions. The grayed-out columns like Contracts & Grants and Financial Aid are pre-determined amounts of flow-through funding, with prescribed federal regulations. The remaining grayed out columns are immaterial in totality and limited in spending ability.

Page 2: Consolidated Prior Year vs Current Year:

For a comparison of the Current Modified Budget (Q3 as of 3/31/23) to the Estimated FY24 budget, we will discuss the first five columns in detail.

Page 2: E&G

Revenues:

- The consolidated Estimated FY24 E&G budget shows an overall increase of **\$36.3M** when compared to the current modified budget. That **\$36.3M** is comprised primarily of the following:
 - An increase of **\$21.5M** for UWF Operating Enhancement funding and **\$12.5M** nonrecurring investment in faculty Recruitment and Retention Incentives.
 - The Enhancement Trust Fund increased due to a **fund shift** of **\$2.6M** from State Appropriations Funds.
 - The Student Fee Trust Fund is projected to increase by **\$750K** as a change in BOG Regulation 8.002 moved the former flat-rate Undergraduate Nursing program from Auxiliary to the Student Fee Trust Fund.

Expenses:

- Consolidated Expenditures overall are estimated to be **\$36.3M** higher than last year in concordance with the increase in revenue.
 - Row 16 Salaries & Benefits – Consolidated Salaries & Benefits are estimated to be **\$4.0M** higher due to estimated cost of living increases, merit raises, and new positions as needed
 - Row 18 Expenses - The **\$31.8M** increase in expense budget corresponds with the increases in funding in State Appropriated Funds. The increases will remain as residual balances until further allocation during the year by the President and the President's Cabinet.
-

Page 2: CF

Notes:

- An increase of **\$9.2M** in beginning balance correlates to the FY23 E&G revenue increase over the prior year and the time lag to invest the increase in funds on a recurring basis.

Expenses:

- Row 26 Fixed Capital Outlay (FCO) - We do not have any known large Fixed Capital Outlay projects for FY24, which corresponds to the **\$1.4M** decrease.
-

**Talking Points: Comparison of Current Modified FY2022/23 Budget
to the Estimated FY2023/24 Budget**

Page 3: Auxiliaries

Notes:

- Auxiliaries, Athletics, and Student Activities are all projecting a modest decrease in beginning balance related to prior year's non-recurring HEERF Lost Revenue investments.

Revenues:

- Each Auxiliary revenue budget is submitted by various departments and reviewed for reasonableness in light of actual and prior year activity.
 - Row 7 Fees – Although we are moving the flat-rate portion of the Undergraduate Nursing Program to the Student Fee Trust, we are still projecting an increase in the fees revenue of **\$2.6M** as online and flat-rate programs continue to trend towards increases in enrollment
 - Row 8 Misc. Receipts – an increase of **\$1.1M** for various small operating sources and commission income.
 - Row 13 Other Revenue – a decrease of **(\$1.5M)** reflecting FY23 as the final year for Hurricane Sally Insurance Recoveries.

Expenses:

- As with the Revenue budget each expense budget is submitted by various departments and reviewed for reasonableness in light of actual and prior year activity.
 - Row 19 Other Capital Outlay (OCO) - OCO is estimated to be **(\$1.5M)** below the current modified budget as there are no known large OCO expenses for FY24.
 - Row 25 Transfers - Transfers are projected to be **(\$1.4M)** lower, or a net transfer in, since we do not anticipate a loss in revenue for FY24 as in the current fiscal year. We anticipate receiving funds in for administrative overhead.

Page 3: Athletics

Expenses:

- All expenditure lines are per the Athletics Department Plan submitted to and reviewed by the Intercollegiate Athletics Advisory Committee. That committee reviews for reasonableness and compliance with NCAA guidelines.
- Row 16 Salaries & Benefits - We anticipate a decrease in Women's Sports Salaries and Salary Benefits of **(\$170K)** as they will be funded with other Title IX funding.
- Row 25 Transfers - Transfers are projected to be **(\$211K)** lower, or a net transfer in, for additional student and athletic support.

Page 3: Student Activity

Expenses:

- Row 16 Salaries & Benefits and Row 17 Other Personal Services (OPS) - We are estimating a **\$337K** increase in OPS for the minimum wage increase and additional OPS staffing, as we return to post pandemic operations. OPS increases will be offset by a **(\$117K)** decrease in Salaries and Benefits needs.
- Row 18 Expenses - The estimated expense budget shows an **(\$619K)** decrease since the current modified budget was increased substantially during FY22-23 for repairs in Recreation and the University Commons.

**Talking Points: Comparison of Current Modified FY2022/23 Budget
to the Estimated FY2023/24 Budget**

Contracts and Grants:

Revenues & Expenses: Revenue and expenditures consist primarily of those associated with and provided by Research Administration and Engagement (RAE); those budgets are established by the granting agencies. Though we are estimating a reduction in revenue, we anticipate an offsetting reduction in expenses with a positive net change and ending balance.

Financial Aid:

Revenues & Expenses: The main Financial Aid Activity in this fund is pass-through and has no significant impact on the university's bottom line.

Concessions, Technology, and Board Approved Fees:

Revenues and expenses are not significantly different compared to the prior year, and all three funds have sufficient beginning balances to cover any negative net changes.

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2024

	Education & General	Carry Forward	Auxiliaries	Athletics	Student Activity	Contracts & Grants	Financial Aid	Concessions	Technology	Board Approved Fees	Total All Funds
Beginning Balance	\$0	\$34,107,235	\$49,302,747	\$116,093	\$2,280,324	\$3,713,336	\$2,667,481	\$417,255	\$3,748,276	\$258,877	\$96,611,624
Revenues & Transfers In:											
1. State Appropriated Funds	\$113,803,238	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$113,803,238
2. Enhancement Trust Fund (Lottery)	\$20,368,966	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,368,966
3. Student Fee Trust Fund (Tuition)	\$43,048,775	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$43,048,775
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$1,645,816	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,925,816
7. Fees	\$0	\$0	\$28,675,886	\$4,995,000	\$3,282,882	\$19,101	\$1,741,000	\$0	\$1,326,495	\$177,500	\$40,217,863
8. Miscellaneous Receipts	\$0	\$0	\$4,511,749	\$959,000	\$0	\$1,067,108	\$36,802,730	\$213,600	\$0	\$0	\$43,554,187
9. Other Grants & Donations	\$0	\$0	\$70,000	\$0	\$0	\$7,062,799	\$0	\$0	\$0	\$0	\$7,132,799
10. Rent	\$0	\$0	\$414,679	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$422,679
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$19,995,127	\$42,932,962	\$0	\$0	\$0	\$62,928,089
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$846,405	\$0	\$0	\$0	\$0	\$846,405
13. Other Revenue	\$0	\$0	\$2,170,341	\$0	\$0	\$128,094	\$123,932	\$0	\$53,200	\$5,400	\$2,480,967
14. Total Additions to Fund Balance	\$177,220,979	\$0	\$37,488,471	\$6,242,000	\$3,282,882	\$29,118,634	\$81,600,624	\$213,600	\$1,379,695	\$182,900	\$336,729,784
15. Total Resources Available	\$177,220,979	\$34,107,235	\$86,791,218	\$6,358,093	\$5,563,206	\$32,831,970	\$84,268,105	\$630,855	\$5,127,970	\$441,777	\$433,341,409
Expenditures & Transfers Out:											
16. Salaries & Benefits	\$98,245,347	\$570,968	\$12,032,160	\$2,905,737	\$1,598,520	\$8,791,464	\$0	\$0	\$0	\$0	\$124,144,196
17. Other Personal Services (OPS)	\$9,325,166	\$567,453	\$3,952,755	\$520,197	\$1,224,008	\$1,932,154	\$0	\$0	\$0	\$0	\$17,521,733
18. Expenses	\$67,684,943	\$18,258,631	\$22,778,267	\$3,338,800	\$608,695	\$15,980,107	\$84,159,000	\$101,600	\$1,044,602	\$132,645	\$214,087,290
19. Other Capital Outlay (OCO)	\$200,726	\$394,860	\$804,960	\$0	\$0	\$955,199	\$0	\$0	\$277,632	\$20,708	\$2,654,085
20. Library Resources	\$125,544	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,544
21. Risk Management	\$469,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$469,305
22. Financial Aid	\$719,949	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$719,949
23. Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24. Expenditures from Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$821,135	(\$417,350)	\$310,227	(\$305,404)	(\$520,608)	\$112,000	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$450,000	\$1,909,855	\$4,048,296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,408,150
27. Total Resources Used	\$177,220,979	\$21,701,766	\$44,437,573	\$6,347,384	\$3,741,450	\$27,353,520	\$83,638,392	\$213,600	\$1,322,234	\$153,353	\$366,130,251
Net Change	\$0	(\$21,701,766)	(\$6,949,102)	(\$105,384)	(\$458,568)	\$1,765,114	(\$2,037,768)	\$0	\$57,461	\$29,547	(\$29,400,467)
Statutory Carryforward Cash Reserve	\$0	(\$12,405,469)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$12,405,469)
Ending Balance	\$0	\$0	\$42,353,645	\$10,709	\$1,821,756	\$5,478,450	\$629,713	\$417,255	\$3,805,736	\$288,424	\$54,805,688

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2024

	Est FY 24	Current Modified 3Q 2023	Change	Est FY 24	Current Modified 3Q 2023	Change
	Education & General			Carry Forward		
Beginning Balance	\$0	\$0	\$0	\$34,107,235	\$24,863,612	\$9,243,623
Revenues & Transfers In:						
1. State Appropriated Funds	\$113,803,238	\$80,834,562	\$32,968,676	\$0	\$0	\$0
2. Enhancement Trust Fund (Lottery)	\$20,368,966	\$17,781,190	\$2,587,776	\$0	\$0	\$0
3. Student Fee Trust Fund (Tuition)	\$43,048,775	\$42,298,775	\$750,000	\$0	\$0	\$0
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	\$0
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$0	\$0
7. Fees	\$0	\$0	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$0	\$0
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	\$0
10. Rent	\$0	\$0	\$0	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0
13. Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$177,220,979	\$140,914,527	\$36,306,452	\$0	\$0	\$0
15. Total Resources Available	\$177,220,979	\$140,914,527	\$36,306,452	\$34,107,235	\$24,863,612	\$9,243,623
Expenditures & Transfers Out:						
16. Salaries & Benefits	\$98,245,347	\$94,207,966	\$4,037,381	\$570,968	\$927,588	(\$356,620)
17. Other Personal Services (OPS)	\$9,325,166	\$8,898,853	\$426,313	\$567,453	\$599,397	(\$31,944)
18. Expenses	\$67,684,943	\$35,901,788	\$31,783,155	\$18,258,631	\$9,423,287	\$8,835,344
19. Other Capital Outlay (OCO)	\$200,726	\$141,122	\$59,604	\$394,860	\$787,328	(\$392,468)
20. Library Resources	\$125,544	\$125,544	\$0	\$0	\$0	\$0
21. Risk Management	\$469,305	\$469,305	\$0	\$0	\$0	\$0
22. Financial Aid	\$719,949	\$719,949	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
24. Expenditures from Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$450,000	\$450,000	\$0	\$1,909,855	\$3,288,920	(\$1,379,065)
27. Total Resources Used	\$177,220,979	\$140,914,527	\$36,306,452	\$21,701,766	\$15,026,520	\$6,675,246
Net Change	\$0	\$0	\$0	(\$21,701,766)	(\$15,026,520)	(\$6,675,246)
Statutory Carryforward Cash Reserve				(\$12,405,469)	(\$9,837,092)	(\$2,568,377)
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2024

	Est FY 24	Current Modified 3Q 2023	Change	Est FY 24	Current Modified 3Q 2023	Change	Est FY 24	Current Modified 3Q 2023	Change
	Auxiliaries			Athletics			Student Activity		
Beginning Balance	\$49,302,747	\$49,981,020	(\$678,273)	\$116,093	\$331,978	(\$215,885)	\$2,280,324	\$2,614,533	(\$334,209)
Revenues & Transfers In:									
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Sales of Goods & Services	\$1,645,816	\$1,488,440	\$157,376	\$280,000	\$277,000	\$3,000	\$0	\$0	\$0
7. Fees	\$28,675,886	\$26,109,957	\$2,565,929	\$4,995,000	\$4,960,000	\$35,000	\$3,282,882	\$3,274,695	\$8,187
8. Miscellaneous Receipts	\$4,511,749	\$3,410,765	\$1,100,984	\$959,000	\$990,750	(\$31,750)	\$0	\$0	\$0
9. Other Grants & Donations	\$70,000	\$61,579	\$8,421	\$0	\$0	\$0	\$0	\$0	\$0
10. Rent	\$414,679	\$345,744	\$68,935	\$8,000	\$5,550	\$2,450	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13. Other Revenue	\$2,170,341	\$3,653,948	(\$1,483,607)	\$0	\$0	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$37,488,471	\$35,070,433	\$2,418,038	\$6,242,000	\$6,233,300	\$8,700	\$3,282,882	\$3,274,695	\$8,187
15. Total Resources Available	\$86,791,218	\$85,051,453	\$1,739,765	\$6,358,093	\$6,565,278	(\$207,185)	\$5,563,206	\$5,889,228	(\$326,022)
Expenditures & Transfers Out:									
16. Salaries & Benefits	\$12,032,160	\$12,885,037	(\$852,877)	\$2,905,737	\$3,075,545	(\$169,808)	\$1,598,520	\$1,715,597	(\$117,077)
17. Other Personal Services (OPS)	\$3,952,755	\$4,003,107	(\$50,352)	\$520,197	\$408,149	\$112,048	\$1,224,008	\$887,323	\$336,685
18. Expenses	\$22,778,267	\$22,295,091	\$483,176	\$3,338,800	\$3,433,890	(\$95,090)	\$608,695	\$1,227,530	(\$618,835)
19. Other Capital Outlay (OCO)	\$804,960	\$2,258,942	(\$1,453,982)	\$0	\$0	\$0	\$0	\$43,737	(\$43,737)
20. Library Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21. Risk Management	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24. Expenditures from Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$821,135	\$1,210,000	(\$388,865)	(\$417,350)	(\$206,561)	(\$210,789)	\$310,227	\$279,087	\$31,140
26. Fixed Capital Outlay (FCO)	\$4,048,296	\$3,972,006	\$76,290	\$0	\$394	(\$394)	\$0	\$0	\$0
27. Total Resources Used	\$44,437,573	\$46,624,183	(\$2,186,610)	\$6,347,384	\$6,711,417	(\$364,033)	\$3,741,450	\$4,153,274	(\$411,824)
Net Change	(\$6,949,102)	(\$11,553,750)	\$4,604,648	(\$105,384)	(\$478,117)	\$372,733	(\$458,568)	(\$878,579)	\$420,011
Statutory Carryforward Cash Reserve									
Ending Balance	\$42,353,645	\$38,427,270	\$3,926,375	\$10,709	(\$146,139)	\$156,848	\$1,821,756	\$1,735,954	\$85,802

UWF Board of Trustees Meeting

Full Board
June 15, 2023

Issue: UWF Direct Support Organizations' Operating Budgets FY 2023/24 & DSO Resources Utilized

Proposed action: Approve UWF Direct Support Organizations' Operating Budgets for FY 2023/24 and DSO Resources Utilized

Background information:

Florida Board of Governors regulation 9.011 University Direct Support Organizations (DSOs) and Health Services Support Organizations, states in Section (4): *'Operating budgets of support organizations shall be prepared at least annually and approved by the organization's governing board and the board of trustees.'*

Additionally, 1004.28(2)(B), Florida Statutes states: *"...Such regulations shall provide for budget and audit review and oversight by the board of trustees, including thresholds for approval of purchases, acquisitions, projects, and issuance of debt. "*

Finally, UWF's March 2020 Operational Audit, Report No. 2020-152, recommend in Finding #2: *"The University document the Trustees' consideration and approval of the DSO anticipated use of University resources, at least on an annual basis, before the use occurs, To enhance government transparency, Trustees-approved documentation should identify the positions of the employees who will provide personal services, the square footage of the areas in University buildings that will be used by the respective DSOs, and the value of such use."*

UWF has three DSOs: UWF Foundation, Inc., UWF Historic Trust, Inc., and UWF Business Enterprises, Inc. Each prepared their Annual Budgets and estimated university resource utilization for FY 2023/24. A UWF Trustee sits on each DSO Board of Directors and participates in the review and approval of the DSO budgets. The estimated budgets and estimated university resource utilizations are being presented for the UWF Board of Trustees review and approval.

Recommendation: Approval of the DSO Annual Budgets and resources utilized for FY 2023/24.

Fiscal Implications: Combined \$24.8M estimated revenue budget and \$2.7M in estimated university resources utilized.

Supporting documents:

DSO Estimated Budget & DSO Resources Utilized for 6.30.24 - FINAL (11-pages)

Prepared by:

Jeffrey A. Djerlek, Assoc. Vice President for Finance/University Controller, (850) 474-2759, jdjerlek@uwf.edu

Sharon A. Jordan, Associate Controller of Reporting, (850) 474-3028, sjordan@uwf.edu

Daniel Lucas, Chief Financial Officer, University Advancement, (850) 474-3380, dllucas@uwf.edu

Robert Overton, Executive Director of UWFHT, (850) 595-5985, roverton@uwf.edu

Amy Eve, Business Coordinator, UWF Historic Trust, (850) 595-5985, aeve@uwf.edu

Presenter: Jeffrey A. Djerlek, Associate Vice President for Finance/University Controller, (850) 474-2759, jdjerlek@uwf.edu

The University of West Florida Foundation, Inc.

UWFF Revenue:

- 9-Other Grants & Donations: \$339K increase compared to the prior year. This amount is budgeted on a 3-year average, but each year the Foundation strives to increase donations over prior years.
- 10-Rent: \$875K increase in rent compared to the prior year. This is based on the Foundation Board and University Board of Trustees approval of fee increases.
- 13-Other Revenue: (\$5.9M) decrease compared to the prior year. The decrease is due to negative stock market returns in fiscal year 2022.

UWFF Expense:

- 18-Expenses: \$754K increase over the prior year. This is due to increases in support from the UWF Foundation to the University over the three-year average used for budgeting.

The UWF Historic Trust

UWF Historic Trust Revenue:

- 6-Sales of Goods & Services: \$123.0K increase compared to the prior year. The increase is due to higher museum admissions and store sales as visitation and programming increases.
- 8-Miscellaneous Receipts: \$79.4K increase compared to the prior year. Parking revenues are projected to increase, as well as educational programs.
- 9-Other Grants & Donations: \$89.2K decrease compared to the prior year. The decrease was due to completing a \$45K restoration funded by the Division of Historic Preservation Grants and a projected \$30.0K decrease in Museum Operations.

UWF Historic Trust Expense:

- 16-Salaries & Benefits & 17-Other Personal Services: \$76.0K increase compared to the prior year to support staff retention and increased events programs.
- 18-Expenses: \$38.2K increase compared to the prior year. \$50.0K increase in utilities will be funded from earned revenue; \$17.0K increase in building maintenance and supplies related to increased programming; offset by prior year completion of a \$45.0K window restoration at the Dorr House.

UWF Business Enterprises, Inc.

BEI Revenue:

- 6-Sales of Goods & Services: \$152.0K increase compared to the prior year. The increase is due to higher estimated sales commissions in dining services of \$117K and the bookstore of \$35K as we return to pre-pandemic sales volumes.
- 13-Other Revenue: \$36.9K increase compared to the prior year. The increase is due to the estimated interest income expected from newly established brokerage accounts that were funded from non-interest-bearing checking accounts.

DSO Estimated Budget 6.30.24 Talking Points

BEI Expense:

- 16-Salaries & Benefits: \$86.5K increase compared to the prior year. The increase is due to the CEO's salary now being fully funded by BEI.
- 18-Expenses: \$191.2K increase over the prior year. The increase is primarily due to the increase in auxiliary support for dining services of \$117.0K and the bookstore of \$68.8K.

**University of West Florida
Consolidated DSOs Estimated Operating Budget Summary
For the Fiscal Year Ending June 30, 2024**

	University of West Florida Foundation, Inc.	UWF Historic Trust	UWF Business Enterprises, Inc.	Total
Revenues & Transfers In:				
1. State Appropriated Funds	\$0	\$0	\$0	\$0
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0
6. Sales of Goods & Services	\$0	\$408,000	\$736,000	\$1,144,000
7. Fees	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$471,715	\$226,500	\$528,551	\$1,226,766
9. Other Grants & Donations	\$5,507,570	\$46,225	\$45,000	\$5,598,795
10. Rent	\$10,165,596	\$370,000	\$333,300	\$10,868,896
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$222,400	\$0	\$222,400
13. Other Revenue	\$5,703,460	\$100	\$36,892	\$5,740,452
14. Total Additions to Fund Balance	\$21,848,340	\$1,273,225	\$1,679,743	\$24,801,308
15. Total Resources Available	<u>\$21,848,340</u>	<u>\$1,273,225</u>	<u>\$1,679,743</u>	<u>\$24,801,308</u>
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$2,596,957	\$150,000	\$164,517	\$2,911,474
17. Other Personal Services (OPS)	\$1,212,861	\$50,000	\$0	\$1,262,861
18. Expenses	\$15,248,493	\$1,028,225	\$1,015,964	\$17,292,682
19. Other Capital Outlay (OCO)	\$426,000	\$25,000	\$0	\$451,000
20. Library Resources	\$0	\$0	\$0	\$0
21. Risk Management	\$204,900	\$20,000	\$31,500	\$256,400
22. Financial Aid	\$0	\$0	\$0	\$0
23. Debt Service	\$1,160,472	\$0	\$0	\$1,160,472
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Donation Expense	\$0	\$0	\$7,500	\$7,500
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0
27. Total Resources Used	<u>\$20,849,683</u>	<u>\$1,273,225</u>	<u>\$1,219,481</u>	<u>\$23,342,389</u>
Net Change	<u>\$998,657</u>	<u>\$0</u>	<u>\$460,262</u>	<u>\$1,458,919</u>

University of West Florida
Consolidated DSOs Estimated Operating Budget Summary
For the Fiscal Year Ending June 30, 2024

	University of West Florida Foundation, Inc.			UWF Historic Trust			UWF Business Enterprises, Inc.		
	6/30/2023	6/30/2024	Change	6/30/2023	6/30/2024	Change	6/30/2023	6/30/2024	Change
Revenues & Transfers In:									
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$285,000	\$408,000	\$123,000	\$584,000	\$736,000	\$152,000
7. Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$467,755	\$471,715	\$3,960	\$147,100	\$226,500	\$79,400	\$498,431	\$528,551	\$30,120
9. Other Grants & Donations	\$5,168,552	\$5,507,570	\$339,018	\$135,396	\$46,225	(\$89,171)	\$45,000	\$45,000	\$0
10. Rent	\$9,290,424	\$10,165,596	\$875,172	\$367,000	\$370,000	\$3,000	\$321,095	\$333,300	\$12,205
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$219,400	\$222,400	\$3,000	\$0	\$0	\$0
13. Other Revenue	\$11,639,613	\$5,703,460	(\$5,936,153)	\$100	\$100	\$0	\$0	\$36,892	\$36,892
14. Total Additions to Fund Balance	\$26,566,344	\$21,848,340	(\$4,718,004)	\$1,153,996	\$1,273,225	\$119,229	\$1,448,526	\$1,679,743	\$231,217
15. Total Resources Available	\$26,566,344	\$21,848,340	(\$4,718,004)	\$1,153,996	\$1,273,225	\$119,229	\$1,448,526	\$1,679,743	\$231,217
Expenditures & Transfers Out:									
16. Salaries & Benefits	\$2,765,094	\$2,596,957	(\$168,137)	\$84,000	\$150,000	\$66,000	\$78,000	\$164,517	\$86,517
17. Other Personal Services (OPS)	\$1,195,195	\$1,212,861	\$17,666	\$40,000	\$50,000	\$10,000	\$0	\$0	\$0
18. Expenses	\$14,494,430	\$15,248,493	\$754,063	\$989,996	\$1,028,225	\$38,229	\$824,792	\$1,015,964	\$191,172
19. Other Capital Outlay (OCO)	\$422,000	\$426,000	\$4,000	\$20,000	\$25,000	\$5,000	\$0	\$0	\$0
20. Library Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
21. Risk Management	\$196,400	\$204,900	\$8,500	\$20,000	\$20,000	\$0	\$22,500	\$31,500	\$9,000
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
23. Debt Service	\$1,277,228	\$1,160,472	(\$116,756)	\$0	\$0	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Donation Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,500	\$7,500
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
27. Total Resources Used	\$20,350,347	\$20,849,683	\$499,336	\$1,153,996	\$1,273,225	\$119,229	\$925,292	\$1,219,481	\$294,189
Net Change	\$6,215,997	\$998,657	(\$5,217,340)	\$0	\$0	\$0	\$523,234	\$460,262	(\$62,972)

The University of West Florida Foundation, Inc.

- The Foundation is estimated to use approximately 18 positions utilized in the Division of Advancement in the offices of the Vice President, Alumni Relations, Development, Advancement Services, and Communications & Special Projects. These positions and allocations are based on staff estimates of efforts related to the Foundation. The total estimated use of those personal services inclusive of benefits and adjusted for estimated effort is \$945,856. This is an increase of \$55,971 compared to last year for cost of living adjustments and benefit increases
- The Foundation Office staff is estimated to utilize 16 individual spaces for office spaces and equipment and record storage, up by 4 spaces (rooms 134, 139, 140 & 145) from last year. The total square footage of that space this year has increased by 516 square feet for those four rooms to 2,103 sq ft at a 100% use at an average of \$12.00 per sq ft. The total estimated value of that space is \$25,236 annually.

The UWF Historic Trust

- The Trust is estimated to use approximately 20 positions and various OPS workers to carry out the mission of the Trust. These positions and allocations are based on staff estimates of efforts related to the various functions of the Trust. The total estimated use of those personal services inclusive of benefits and adjusted for estimated effort is \$1,294,276 or down \$25,833 from last year for a Research Associate.
- Unlike the Foundation or BEI, the Trust appropriated funds in UWF's base E&G to fund those positions and operations. In 2001, the Florida legislature transferred the historic preservation responsibilities of Pensacola to the University of West Florida. That transfer also included appropriations for preservation activities that became part of UWF's E&G appropriations via the 2001 House Bill 1419. Additionally, the Trust sought and secured PO&M funding to operate the historic properties, those secured funds also became part of UWF's E&G base appropriations. Unlike other Direct Support Organizations (DSOs), the Trust has had funds specifically appropriated to UWF in E&G resources to directly support the DSO. Accordingly, the majority of the salary expense above are paid from those appropriations.
- The Trust's space needs have no change vs last year and estimates using 21 individual spaces for office spaces, conference rooms, storage, and various workrooms. The total square footage of that space is estimated at 9,626 square feet at a 100% use at an average of \$12.00 per sq ft. The total estimated value of that space is \$115,512 annually.

UWF Business Enterprises, Inc.

- BEI is estimated to use approximately 15 positions, 1 more than the prior year, utilized in the Finance & Administration Division, in the Office of the President, Controller's Office, Procurement, Business Auxiliary Services, and various other offices. The increase in General Counsel is related to staff changes and the estimated need for legal services regarding contract renegotiations. These positions and allocations are based on staff estimates of efforts related to BEI. The total estimated use of those personal services inclusive of benefits and adjusted for estimated effort is \$452,236, up by \$146,948 from last year. However, BEI is projected to Fund \$164,517 for the BEI CEO position reducing the total to \$287,719.
- The BEI space need has no change vs last year and estimates using 8 individual office spaces. However, the mix of office spaces and use allocation has changed from the prior year. The total

DSO Estimated Resources Utilized 6.30.24 Talking Points

square footage of that space has decreased to an estimated 1,416 square feet at varying percentages of use at an average of \$12.00 per sq ft. The total estimated value of that space is \$7,394 annually, an increase of \$2,507 compared to the prior year.

Estimated Resources To Be Provided to UWF DSOs

UWF Foundation, Inc.

FY23-24 Budget Year

EST. FY23-24 Personnel Services Provided

<u>Position #'s</u>	<u>Position Title</u>	<u>Amount W/Benefits</u>	<u>Allocation</u>	<u>Total</u>
10022000	Executive Assistant	\$99,090	0.3	\$29,727
10041000	Coordinator	\$64,633	1	\$64,633
10175000	Associate Director	\$90,024	0.5	\$45,012
10380000	Executive Director	\$132,693	1	\$132,693
10385000	Assistant Director	\$74,653	0.5	\$37,327
10574000	Director	\$98,760	0.5	\$49,380
10597000	Associate Director	\$91,128	0.5	\$45,564
10729000	Executive Director	\$127,891	1	\$127,891
10903000	Coordinator	\$57,673	0.5	\$28,837
11290000	Accountant	\$54,052	0.3	\$16,216
11367000	Coordinator	\$60,322	0.5	\$30,161
11823000	Vice President Univ. Adv	\$310,543	0.5	\$155,272
11946000	Coordinator	\$70,312	0.5	\$35,156
12025000	Program Specialist	\$51,657	0.5	\$25,829
12063000	Coordinator	\$63,020	0.3	\$18,906
12102000	Coordinator	\$47,879	0.5	\$23,940
12144000	Assistant Director	\$80,775	0.5	\$40,388
12598000	Executive Director	\$129,758	0.3	\$38,927
		\$1,704,863		\$945,856 *

**-Estimate of University Support to DSO in the form of personnel services*

EST. FY23-24 Campus Space Provided

<u>Bldg. #</u>	<u>Room #</u>	<u>Space Usage/Occupant</u>	<u>SQFT</u>	<u>SQFT Amt</u>	<u>Use</u>	<u>Total</u>
12	113	File Room Storage	137	\$ 12.00	1.0	\$ 1,644
12	124	Office EQP/Storage	63	\$ 12.00	1.0	\$ 756
12	125A	Associate Director	89.5	\$ 12.00	1.0	\$ 1,074
12	125B	Asst. Director	89.5	\$ 12.00	1.0	\$ 1,074
12	127	Asst. Director-Foundation	136	\$ 12.00	1.0	\$ 1,632
12	128	Director-Foundation	230	\$ 12.00	1.0	\$ 2,760
12	129	Accountant-Foundation	136	\$ 12.00	1.0	\$ 1,632
12	138	Accountant-Foundation	113	\$ 12.00	1.0	\$ 1,356
12	146	Adm Specialist	89	\$ 12.00	1.0	\$ 1,068
12	134	Storage	81	\$ 12.00	1.0	\$ 972
12	135	Gift Data Analyst	194	\$ 12.00	1.0	\$ 2,328
12	137	Gift Coordinator	122	\$ 12.00	1.0	\$ 1,464
12	139	Coordinator	122	\$ 12.00	1.0	\$ 1,464
12	140	Director-Foundation	104	\$ 12.00	1.0	\$ 1,248
12	144	CFO - Foundation	188	\$ 12.00	1.0	\$ 2,256
12	145	VP Adv	209	\$ 12.00	1.0	\$ 2,508
			2,103.0			\$ 25,236

The University also provides centralized payroll processing, IT support, facilities support, and other services that the Foundation and University estimates as immaterial due to the difficulties in ascertaining a value and usage annually.

Estimated Resources To Be Provided to UWF DSOs

UWF Historic Trust

FY23-24 Budget Year

EST. FY23-24 Personnel Services Provided

<u>Position #s</u>	<u>Position Title</u>	<u>Amount W/Benefits</u>	<u>Allocation</u>	<u>Total</u>
112180	Environmental Svcs Tech.	\$68,435	1	\$68,435
112090	Coordinator-Events	\$57,244	1	\$57,244
112010	Coordinator-Business	\$82,575	1	\$82,575
119530	Coordinator-Visitors	\$70,591	1	\$70,591
112030	Director	\$78,831	1	\$78,831
125860	Coordinator-Curator	\$63,802	1	\$63,802
117010	Coordinator-Curator	\$56,412	1	\$56,412
118580	Coordinator-Educator	\$55,846	1	\$55,846
112100	Coordinator-Educator	\$67,177	1	\$67,177
112040	Coordinator-Curator	\$64,630	1	\$64,630
112290	Executive Director	\$141,222	1	\$141,222
112270	Coordinator-Exhibits	\$69,106	1	\$69,106
119450	Research Associate	\$37,751	1	\$37,751
112050	Maintenance-Supervisor	\$87,831	1	\$87,831
113900	Maintenance-Technician	\$38,625	1	\$38,625
113770	Research Associate	\$81,144	1	\$81,144
112080	Coordinator-Educator	\$53,104	1	\$53,104
952000	Office Assistant	\$32,000	0.5	\$16,000
954000	Grounds worker	\$7,900	0.5	\$3,950
OPS**	OPS Information Aids	\$6,250	16	\$100,000
		\$1,220,476		\$1,294,276 *

**-Estimate of University Support to DSO in the form of personnel services*

In 2001, the Florida legislature transferred the historic preservation responsibilities of Pensacola to the University of West Florida. That transfer also included appropriations for preservation activities that became part of UWF's E&G appropriations via the 2001 House Bill 1419. Additionally, the Trust sought and secured PO&M funding to operate the historic properties, those secured funds also became part of UWF's E&G base appropriations. Unlike other Direct Support Organizations (DSOs), the Trust has had funds specifically appropriated to UWF in E&G resources to directly support the DSO. Accordingly, the majority of the salary expense above are paid from those appropriations.

EST. FY23-24 Campus Space Provided

<u>Bldg. #</u>	<u>Room #</u>	<u>Space Usage/Occupant</u>	<u>SQFT</u>	<u>SQFT Amt</u>	<u>Use</u>	<u>Total</u>
716	211	Director	355	\$ 12.00	1.00	\$ 4,260
716	213	Preservationist	168	\$ 12.00	1.00	\$ 2,016
716	214	Business Mgr.	174	\$ 12.00	1.00	\$ 2,088
716	215	Living History Cord.	178	\$ 12.00	1.00	\$ 2,136
716	216	Director Of Education	175	\$ 12.00	1.00	\$ 2,100
716	210	Reception	318	\$ 12.00	1.00	\$ 3,816
716	217	Event Coordinator	139	\$ 12.00	1.00	\$ 1,668
716	218	Visitor Services	133	\$ 12.00	1.00	\$ 1,596
716	206	Conference Room	247	\$ 12.00	1.00	\$ 2,964
716	207	Conference Room	586	\$ 12.00	1.00	\$ 7,032
716	212	Storage	188	\$ 12.00	1.00	\$ 2,256
716	219	Breakroom	286	\$ 12.00	1.00	\$ 3,432
716	220	OPS Office	154	\$ 12.00	1.00	\$ 1,848
716	221	Public History office	135	\$ 12.00	1.00	\$ 1,620
716	222	Server Room	93	\$ 12.00	1.00	\$ 1,116
716	223	Copy Room	103	\$ 12.00	1.00	\$ 1,236
716	208	File Storage	294	\$ 12.00	1.00	\$ 3,528
716	101	Conference Room	1,000	\$ 12.00	1.00	\$ 12,000
716	102	Conference Room	1,400	\$ 12.00	1.00	\$ 16,800
716	103	Collection Storage	2,400	\$ 12.00	1.00	\$ 28,800
716	104	Exhibit Hall	1,100	\$ 12.00	1.00	\$ 13,200
			9,626			\$ 115,512

The University also provides centralized payroll processing, IT support, facilities support, and other services that the Foundation and University estimates as immaterial due to the difficulties in ascertaining a value and usage annually.

Estimated Resources To Be Provided to UWF DSOs
UWF Business Enterprises, Inc.
FY23-24 Budget Year

EST. FY23-24 Personnel Services Provided

<u>Position #'s</u>	<u>Position Title</u>	<u>Amount W/Benefits</u>	<u>Allocation</u>	<u>Total</u>
10001000	University President	\$574,342	0.02	\$11,487
12647000	Executive Asst. to the President	\$125,228	0.01	\$626
10003000	VP, Finance & Admin CFO	\$280,696	0.11	\$29,950
10236000	Executive Asst. to the VP	\$106,070	0.02	\$1,591
11830000	Director- BEI Operations	\$164,517	1.00	\$164,517
12153000	Assistant Controller	\$84,391	1.00	\$84,391
10050000	Assoc. Vice President-Controller	\$216,618	0.25	\$54,155
10831000	Chief Audit Executive	\$195,156	0.00	\$390
10141000	General Counsel	\$290,610	0.15	\$43,592
10370000	Director-Auxiliary Svs	\$136,857	0.30	\$41,057
10261000	Accountant-Auxiliary Svs	\$63,814	0.03	\$1,914
11105000	Coordinator-Marketing Aux	\$71,895	0.09	\$6,471
11246000	Asst. Vice President-Facilities	\$155,483	0.01	\$1,555
11221000	Assistant Director-Facilities	\$99,144	0.10	\$9,914
10536000	Program Manager-Facilities	\$62,582	0.01	\$626
		\$2,627,403		\$452,236
Less amount paid by BEI to UWF for CEO				(\$164,517)
				\$287,719 *

*-Estimate of University Support to DSO in the form of personnel services

EST. FY23-24 Campus Space Provided

<u>Bldg. #</u>	<u>Room #</u>	<u>Space Usage/Occupant</u>	<u>SQFT</u>	<u>SQFT Amt</u>	<u>Use</u>	<u>Total</u>
10	102B	Director/CEO- BEI Operations	212 \$	12.00	1.00 \$	2,544
10	118	VP, Finance & Admin CFO	268 \$	12.00	0.11 \$	343
20E	108E	Assistant Controller	136 \$	12.00	1.00 \$	1,632
10	125	Records room	94 \$	12.00	1.00 \$	1,128
10	117	VP Finance support staff	108 \$	12.00	0.02 \$	19
10	122	General Counsel	179 \$	12.00	0.15 \$	322
20W	159A	Director-Auxiliary Svs	247 \$	12.00	0.30 \$	889
20E	103D	Assoc. Vice President-Controller	172 \$	12.00	0.25 \$	516
			1416		\$	7,394

The University also provides centralized payroll processing, IT support, facilities support, and other services that the Foundation and University estimates as immaterial due to the difficulties in ascertaining a value and usage annually.

**UWF Board of Trustees Meeting
Full Board Meeting
June 15, 2023**

Issue/Agenda Recommendation: UWF Foundation Board of Directors Appointments and Reappointments

Proposed Action: Approve new appointments and reappointments for UWF Foundation Board of Directors positions

Background Information: To comply with legislation section 1004.28 (3), Florida Statutes BOG Regulation 9.011 and UWF Regulation 5.016, directors other than the UWF Board of Trustees Chair’s appointment and the President or her designee must be approved by the UWF Board of Trustees. The following board appointments and reappointments to the UWF Foundation board for FY24 are being presented for approval:

New Appointments:

Victoria B. Mullet	Partial Two-Year Term: 7/01/2023 – 6/30/2026 First Four-Year Term: 7/01/2026 – 6/30/2030
H. Wes Reeder	First Four-Year Term: 7/01/2023 – 6/30/2027
Wm. Jeff Weeks	First Four-Year Term: 7/01/2023 – 6/30/2027

Reappointments:

Caryl Greene	Second Four-Year Term: 7/01/2023 – 6/30/2027
Amber McClure	Second Four-Year Term: 7/01/2023 – 6/30/2027

New Ex-Officio:

Whitney Fike	Alumni Assoc. Pres.: Two-Year Term: 7/01/2023 – 6/30/2025
Kyanna Mai Montoya	SGAVP Board Appt. One-Year Term: 7/01/2022 – 6/30/2023

Implementation Plan: Effective immediately upon UWF Board of Trustees approval.

Fiscal Implications: N/A

Supporting documents: Bylaws of UWF Foundation, Inc., BOT approved June 5, 2018;
New appointment bios

Prepared by: Geri Battist, Executive Assistant, Office of the Vice President
University Advancement, (850) 474-3306; gbattist@uwf.edu

Facilitator/Presenter: Howard J. Reddy, Vice President for University Advancement
President, UWF Foundation, Inc., CEO, UWF Historic Trust



Victoria Baynes Mullet

Education

Booker T. Washington High School - 1984

Pensacola Junior College – A.A.

University of West Florida – B.A., Elementary Education, 1988

East Carolina University – M.A.Ed.

Work Experience

Public school educator for 19 years

Professional Organizations/Community Involvement

Active with IMPACT 100, Pathways for Change, Gulf Breeze Will Do, Sunday's Child, PACE Center for Girls, and the Gulf Breeze Hospital Auxiliary

Miscellaneous Information

Active tennis player; Served as 2011-2012 Grant Advisor for the Santa Rosa Tennis Association



WILLIAM JEFF WEEKS

Financial Advisor

Managing Director - Investment Officer

My Background

I have been working with clients to try and help them reach their financial goals since 1998. I have experienced exuberant markets and frightening markets. I have seen fear and greed drive investors into making poor decisions. I believe my greatest strength is listening. In my mind it is paramount to have a clear understanding of what my clients want to achieve. My job is to give clients helpful and competent guidance. A well-defined plan and clear communication can ease the stress often brought on by "Mr. Market's" volatility.

My hobbies include flying, I am licensed private pilot, traveling and skiing.

My wife Sherri and I live in Pensacola with our daughter Abigail.

To learn more about me and my team, please copy/paste the following link into your web browser:

www.quennevilleweekswalthmanagementgroup.com

My Education & Credentials

- PIM Portfolio Manager

My Areas of Focus

- [Business Services](#)
- [IRAs & IRA Strategies](#)
- [Retirement Planning](#)

Securities Registered in the following states: AL, AR, AZ, CA, CO, DC, DE, FL, GA, IL, IN, KS, KY, LA, MA, MD, ME, MI, MN, MO, MS, MT, NC, NM, NV, NY, OH, PA, RI, SC, TN, TX, VA, VT, WI

Insurance licensed in the following states: AR (Lic. # 1958444), CA (Lic. # 4112390)

WILLIAM WEEKS: Financial Advisor: Wells Fargo Clearing Services, LLC

United States: Florida : [PENSACOLA Branch](#)



H. Wesley Reeder

A Martindale-Hubbell AV rated attorney recognized as a Florida Legal Elite attorney in 2019, H. Wesley “Wes” Reeder focuses his practice in the areas of construction and commercial litigation serving a broad range of clients including Architects, Engineers, Contractors, Developers, material suppliers and business owners. He also practices in the areas of eminent domain and real estate

litigation. As a Florida Supreme Court Certified Circuit Civil Mediator, Wes mediates cases in person or via remote capabilities, involving construction and business disputes, foreclosures, condemnation proceedings and real estate matters. Wes is a retired Naval Reserve Officer with more than 24 years of aviation industry related service to the federal government and the U.S. Military. While on active duty in the U.S. Navy, Wes had the honor of serving as a crewman with the Naval Flight Demonstration Squadron (a.k.a. Blue Angels).

EXPERIENCE

- Emmanuel Sheppard & Condon
 - Firm President: 2020 – current
 - Managing Shareholder: 2014
 - Shareholder: 2006
 - Associate: 2001
- Office of the State Attorney
 - Assistant States Attorney: 1999
- Naval Aviation Depot Jacksonville
 - 1994–1999
- Naval Aviation Depot Pensacola
 - 1979–1994
- U.S. Navy
 - 1973–1979

- U.S. Navy Reserves
 - 1989–2004

EDUCATION

- Columbia College, BA Independent Studies, 1995
- Florida Coastal School of Law, J.D. w/Honors, 1999
- University of West Florida, 1994

BAR ADMISSIONS

Florida

COURTS

- All Florida State Courts
- U.S. District Court, Northern District of Florida
- U.S. District Court, Middle District of Florida
- U.S. Court of Federal Claims

PROFESSIONAL & COMMUNITY AFFILIATIONS

- Florida Bar Association
- American Bar Association
- Escambia Santa Rosa Bar Association
- Naval Reserve Officers Association
- Greater Pensacola Chamber of Commerce
 - General Counsel
- Pensacola Gulf Breeze Rotary Club
 - Member
- Pensacola Heritage Foundation
 - Member: Past President
- Sacred Heart Foundation Board
 - Member
 - Past Chair

- Fiesta Forces
 - Member
- Fiesta Conquistador
 - Member: Past President
- Pensacola Runners Association
 - Member
- Fiesta of Five Flags
 - Past Executive Committee Member
- Christ Episcopal Church in Pensacola
 - Member

RECOGNITION & AWARDS

- Board Certified in Construction Law, Florida Bar
- Florida Supreme Court Certified Circuit Civil Mediator
- AV Rating, Martindale-Hubbell
- Florida Trend's Florida Legal Elite 2019



Whitney Vaughan Fike

International Paper – Pensacola FL

2017 to Present

Regional Communications Manager

January 2023

Internal and External Communications Leader

Employee Engagement

Community Relations

Whitney Fike is a Regional Communications Manager at International Paper. She is responsible for internal and external communications, community relations and providing strategic direction and people leadership at five facilities. Whitney joined International Paper as a communications manager in 2017. Prior to joining IP, Whitney owned a public relations company and has worked in a variety of sectors. She is passionate about the community and serves on several non-profit boards. She is a University of West Florida alumni and graduate of Leadership Pensacola and Leadership Florida.

AREAS OF EXPERTISE

- | | | |
|---------------------------|---------------------------|-------------------------|
| ✓ Internal Communications | ✓ Leadership Coaching | ✓ Crisis Communications |
| ✓ External Communications | ✓ Relationship Management | ✓ Critical Thinking |
| ✓ Employee Engagement | ✓ Public Relations | ✓ Thought Leader |
| ✓ Community Engagement | ✓ Positivity/Enthusiasm | ✓ Government Affairs |

PROFESSIONAL EXPERIENCE

INTERNATIONAL PAPER

9/16 - present

Regional Communications Manager

- Provide strategic direction and guidance for internal communications initiatives.
- Manage and direct mill communicators at four containerboard mills in Orange, Texas; Springfield, Oregon; Newport, Indiana and Maysville, Kentucky.

Communications Manager

- Develop and execute overall internal and external communications strategy with deliberate and continuous focus on key manufacturing and business objectives.
- Managing high-level challenging environmental project as communications leader – develop public relations campaign, key message/talking points, presentations, community engagement plan, stewardship and sustainability partnerships, public perception, relationships with government officials and key stakeholders.
- Serve on the mill leadership team and provide strategic communications coaching with Chief of Staff responsibilities to mill manager and functional leaders.
- Provide executive communications support - develop internal and external presentations, newsletters, videos, key stakeholder meetings with internal and external audiences.
- Craft, edit and manage development of content for wide range of internal employee and external communications with focus on clear, concise messaging and engaging graphics.
- Serve as primary spokesperson and provide advice to the business and manage critical reputation issues and crisis communications.
- Manage community grant program and administer local charitable giving.
- Collaborate cross functionally and successfully in matrix organization.

Communications Contractor

- Planned and lead the facility's 75th anniversary celebration including facility tours, speech writing, graphic design and event planning.
- Supported massive crisis incident including public events and meetings, neighborhood canvassing, community crisis phone line, social media messaging and media relations.
- Used storytelling to create content including manufacturing, safety leadership and cost savings.
- Led the IP Foundation grant program and committee to give \$100,000 to community organizations.
- Oversaw the Community Advisory Council program and activities.

SPARKPLUG SOCIAL

8/14 - 9/17

Founder/CEO

- Founded a boutique public relations, social media and marketing firm that focused on raising the overall awareness of a brand, product or image of a company through overall campaigns, social media management, public relations, marketing and reputation management.
- Managed freelance contractors to include assistants, graphic designers, web developers, photographers and videographers.
- Client work included corporate social media campaigns, ghost writing, blog articles, reputation management, marketing campaigns, website design and development, photography.
- Clients included: Columbia Southern University, Waldorf College, Alabama Gulf Coast Zoo, Seaplane: An All American Musical, Washington Prime Group, Santa Rosa County Tourism Development Office, University of Florida: Florida 4-H, Greater Pensacola Chamber, and Springfest concert.

Marketing Coordinator

- Formulated and implemented strategic marketing plans including day-to-day marketing initiatives for membership base of seven counties and more than 55,000 members.
- Spearheaded credit union merger communications to members in Tallahassee, Florida.
- Increased Gulf Winds signature loan portfolio from \$300,000 to \$800,000 in one month through promotional loan and savings campaign.
- Managed advertising agency and served as brand manager to ensure all internal and external correspondence and collateral was consistent.
- Responsible for the Gulf Winds website, blog and newsletter content, design and copy for email marketing, traditional advertisements and promotions.
- Maintained a prominent standing in the community and managed Gulf Winds' community investment program, Gulf Winds Cares.
- Spearheaded a two-week fundraising campaign that raised more than \$146,000 for Manna Food Bank after a flood hit the area in April 2014.

FIESTA PENSACOLA

8/08 – 11/12

Marketing & Volunteer Manager

- Managed publicity and marketing for Pensacola Crawfish Festival, Pensacola Seafood Festival, events during the 10-day Fiesta Celebration,
- Headed publicity for visit of the Royal Spanish Navy training ship, Juan Sebastian de Elcano Tall Ship.
- Coordinated and managed signature public and private events.
- Placed radio, print, television and social media advertisements.
- Supervised more than 450 volunteers at events and festivals.
- Implemented a redesign of the Fiesta website while acting as creative director.
- Designed newsletters, brochures, posters and invitations.
- The Pensacola Seafood Festival was featured in Oprah Magazine, September 2009.
- Events consistently recognized by the Southeast Tourism Society as Top 20 events.
- Managed seven interns through the UWF Communications Internship Program.

EDUCATION

UNIVERSITY OF WEST FLORIDA / **BACHELOR OF ARTS**
 Bachelors of Arts, Communications | Public Administration, Minor

2007

COMMUNITY LEADERSHIP

- Manna Food Bank, Board of Directors, 2023-current
- Pensacola Little Theatre, Board of Trustees, 2022-current
- Pensacola Young Professionals, Advisory Board, 2022-current
- University of West Florida, Alumni Board of Directors, President, 2018-current
- Escambia County 4-H Foundation, 2018-current
- Florida Public Relations Association, Pensacola Chapter, 2006-current
- IMPACT 100 Pensacola Bay Area, 2015-current
- Sacred Heart Hospital Cordova Mall Ball Committee; 2014-2021
- Lean In Pensacola Area Chapter organization, co-creator, 2015-2017
- SpringFest Music Festival, Steering Committee and Co-Producer, 2015
- Weekly Columnist, *Pensacola News Journal*, pnj.com, 2014
- Freelance writer, *Inweekly*, inweekly.net, 2012-2014

HONORS

- 2022 International Paper Best in Class Public Relations Award
- Leadership Florida; Connect Class 10 (2020)
- 2019 International Paper Leadership Award
- 2017 International Paper Leadership Award
- Leadership Pensacola Class of 2012 (Greater Pensacola Chamber)
- 2011 Rising Star by *Inweekly News*
- 2010 Northwest Florida Image Awards Grand-All and Image Award winner for Juan Sebastian de Elcano Tall Ship Visit
- 2010 Florida Public Relations Association Communicator of the Year Nominee

**BYLAWS OF
UNIVERSITY OF WEST FLORIDA FOUNDATION, INC.**

ARTICLE I

MISSION

The mission of the University of West Florida Foundation, Inc. (the “Foundation”) is to exclusively support and enhance the University of West Florida’s mission of teaching, research, and service as determined by the University of West Florida Board of Trustees, by encouraging alumni and friends to provide private funds and other resources for the University's benefit, managing those assets, providing volunteer leadership in support of the University’s objectives, and performing all business-related matters to accomplish these purposes.

ARTICLE II

BOARD OF DIRECTORS

The Articles of Incorporation refer to the governing body of the Foundation as the Board of Trustees. In order to distinguish the governing body of the Foundation from the University of West Florida Board of Trustees, the governing body of the Foundation is referred to herein as the Board of Directors and its members as Directors.

Section 2.01. Number of Directors.

The number of Elected Directors must be no fewer than five (5) or more than twenty- two (22), selected in the manner prescribed in these Bylaws. The total number of Directors, Elected and *Ex Officio*, shall not exceed 28.

Section 2.02. Elected Directors.

Ten of the Elected Directors shall be elected upon nomination of the President of the University of West Florida (“University”). Two of the Elected Directors shall be elected upon

nomination by the Alumni Association from its membership. Barring unforeseen circumstances, the remaining ten of the Elected Directors shall be elected by the Elected Directors at the last quarterly noticed meeting of the fiscal year of the Board of Directors. All Elected Directors must then be approved by the University of West Florida Board of Trustees.

Section 2.03. *Ex Officio* Directors.

Ex Officio Directors include the following: (i) one representative of the University of West Florida Board of Trustees (“BOT”), as designated by the BOT Chair; (ii) the President of the University; (iii) the Vice President of the Faculty Senate of the University; (iv) one student representative from the Student Government Association (“SGA”) of the University, as designated by the SGA President; (v) the Immediate Past Chair of the Foundation Board, and (vi) the President of the Alumni Association. *Ex Officio* Directors are entitled to a vote upon all matters, except the election of Elected Directors and officers of the corporation. With the exception of (i) the representative of the University of West Florida Board of Trustees and (ii) the President of the University, all *Ex Officio* Directors must be approved by the University of West Florida Board of Trustees.

Section 2.04. Terms of Office.

- (a) *Terms.* The term of office of Elected Directors is four (4) years.
- (b) *Term Limits.* Elected Directors cannot serve more than two (2) consecutive terms unless the Director is (1) serving as Chair or Vice Chair or (2) has served an initial partial term. *Serving as Chair or Vice Chair:* Then the Elected Director’s term of office is extended to include the time in which the Director serves as Chair or Vice Chair. *Serving an initial partial term:* Only full 4- year terms will be counted toward term limits. In the event a vacancy is filled before the expiration of the term, the

remainder of that term shall not count against the term limits imposed by these Bylaws.

- (c) *Staggered Terms.* The terms of office of Elected Directors shall be staggered so that approximately one fourth of the Directors terms are elected each year.
- (d) *Initial Board.* The initial Directors shall serve until the first election held under the provisions of the Articles of Incorporation and Bylaws of the Foundation. It shall be the duty of the Board of Directors to determine the class of Elected Directors into which each such Director shall be placed and to arrange for the election of additional Directors for each class as provided herein. As the terms of the present Directors expire, the terms of their successors shall be adjusted so as to permit the orderly rotation of Directors thereafter as provided in subsection (b) of this Section.
- (e) *Resignation.* A Director may resign at any time by submitting a written resignation to the Chair of the Board of Directors, with a copy to the President of the Foundation.
- (f) *Removal.* An Elected Director may be removed by a two-thirds vote of the Elected Directors present at a duly noticed meeting at which there is a quorum, whenever in the Board's judgment, the interests of the Foundation would be best served. Any Director may be removed for cause by the University President after consultation the Executive Committee of the Foundation.

Section 2.05. Vacancies.

- (a) *Filling Vacancies.* When vacancies occur on the Board or among the Officers, the vacancy shall be filled by the Board for the unexpired term in the same manner as provided for in Section 2.02 of these Bylaws, for the class of Directors in which the

vacancy occurs. Unless the vacancy occurs in the Director position held by the representative of the University of West Florida Board of Trustees or by the President of the University, every appointment to fill the vacancy of a Director is subject to approval by the University of West Florida Board of Trustees.

Section 2.06. Responsibilities of Directors.

The responsibilities of all Directors include the following duties:

- (i) Fulfill the primary duties of UWF Foundation Directors as described in the currently adopted UWF Foundation Board of Directors Position Description.
- (ii) Perform such other duties as may be required from time to time for the operation and governance of the Foundation.

Section 2.07. Compensation.

While board members provide an invaluable service to the Foundation, University, and community, there shall be no compensation for Board service of Elected Directors or *Ex Officio* Directors by the Foundation. However, reimbursement of out-of-pocket expenses and funding for supplemental compensation of the University President are allowed.

ARTICLE III

MEETINGS OF THE BOARD OF DIRECTORS

Section 3.01. Meetings.

- (a) *Regular meetings.* The Board of Directors shall meet quarterly, barring any unforeseen circumstances. At each meeting, the Board shall hear all committee reports, consider any committee action items, and conduct the general business of the Foundation, as needed. The time and place shall be determined by the Chair of the

Foundation Board of Directors in consultation with the President of the Foundation and Chief Financial Officer (CFO).

- (b) *Special meetings.* Special meetings may be called by the President of the Foundation or by one-fourth of the voting interests of the Elected Directors upon written notice in accordance with subsection (c) below.
- (c) *Notice to Individual Directors.* Written notice to all Directors and Foundation staff to the Board must state the date, time, place of the meeting, and purpose of the meeting, and must be provided to the address provided. Electronic delivery of notices to Directors can be utilized unless a Director requests another means of delivery of notice. Any such notice must be provided to Directors not less than fourteen (14) days if a regular meeting and not less than ten (10) days before the meeting to which the notice pertains. Public notice of all meetings shall be provided as required by Florida law.
- (d) *Waiver of Notice to Individual Directors.* The Directors may waive notice of any meeting or the purposes of the meeting. When a quorum is present at any meeting, a waiver of notice of the meeting or the purposes of the meeting can be authorized by a majority of all Directors present at the meeting, and the waiver shall be as effective and have the same force and effect as though all Directors had waived the notice requirements; provided, however, notice to the public must be adequate to satisfy the requirements of Florida law.

Section 3.02. Quorum.

One third of all Directors shall constitute a quorum at any meeting of the Board of Directors and all questions shall be determined by a majority vote of those present at a duly noticed meeting, unless otherwise provided in these Bylaws.

Section 3.03. Conduct of Meeting.

(a) *Order of Business.* The order of business at all meetings of the Board of Directors shall be as follows unless otherwise determined by the Chair or a majority of the Directors present:

University of West Florida Foundation, Inc.
Board of Directors Meeting
Location/Time

Agenda

Opening Remarks / Announcements	BOD Chair
Call to Order / Agenda	BOD Chair
Roll Call / Quorum / Approval of Minutes	BOD Secretary
Information Reports	
University Update	UWF President (or designee)
Development/ Campaign	VP Univ Adv/Pres, FND
Alumni	Alumni Association President
Foundation Business Operations	Chief Financial Officer, Foundation
Committee/Officers' Reports	
Executive Committee	BOD Chair
Investment Committee	Committee Chair
Audit/Budget Committee	BOD Treasurer
Nominating Committee	BOD Immediate Past Chair
Grant Committee	Committee Chair
Other Business	BOD Chair

(b) *Chair of Meetings.* The Chair of the Foundation Board of Directors, or in his or her absence, the Vice Chair of the Foundation Board of Directors, shall act as Chair of all meetings of the Board of Directors. In the absence of the Chair of the Foundation

Board of Directors and Vice Chair from any meeting, the Board may appoint any member to act as Chair. The Foundation Secretary shall act as secretary of all meetings of the Board of Directors, but in the event of his or her absence from any meeting, the presiding officer may appoint any person to act as Secretary of the meeting.

- (c) *Minutes.* Minutes must be kept of all meetings, and available for inspection by any person at reasonable times and in compliance with Florida law.

ARTICLE IV

COMMITTEES

All Committees shall be duly noticed and minutes shall be kept as provided in Article III of these Bylaws.

Section 4.01. Standing Committees Generally. The Executive Committee, the Audit/Budget Committee, the Investment Committee, the Nominating Committee, and the Grant Committee are the standing committees of the Foundation, with the duties and responsibilities as indicated by these Bylaws. Under no circumstances will a quorum consist of fewer than three Board members. The Board may override any decision made by a standing committee by a majority of votes at a duly noticed meeting of the Board of Directors, unless otherwise provided in these Bylaws. If needed, a Waiver of Notice to Individual Directors for committee meetings can be authorized in the same manner as provided for in Section 3.01(d) of these Bylaws. Committee meeting shall be held with the frequency necessary to fulfill their governance and fiduciary responsibility to the Board, typically, a minimum of two to four times per year. Special meetings may be called at the discretion of the committee chair in consultation with Foundation staff.

Section 4.02. Executive Committee.

- (a) *Membership.* The Executive Committee of the Board of Directors shall consist of the following eight (8) Directors: the Chair of the Foundation Board of Directors who shall be Chair of the Executive Committee; the Vice Chair of the Foundation Board of Directors; the President of the University or designee; a representative of the BOT, as designated by the BOT; the immediate Past Chair of the Foundation; the President of the UWF Alumni Association; the Foundation Secretary; and the Foundation Treasurer.
- (b) *Meetings.* The Executive Committee shall meet at the call of the Foundation Chair. The presence of three members shall constitute a quorum. The affirmative vote of three (3) members of the Executive Committee is necessary for the adoption of any resolution or the approval of any action. No revision or alteration by the Board of Directors of action taken at the Executive Committee shall affect the rights of third parties.
- (c) *Powers.* The Executive Committee shall have and may exercise all powers and authority of the Board of Directors when the Board is not in session, including: (i) filling all unexpired terms on the Board of Directors if not in conflict with the provisions of these Bylaws and subject to approval by the University of West Florida Board of Trustees; (ii) making funding decisions after reviewing the Board of Trustees' due diligence with respect to the President's compensation; (iii) follow a process in keeping with IRS regulations for determining compensation of the following persons to include a review and approval of comparability data and contemporaneous substantiation of the deliberation and decision for the Foundation's

President, CFO, CEO or top management official and other officers and key employees of the organization; and (iv) taking such other action as may be required from time to time for the expeditious operation of the Foundation. However, the Executive Committee shall have no authority to alter, amend or repeal the Foundation Articles of Incorporation or the Foundation Bylaws. The powers and authority of the Executive Committee are subject to the full Board of Directors being unable to meet in a timely manner to conduct business of the Foundation. The powers and authority granted to the Executive Committee is further subject to such restrictions or limitations as the Board of Directors may from time to time specify by Resolution. All actions of the Executive Committee shall be reported in writing to the Directors individually within thirty (30) days after such action is taken, or at a meeting of the Board of Directors if a meeting is held within thirty (30) days of such action. Minutes of the Executive Committee shall be included as an information item in the Executive Committee report at the next occurring regular meeting of the Board of Directors.

- (d) *Non-Cash Gifts.* The Executive Committee shall accept non-cash gifts in accordance with Foundation Gift Acceptance policy. The nature and acceptance of non-cash gifts with a value greater than \$10,000 or having a related cost to the Foundation shall be reported to the Board of Directors at its next meeting. The Executive Committee shall review and amend for approval by the full Board, as necessary, the Foundation Gift Acceptance Policy no less than every 3 years.
- (e) *BOG Regulations.* The Executive Committee shall periodically, review and ensure that the Foundation is in compliance with the requirements established under Board

of Governors Regulation 9.011, University Direct Support Organizations and Health Services Support Organizations and Rule 6C6-5.016, Florida Administrative Code; Section 1004.28, Florida Statutes; as these may be amended.

- (f) *Board Action.* The Board of Directors may override or negate any Executive Committee action by a majority vote of the Directors present at a duly noticed meeting of the Board of Directors, subject to subsection (b) above.

Section 4.03. Audit/Budget Committee.

The Audit/Budget Committee shall consist of no fewer than six (6) Directors with the Foundation Treasurer acting as Chair of the Committee. The Committee shall adhere to the Audit/Budget Committee Charter and all the requirements therein. The Committee shall prepare an annual Foundation budget for review and approval by the Board of Directors. The Committee shall conduct a process for the selection of the independent auditor for recommendation to the Board of Directors. The Committee will review the annual audit and, upon completion, recommend the audited financial statement for approval of by the Foundation Board. The Committee shall review spending proposals (except as specifically described elsewhere in these Bylaws) and review no less than every five years the Foundation Spending Policy and the Audit/Budget Committee Charter to make recommendations to the Board of Directors in this regard.

Section 4.04. Investment Committee.

The Investment Committee shall consist of no fewer than six (6) Directors with the Chair appointed by the Board Chair and meet no less than four (4) times per year. The Committee shall adhere to and act within the Board approved Investment Policy and all the requirements therein. The Committee shall conduct a process for the selection of the investment consultant for

recommendation to the Board of Directors. The Investment Committee in consultation with the investment advisor shall determine investment goals and objectives of the Foundation; review performance in relation to established goals; implement investment of all Foundation funds; and report in writing quarterly to the Board of Directors. The Investment Committee is authorized to act on behalf of the Foundation and the Board to undertake rebalancing of the portfolio within the approved investment targets and managers. The Investment Committee shall have the power to change investment managers on behalf of the Board of Directors within the approved Investment Policy guidelines, but only after performing required due diligence and consultation with the investment consultant. However, all changes undertaken to rebalance the portfolio and/or changes in investment managers will be reported to the Board of Directors within 30 days. All changes to the Investment Policy must be approved by the Board of Directors before being implemented. The Investment Committee shall fully explain any proposed new types of investments to the Board. If the Board of Directors approves the new types of investments, these investments shall be incorporated into the Investment Policy, including the percentage of the portfolio to be invested in the new types of investments, and mechanisms for quarterly performance monitoring by the Investment Committee.

Section 4.05. Nominating Committee.

The Nominating Committee shall consist of no fewer than six (6) Directors with the Foundation's Immediate Past Chair acting as its Chair. Through the efforts of the Nominating Committee, the Board has an obligation to build a competent board and articulate prerequisites for candidates, orient and mentor new members, and periodically and comprehensively evaluate their own performance. Recommendations for potential nominees shall be submitted to the Nominating Committee no later than the end of January or as stated by the board approved

policy. In keeping with the Board approved nominating process and Board of Director Position Description, the Nominating Committee shall meet and nominate Directors as well as the officers of the Foundation. All such nominations are to be advanced to the President of the Foundation of the Foundation thirty (30) days prior to the Board's June meeting. The Nominating Committee shall review and amend, as necessary, the nominating process and Board of Director Position Description no less than every 3 years.

Section 4.06. Grant Committee.

The Grant Committee shall consist of no fewer than six (6) Directors. The Grant Committee shall be chaired by a Director appointed by the Chair of the Board.

Section 4.07. Ad Hoc Committees.

Ad hoc committees may be created by the Board to perform a specific task that is not within the purview of a Standing Committee. Ad hoc committees may investigate or research a matter, or carry out an action adopted by the Board. The composition and duties of ad hoc committees shall be determined by the Board. Ad hoc committees may be comprised of as few as one Director working with Foundation staff.

ARTICLE V

EXECUTIVE ADMINISTRATION AND OFFICERS

Section 5.01. President

The President of the UWF Foundation is selected by the President of the University in accordance with Florida law and University policy. The Foundation President reports directly to the President of the University. The President of the University of West Florida Foundation is the chief executive officer of the UWF Foundation, Inc., and also serves as Vice President for University Advancement for the University of West Florida. The Foundation President sets the

vision and guides the Foundation strategically with oversight from the UWF Foundation Board of Directors and in alignment with the University's mission. Additionally, the President is responsible for overseeing Board development and orientation activities for Directors. The President works collaboratively with the Foundation Board of Directors and Chair of the Foundation Board of Directors, as well as the leaders throughout the University to ensure that all activities and resources are aligned with the University's priorities. The President of the Foundation leads, develops and oversees university-wide development/fundraising and secures private support for the benefit of the University and its mission. This person is responsible for activities constituting effective and trustworthy stewardship of UWF's assets, including effective governance of the investment portfolio.

Section 5.02. Chief Financial Officer.

- (a) *Selection.* The Chief Financial Officer of the Foundation is selected by the Vice President of University Advancement in accordance with Florida law and University policy. The Chief Financial Officer reports to the Vice President of University Advancement.
- (b) *Duties.* The Chief Financial Officer shall be responsible for the management of the affairs of the Foundation and is authorized to accept gifts pursuant to the Foundation Gift Acceptance policy, collect revenues, and make routine expenditures as may be delegated to him or her by the Vice President of University Advancement. The Chief Financial Officer shall advise, inform, and serve as a key liaison to the Board of Directors, especially with respect to business and fiduciary matters. The Chief Financial Officer, in concert with the Foundation President, shall be responsible for implementing Foundation policies and actions taken by the Board of Directors.

Section 5.03. Chair.

The Foundation Board Chair shall preside at all meetings of the Board of Directors, including the Executive Committee, and shall do and perform such other duties as from time to time may be assigned to the Chair by the Board of Directors. The Chair's term of office shall be two years or until a successor is chosen and qualifies.

Section 5.04. Vice Chair.

The Foundation Board Vice Chair shall preside at all meetings and perform the duties of the Chair in the absence of the Chair. The Vice Chair shall have full authority to act for the Chair in the Chair's absence or incapacity. The Vice Chair's term of office is two years or until a successor is chosen and qualifies.

Section 5.05. Secretary.

The Foundation Board Secretary or designee shall keep the minutes of all meetings of the Board of Directors and the Executive Committee. As may be required, the Secretary may sign with the Chair all contracts authorized by the Board of Directors in the name of the Foundation, and if required, affix the seal of the Foundation. The Secretary shall be responsible for working with the President and Chief Financial Officer to maintain compliance with Florida law and regulations related to the retention and availability of Foundation records as may be required by Florida law. Within the limits of the term of their appointment, the Secretary's term of office is two years, or until a successor is chosen and qualifies.

Section 5.06. Treasurer.

The Foundation Board Treasurer shall review the fiscal affairs of the Foundation and serve as the Chair of the Audit/Budget Committee. The Treasurer shall review all disbursements made by the Foundation. The Treasurer shall, with the assistance of the Chief Financial Officer,

prepare financial reports to the Board of Directors for each regular meeting of the Board, or as may be required by the Board or Executive Committee. The Treasurer shall report the actions taken by the Audit/Budget Committee to the Board. Within the limits of the term of their appointment, the Treasurer's term of office is two years, or until a successor is chosen and qualifies.

Section 5.07. Absence or Incapacity of Officers.

In the event of absence, inability, or refusal to act of any officer of the Foundation, the Board of Directors may appoint another Director to perform the officer's respective duties.

Section 5.08. Bond.

Each officer, the President of the Foundation and Chief Financial Officer, if authorized to collect, hold, or disburse funds of the Foundation, shall be bonded for the faithful discharge of his or her duties, the adequacy of which shall be determined by the Executive Committee. The Foundation shall pay for the bonds.

Section 5.09. Directors and Officers Liability Insurance.

The Foundation shall maintain Directors and Officers Liability Insurance on behalf of the Board.

ARTICLE VI

DUTIES OF THE UNIVERSITY

Section 6.01. University of West Florida Resources.

The University President or designee shall have the following powers and duties related to University resources:

- (i) Monitor and control the use of University resources by the Foundation.

- (ii) Establish fundraising priorities that are consistent with the University's Mission and ensure coordination of all fundraising activities among all direct support organizations of the University.
- (iii) Control the use of the University name by the Foundation.
- (iv) Monitor compliance of the Foundation with federal and State laws and regulations.
- (v) The University Board of Trustees or designee shall review and approve the Foundation's annual operating budget prepared by the Foundation's Audit/Budget Committee and approved by the Foundation Board of Directors.
- (vi) Approve contributions of funds or supplements to support Intercollegiate Athletics.

ARTICLE VII

CHARTER DIRECTORS

Section 7.01. Original Charter Directors.

The Charter Directors of the University of West Florida Foundation, Inc. shall include all members of the Board of Directors as of December 20, 1972, and the original group elected by the Board to Charter membership. No additions may be made to this group which has distinguished itself for its leadership, financial support, and the demonstrated character and achievements of its membership.

Section 7.02. Eligibility for Service.

The Charter Directors shall be eligible to serve on committees established by the Board of Directors for the conduct of the affairs of the Foundation. They may be consulted individually or collectively by the President of the University, Chair of the Foundation Board of Directors, or the Board of Directors upon important matters or policy relating to the purposes of the

Foundation or the objectives of the University. They shall perform such other functions as the Board of Directors may from time to time designate.

ARTICLE VIII

UNIVERSITY OF WEST FLORIDA FOUNDATION FELLOWS

Section 8.01. Fellows

The persons constituting the University of West Florida Foundation Fellows shall be elected upon the nomination of the Board of Directors of the Foundation and confirmation by the President of The University of West Florida. Their number shall be limited only by the high standards to be used in their selection to assure that this honor be extended to persons of merit and distinction.

Section 8.02. Nomination Process

Board members wanting to recommend individuals for membership as a Foundation Fellows should contact the President of the Foundation. The Chair of the Foundation Board will identify the appropriate standing or ad hoc committee to review the nomination(s). Throughout the nomination process, the nominator retains responsibility for presenting a strong case for the nominee's induction.

Section 8.03. Nomination Criteria

When considering potential Foundation Fellows, those involved in the nomination and confirmation process should consider the following qualifications:

- Service on the Foundation Board (both quality and quantity)
- Service to the university (including, but not limited to, service on other university boards, employment at the university, etc.)

- Support of the university (including, but not limited to, contributions of time and financial resources)
- Other as deemed appropriate by the Foundation Board.

Section 8.04. Duties

The University of West Florida Foundation Fellows shall have no fixed duties but they may be consulted, individually or collectively, by the President of The University of West Florida, the Chair of the Foundation Board of Directors, or the Board of Directors on important matters of policy related to the purposes of the Foundation or the objectives of the University. Fellows may also be called upon to act as ambassadors for the Foundation at various university and community functions.

Section 8.05. Meetings

The Chair of the Foundation Board of Directors and the President of The University of West Florida may at any time jointly call a special meeting of the Foundation Fellows for the purpose of obtaining their advice and counsel, but it shall not be mandatory to call any such meeting. The agenda for such meetings shall be prepared jointly by the President of the Foundation and the President of the University.

Section 8.06. Nonbinding nature of advice

The University of West Florida Foundation Fellows may, subject to the Articles of Incorporation and these bylaws, communicate their suggestions, advice and counsel to the Board of Directors and to the President of The University of West Florida. While the advice of the Foundation Fellows is nonbinding on the Foundation Board and the University administration, any advice and counsel given by the Foundation Fellows shall be duly considered by the Board

of Directors and the President of the Foundation in determining any matters of policy or in the transaction of any business to which the advice and counsel pertains.

ARTICLE IX

SEAL

The seal of the Foundation shall be inscribed with the words “University of West Florida Foundation, Inc.,” the figures “1965,” and the words “Corporation Not For Profit.”

ARTICLE X

COMPLIANCE WITH FOUNDATION BOARD POLICIES

Section 10.01. Conflict of Interest Policy.

The purpose of a conflict of interest policy is to protect the Foundation's interests when entering into a transaction or arrangement that might benefit the private interests of an Officer, Director, Charter Director, or Foundation Fellow. All Board members are responsible for maintaining updated conflict of interest forms in compliance with the Foundation Board Conflict of Interest Policy. The Executive Committee will monitor overall Board compliance with the policy and state and federal regulations.

Section 10.02. Whistleblower Policy.

The Foundation strives to maintain the highest level of stewardship. Directors and employees are expected to observe the applicable provisions of the Code of Ethics for Public Officers and Employees, Part III of Chapter 112, Florida Statutes, and are herein advised that fraudulent and other wrongful acts will not be tolerated. In accordance with this goal the Foundation subscribes to all applicable University and State of Florida policies regarding the protection of whistleblowers. If any employee reasonably believes that some policy, practice, or

activity of the Foundation is in violation of law, a written complaint must be filed by that employee with the Chair, or Vice Chair, of the Foundation Board of Directors.

It is the intent of Foundation to adhere to all laws and regulations that apply to the organization and the underlying purpose of this policy is to support the organization's goal of legal compliance. The support of all Directors and employees is necessary to achieving compliance with various laws and regulations. An employee or Director is protected from retaliation if the person brings the alleged unlawful activity, policy, or practice to the attention of the Chair, or Vice Chair, of the Foundation Board of Directors and provides the Foundation with a reasonable opportunity to investigate and correct the alleged unlawful activity. The protection described below is available to employees that comply with this requirement.

The Foundation will not retaliate against an employee or Director who in good faith has made a protest or raised a complaint against some practice of the Foundation, Director, or of another individual or entity with whom the Foundation has a business relationship, on the basis of a reasonable belief that the practice is in violation of law, or a clear mandate of public policy. The Foundation will not retaliate against persons who disclose or threaten to disclose to a supervisor or a public body, any activity, policy, or practice of the Foundation or a Director thereof that the person reasonably believes is in violation of a law, or a rule, or regulation mandated pursuant to law or is in violation of a clear mandate of public policy concerning the health, safety, welfare, of the Foundation or the University.

If the Chair, or Vice Chair, of the Foundation Board of Directors receives a complaint in accordance with this policy, the Chair, or Vice Chair, of the Foundation Board of Directors has a duty to investigate the complaint and, if deemed legitimate or likely so, to rectify the situation or take appropriate and immediate steps to begin to rectify the situation.

Section 10.03. Document Retention.

The Foundation shall comply with all applicable Foundation, University, State of Florida, and federal laws, regulations, and policies regarding document retention and destruction.

Documents shall never be destroyed or removed for illicit or unethical purposes.

Section 10.04. Other Approved Policies.

Board members will comply with all other such policies as may be adopted by the Board from time to time to remain in compliance with best practices, laws, or regulations.

ARTICLE XI

CONFIDENTIALITY AND DISCLOSURE OF DOCUMENTS

As stated in Florida Statutes Section 1004.28, as it may be amended, certain Foundation records are confidential and exempt from Florida public records laws. Upon receipt of a request for records, the Foundation will provide financial information such as expenditures from Foundation funds, documentation regarding completed business transactions, information about the management of Foundation assets, and information required to be disclosed by the Internal Revenue Code or other applicable law. The Foundation will furnish this information in a format reasonably responsive to the request, at a reasonable cost to the requesting party. The Foundation will not, however, release any record or information that includes personal or financial information about a donor, prospective donor, alumnus, volunteer, or employee, unless otherwise required by law. All fundraising activities undertaken by University staff, faculty, or students, or by volunteers, are undertaken on behalf of the Foundation. All documents associated with such activities in possession of any University staff, faculty, or student, or any volunteer, are records of the Foundation and are confidential as provided by law.

ARTICLE XII

AMENDMENTS

These Bylaws may be altered, amended, rescinded, or repealed at any duly noticed regular or special meeting of the Board of Directors by the affirmative vote of a majority of the members of the Board present. Any amendments to these Bylaws shall be approved by the BOT as may be required by Florida law, regulation, or policy.

Revised: July, 2003

Adopted by UWF Foundation Board of Directors: September 26, 2003

Approved by UWF Trustees: May 21, 2004

Revised: June, 2005

Adopted by UWF Foundation Board of Directors: June 10, 2005

Approved by UWF Trustees: June 10, 2005

Revised and Adopted: December 8, 2005

Approved by UWF Board of Trustees: December 9, 2005

Revised and Adopted: December 10, 2009

Approved by UWF Board of Trustees: March 5, 2010

Revised and Adopted: June 12, 2014

Approved by UWF Board of Trustees: June 12, 2014

Revised and Adopted: June 4, 2018

Approved by UWF Board of Trustees: June 5, 2018

UWF Board of Trustees Meeting
Full Board Meeting
June 15, 2023

Issue/Agenda Recommendation: UWF Historic Trust Board of Directors Approval

Proposed Action: Approve appointments to the UWF Historic Trust Board

Background Information: To comply with section 1004.28 (3), Florida Statutes, directors other than the UWF Board of Trustees Chair's appointment and the President or her designee must be approved by the UWF Board of Trustees.

The following appointments for FY2024 to the UWF Historic Trust board are being presented for approval:

Collier Merrill	Reappointment:	Term 07/01/2023 - 06/30/2027
Dr. George B. Ellenberg	New Appointment:	Term 07/01/2023 - 06/30/2027
Amir Michael Fooladi	New Appointment:	Term 07/01/2023 - 06/30/2027
Kyanna Mai Montoya	SGAVP Appointment:	Term 07/01/2023 - 06/30/2024

Implementation Plan: Effective immediately upon UWF Board of Trustees approval.

Fiscal Implications: N/A

Supporting documents: Bylaws of UWF Historic Trust, amended May 21, 2018; Bios for new appointments

Prepared by: Geri Battist, Executive Assistant, Office of the Vice President University Advancement, (850) 474-3306; gbattist@uwf.edu

Facilitator/Presenter: Howard J. Reddy, Vice President for University Advancement President, UWF Foundation, Inc., CEO UWF Historic Trust



George B. Ellenberg

- **Position:** Professor
- **Department:** History and Philosophy
- **Office Location:** Building 50, Room 113
- **GEllenberg@uwf.edu**
- **Campus:** 850.474.2680

Biography:

Dr. George B. Ellenberg, professor of history, conducts research on history of the Old and New South, and agrarianism in American history.

Growing up in the South, Ellenberg gained an appreciation for his agricultural roots, and this background guided his scholarly interest in historical agriculture and agrarianism. He has published numerous book reviews, articles, and encyclopedia entries on various aspects of agricultural mechanization and modernization in the context of the American South. Two of those articles, “Debating Farm Power: Draft Animals, Tractors, and the United States Department of Agriculture,” and “African Americans, Mules, and the Southern Mindscape, 1850-1950,” were published in *Agricultural History*, the journal of the Agricultural History Society. The latter article was also presented as a paper at a meeting of the Agricultural History Society held at the Massachusetts Institute of Technology.

Ellenberg’s book, “From Mule South to Tractor South: Mules, Machines and the Transformation of the Cotton South,” describes the adoption of the mule as the preeminent draft animal in the American South and its ultimate displacement by the mechanical tractor. The book also focuses on subsequent cultural and economic shifts in the southern mind and the region’s culture. His book received the University of Alabama Press Faculty Editorial Board’s Anne B. and James B. McMillan Prize, as the manuscript “most deserving in Alabama or Southern history or culture.”

A faculty member in the UWF history department since 1994, Ellenberg has been recognized by students and his peers for his dedication to teaching excellence. He has received UWF’s Distinguished Teaching Award, as well as a State University System of Florida Teaching Incentive Program Award.

Ellenberg attended the Institute for Management and Leadership in Education seminar at Harvard Graduate School of Education in 2015. In 2007, he was named an American Council on Education (ACE) Fellow. During the 2007-2008 academic year, he worked with executive leadership at Georgia State College and University. Ellenberg was a member of

the 2000-2001 UWF Leadership Enhancement and Development Program. He was also selected as a participant in the Summer Seminar in Military History West Point, New York. Additionally, he has taught a graduate-level course in strategy and warfare at the Naval War College in its distance education program.

Degrees & Institutions:

Ellenberg received his bachelor's degree in secondary education (history) and a master's degree in history from Clemson University, and a doctorate in history from University of Kentucky, where he was a recipient of the Thomas D. Clark and Dissertation Year Fellowships.

Research:

Ellenberg's research includes draft animal use in the South and the shift from draft animals to mechanized agriculture in the South.

Classes Taught:

History of the Old South (undergraduate and graduate), History of the New South (undergraduate and graduate), Civil War and Reconstruction, American History, 1877-1919, American Military History and Strategy and Policy of Warfare

Special Interests:

American South, Agricultural History, Late-19th and Early-20th Century America

Publications:

"Tractors" in *The American Midwest: An Interpretive Encyclopedia* (Indiana University Press, 2007).

"Horses and Mules" in *The American Midwest: An Interpretive Encyclopedia* (Indiana University Press, 2007).

"Debating Farm Power: Draft Animals, Tractors, and the United States Department of Agriculture," In *Agricultural History*, 74 (Summer 2000): 545-568.

"African Americans, Mules, and the Southern Mindscape, 1850-1950," In *Agricultural History*, 72 (Spring 1998): 381-398.

" 'May the Club Work Go On Forever': Home Demonstration and Rural Progressivism in 1920s Ballard County," In *The Register of the Kentucky Historical Society*, 96 (Spring 1998): 137-166.

"An Uncivil War of Words: Indian Removal in the Press, 1830." In *Atlanta History* 23 (Spring 1989): 49-59.

Mule South to Tractor South: Mules, Machines, and the Transformation of the Cotton South (University of Alabama Press, 2007), recipient of the Anne B. and James B. McMillan Prize

"Mules" in *Encyclopedia of Alabama History*, November 2008

Affiliations:

Southern Historical Association

The Historical Society

Agricultural History Society

Society for Military History

Phi Alpha Theta

Phi Kappa Phi

Awards and Honors:

Numerous teaching awards such as the University of West Florida Student Government Association Distinguished Teaching Award, College of Arts and Sciences, 1999-2000.

American Council on Education Fellow, Class of 2007-2008

Alumnus of the Summer Seminar in Military History, United States Military Academy at West Point, 2001

Amir Michael Fooladi, President & CEO

700 North DeVilliers St.
Pensacola, FL 32501

amir@pars-co.net
(850)696-7656

EDUCATION AND CERTIFICATIONS:

The University of Southern Mississippi, B.S., Construction Engineering
Honors Graduate 3.8 GPA
OSHA 30 Hour Certificate
PMP Certification Training
HAZWOPER Certified
CPR & First Aid Certified
Building Envelope, Mold/Mildew, and Remediation Certification
Certified General Contractor – State of Florida CGC1512307
U.S. Army Corp of Engineers – Construction Quality Management



PROFESSIONAL EXPERIENCE:

Amir has nearly 30 years and over \$2 billion dollars of construction experience. He has successfully completed a wide variety of private and public-sector projects, including restaurant, retail, high-rise condominium, hospitality, resort, casino, office, medical, Historic renovations, and state/government projects. Amir began his career in construction in 1994 working for a custom home builder in his hometown of El Paso, Texas while attending the University of Texas – El Paso studying Civil Engineering and graduated with Honors from the University of Southern Mississippi in Construction Engineering in 1999. Amir worked for some of the largest General Contractors in the country before becoming a Certified General Contractor in Florida in 2004 and starting ParsCo in 2005.

Amir is the current President of the Home Builders Association of West Florida and serves as an adjunct instructor at the University of West Florida in their Construction Management program. Amir is also an active member of the Association of Builders and Contractors (ABC), the Florida Home Builders Association (FHBA), and the National Association of Home Builders (NAHB). Amir is married with three kids and enjoys being outdoors when he is not working or spending time with family. Amir is an avid outdoorsman and enjoys gardening, farming, hunting, fishing, four-wheeling trail rides and sunsets when not spending time with at work or with his family. Amir is also a musician and has served as the drummer and sang vocals for his church's worship team. He is also a former United States Chess Federation (USCF) Chess Champion achieving a ranking of 25th in the USA in 1991 as a teenager.

As the President and CEO of ParsCo, LLC Amir is responsible for all aspects required to manage a project successfully and oversees all operations and his staff of 15 employees.

**BYLAWS OF
THE UNIVERSITY OF WEST FLORIDA HISTORIC TRUST
A DIRECT SUPPORT ORGANIZATION OF THE UNIVERSITY OF WEST FLORIDA**

**ARTICLE I
MISSION**

The mission of the University of West Florida Historic Trust (the “Corporation”) is to collect, preserve, and interpret the history of Northwest Florida, and to support the historic preservation efforts and the historic preservation education programs and initiatives of the University of West Florida (“UWF” or the “University”) as delineated in §267.1732(1), Fla. Stat.

**ARTICLE II
BOARD OF DIRECTORS**

The governing body of the Corporation is the Board of Directors. The property, affairs, and business of the Corporation shall be managed and controlled, and all corporate powers shall be exercised by, or under the authority of the Board of Directors. All directors must have a demonstrated interest in the preservation of Florida’s historical and archaeological heritage. Membership on the Board must be representative of the area of West Florida served by the Corporation and the University in their preservation efforts as delineated in the Articles of Incorporation, Article VI and §267.1732(2), Fla. Stat.

Section 2.1. Mandated Directors.

The Board of Directors of the Corporation must consist of a minimum of **seven (7) directors**, known as Mandated Directors, to include:

- a. the president of the University or designee;
- b. a licensed architect who has expertise in historic preservation and architectural history;
- c. a professional historian in the field of American history;
- d. a professional archaeologist;
- e. a representative of the University of West Florida Student Government Association;
- f. a member of the University of West Florida Board of Trustees; and
- g. the Chair of the Board of Directors of the Pensacola Museum of Art

The mandated director’s positions shall be appointed by the University President in consultation with the Board of Directors. With the exception of (a) the president of the University or designee and (f) a member of the University of West Florida Board of Trustees, all appointments to mandated director positions must be approved by the University of West Florida Board of Trustees.

Section 2.2. Additional Directors.

The number of additional Directors must be at least one (1) and appointed by the University President in consultation with the Board of Directors. All additional Directors must be approved by the University Of West Florida Board Of Trustees.

Section 2.3. Terms of Office.

- a. *Terms:* The term of office of both mandated and additional Directors is four (4) years.
- b. *Term Limits:* Directors cannot serve more than two (2) consecutive terms. This restriction applies to both Mandated Directors and Additional Directors. After a break in service of two years, previously appointed or mandated Directors in good standing may serve another two (2) consecutive terms.
- c. *Serving an initial partial term:* Only full 4-year terms will be counted toward term limits. In the event a vacancy is filled before the expiration of the term, the remainder of that term does not count against the term limits imposed by these Bylaws.
- d. *Staggered Terms:* The terms of office of Directors are staggered so that approximately one fourth of the Directors are appointed each year. Exceptions may apply to the Mandated Directors.
- e. *Initial Board:* The initial Directors under these Bylaws shall be the Board in office as of July 1, 2011. Their terms shall be staggered according to the attached schedule [Attachment A].
- f. *Resignation:* A Director may resign at any time by submitting a written resignation to the Chair of the Board of Directors, with a copy to the Executive Director of the Corporation.

g. *Removal:* Any Director may be removed by a two-thirds vote of the Directors present at a duly noticed meeting at which there is a quorum (See Section 3.02), whenever in the Board's judgment, the interests of the Corporation would be best served. Any Director may be removed for cause by the University President, after consulting the Board.

Section 2.4. Vacancies.

When vacancies occur on the Board, the vacancy shall be filled by the Board for the unexpired term in the same manner as provided for in these Bylaws; that is, a recommendation to the President, who then appoints (see section 2.02). Unless the vacancy occurs in the Director position held by the member of the University of West Florida Board of Trustees or by the President of the University, every appointment to fill the vacancy of a Director is subject to approval by the University of West Florida Board of Trustees. Vacancies among Officers may be filled at any meeting of the Board of Directors by vote of the Directors (see section 5.1).

Section 2.5. Compensation.

While board members provide an invaluable service to the Corporation, University, and community, the Corporation shall not compensate Directors for service to the Corporation. However, reimbursement of out-of-pocket expenses evidenced by appropriate documentation is allowed.

Section 2.6. Bond.

Each officer and the Executive Director, if authorized to collect, hold, or disburse funds of the Corporation, shall be bonded for the faithful discharge of his or her duties, the adequacy of which shall be determined by the Board of Directors. The Corporation must pay for the bonds.

Section 2.7. Directors and Officers Liability Insurance.

The Corporation must maintain Directors and Officers Liability Insurance on behalf of the Board Directors.

Section 2.8. Document Retention.

The Corporation shall comply with all applicable Corporation, University, State of Florida, and federal laws, regulations, and policies regarding document retention and destruction. Documents shall never be destroyed or removed for illicit or unethical purposes.

Section 2.9. Approved Policies.

Board members will comply with all policies as may be adopted by the Board from time to time to remain in compliance with best practices, laws, or regulations.

**ARTICLE III
MEETINGS OF THE BOARD OF DIRECTORS**

Section 3.1. Meetings.

- a. *Regular meetings:* The Board of Directors will meet at least quarterly, barring any unforeseen circumstances, at a time and place as may be determined by the Board of Directors. In the event the Board determines that a Board meeting is not necessary, it may vote to cancel meetings as needed.
- b. *Special meetings:* Special meetings may be called by the Chair of the Corporation or by one-fourth of the Directors upon written notice in accordance with subsection (c) below.
- c. *Electronic Meetings:* The Board of Directors may choose to include electronic elements to facilitate meetings, including, but not limited to, phone conference calling, web or other internet based meeting protocols (such as Skype), or similar means, provided, however, that all meetings will be conducted in accordance with the Florida Sunshine Law.
- d. *Notice to Individual Directors:* Written notice of all meetings of the Board must be provided to Directors and include the date, time, place of the meeting, and purpose of the meeting, and must be provided to the address provided by each Director. Electronic delivery of notices to Directors can be utilized unless a Director requests another means of delivery of notice. Any such notice must be provided to Directors not less than three (3) days before the meeting to which the notice pertains. Public notice of all meetings shall be provided as required by Florida law.
- e. *Waiver of Notice:* The Directors may waive notice of any meeting or the purposes of the meeting. When a quorum is present at any meeting, a waiver of notice of the meeting for the purposes of the meeting can be authorized by a majority of all Directors present at the meeting, and the waiver shall be as effective and have the same force and effect as though all Directors had waived the notice requirements; provided, however, notice to the public must be adequate to satisfy the requirements of Florida law.

Section 3.2. Quorum.

A majority of Directors shall constitute a quorum at any meeting of the Board of Directors and all questions shall be determined by a majority vote of those present at a duly noticed meeting, unless otherwise provided in these Bylaws.

ARTICLE IV COMMITTEES

From time to time, the Chair of the Board of Directors may appoint committees for any purpose or purposes. These committees will have such powers as specified in a resolution of the Board and membership will be approved by the Board. The committee members may be Directors or members appointed by the Chair of the Board who have an interest, relevant experience, and a desire to serve on the committee. The Chair of all Committees must be a member of the Board of Directors. The Chair of the Committee shall provide a report to the Board for such action as the Board deems necessary. The Executive Director will serve as ex officio member of the committees.

ARTICLE V OFFICERS

Section 5.1. Selection of Officers.

The officers of the Board shall be at a minimum a Chair, Vice Chair, Secretary, and Treasurer. The Board may create other officer positions as necessary. The officers of the Corporation for the next fiscal year must be elected annually by the Board of Directors at the last meeting of the fiscal year. The officers must be elected from among the members of the Board of Directors. Vacancies may be filled at any meeting of the Board of Directors by vote of the Directors. Each officer holds office until a successor has been duly elected or appointed, unless the Officer dies, resigns, or is removed from office.

Section 5.2 Removal of Officers.

Any officer may be removed by vote of the Directors.

Section 5.3 Vacancies.

A vacancy in any office may be filled for the remaining portion of the term by a majority vote of the Board of Directors.

Section 5.4. Chair of the Board.

The Chair of the Board shall preside at all meetings of the Board of Directors. The Chair of the Board shall have and exercise general supervision and control of the affairs of the Corporation and shall perform all duties incident to the office of the Chair of the Board and such other duties as may from time to time be assigned by the Board of Directors.

Section 5.5. Vice Chair of the Board.

At the request of the Chair or in the absence of the Chair, the Vice Chair shall perform the duties of the Chair, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chair of the Board. The Vice-Chair shall perform such other duties as from time to time may be assigned by the Board of Directors.

Section 5.6. Secretary.

The Secretary shall, in consultation with the executive director, make or cause to be made a record of all meetings of the Corporation and its committees. The Secretary shall in like manner provide for the timely mailing or delivery of all notices and minutes of meetings of the Board of Directors.

Section 5.7. Treasurer.

The Treasurer shall regularly review the fiscal affairs of the Corporation and review all disbursements made by the Corporation. The Treasurer shall, with the assistance of the Executive Director, render to the Board of Directors, at its regular meeting, or when the Board of Directors so requires, an account of transactions as Treasurer and of the financial condition of the Corporation.

Section 5.8. Absence or Incapacity of Officers.

In the event of absence, inability, or refusal to act of any officer of the Corporation, the Board of Directors may appoint another Director to perform the officer's respective duties.

ARTICLE VI AFFILIATES & DIVISIONS

Section 6.1. Board of Governors

The University of West Florida Historic Trust will maintain an honorary Board of Governors division to serve in an advisory and supportive role to the Board of Directors.

Section 6.2. Board of Governors Membership

There is no limit on the number of Governors allowed, but members must be senior community members in leadership position across a broad diversity of fields, including, but not limited to, business, education, politics, banking, etc.

Section 6.3. Emeritus Directors

An Emeritus Director is a former Director who is approved as such by majority vote of the Board of Directors, and who is a nonvoting member in an advisory capacity to the Board. This is an honorary title in recognition of the Director's active participation, financial contribution, or continuing strong interest in the organization. The Board of Directors may determine nominees and categories for Emeritus Status. Emeritus Directors automatically serve on the Board of Governors.

Section 6.4. Role of Board of Governors

The Board of Governors will support any and all fundraising activities as approved by the Board of Directors. The Board of Governors will provide advocacy support for the areas identified by the Board of Directors. The Board of Governors will serve as a resource from which future vacancies on the Board of Directors may be filled. The Board of Governors will serve in any and all other roles identified by the Board of Directors.

Section 6.5 Pensacola Museum of Art

A division of the Corporation is the Pensacola Museum of Art (the "PMA").

Section 6.6. Pensacola Museum of Art Board of Directors

The PMA may have its own Board of Directors. The Board of Directors may have its own Bylaws, which must be consistent with these Bylaws. Copies of any Bylaws for the PMA must be maintained in the offices of the Corporation with other official documents of the Corporation.

**ARTICLE VII
CHIEF EXECUTIVE OFFICER & EXECUTIVE DIRECTOR**

CHIEF EXECUTIVE OFFICER

Section 7.1 Chief Executive Officer

The Chief Executive Officer, CEO, of the Corporation is the Vice President of University Advancement and reports directly to the President of the University.

Section 7.2. Duties

The Chief Executive Officer, CEO shall have executive supervision of the Executive Director. The CEO shall advise, inform, and serve as a key liaison to the Executive Director, especially with respect to business and fiduciary matters.

EXECUTIVE DIRECTOR

Section 7.3. Selection.

The Board of Directors shall have the authority to employ an Executive Director. The Executive Director shall be designated by the CEO in consultation with the Board of Directors.

Section 7.4. Duties.

The Executive Director shall have executive supervision of the business and affairs of the Corporation and shall receive reasonable compensation for performing such services. The Executive Director shall advise, inform, and serve as a key liaison to the Board of Directors, especially with respect to business and fiduciary matters. The Executive Director shall be responsible for implementing policies and actions taken by the CEO and the Board of Directors.

Section 7.5. Evaluation.

The CEO shall evaluate the Executive Director, in concert with the Board of Directors, in accordance with established University performance appraisal guidelines. Prior to the CEO's evaluation, the Board shall provide the CEO with its evaluation of the Executive Director's performance.

**ARTICLE VIII
CONTRACTS, LOANS, CHECKS, DRAFTS, BANK ACCOUNTS, ETC.**

Section 8.1. Contracts.

Except as these Bylaws otherwise provide, the Board of Directors may authorize any officer or officers, or agent or agents, of the Corporation to enter into any contract or execute and deliver any instrument in the name and on behalf of the Corporation, and such authority may be general or confined to specific instances, and unless so authorized by the Board of Directors, no officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it monetarily liable for any purpose or for any amount.

Section 8.2. Loans.

No loan shall be assumed or incurred on behalf of the Corporation, and no negotiable paper shall be issued in its name unless previously authorized by the Board of Directors and the CEO with approval of the President of

the University. When so authorized, any officer or agent of the Corporation may effect loans and advances at any time on behalf of the Corporation from any bank, trust company, or other institution, or from any firm, corporation or individual, and for purposes of giving effect to such loans and advances may make, execute and deliver promissory notes or other evidences of indebtedness of the Corporation, and when authorized as aforesaid, and as security for the payment of any and all loans, advances, indebtedness or liabilities of the Corporation, such officer or agent may mortgage, pledge, hypothecate or transfer any real or personal property at any time held by the Corporation, and to that end execute instruments of mortgage or pledge, or otherwise transfer said property. Such authority may be general or confined to specific instances.

Section 8.3. Payments.

All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such person or persons and in such manner as shall from time to time be determined by the Board of Directors.

Section 8.4. Deposits.

All funds of the Corporation shall be deposited in the accounts of the Corporation under such conditions and in such banks, trust companies, or other depositories as the Board of Directors may designate, or as may be designated by any officer or officers, or agent or agents of the Corporation to whom such power may from time to time be delegated by the Board of Directors, and for the purposes of such deposit, any person or persons to whom such power is so delegated may endorse, assign and deliver checks, drafts, and other orders for the payment of money which are payable to the order of the Corporation.

**ARTICLE IX
FISCAL YEAR**

The fiscal year of the Corporation shall begin on the 1st day of July and end on the 30th day of June in each year.

**ARTICLE X
SEAL**

The Board of Directors shall provide a suitable seal which shall be in the form of a circle with such design as the Board of Directors shall approve and shall bear words and figures as follows: THE UNIVERSITY OF WEST FLORIDA HISTORIC TRUST, A Florida Corporation Not for Profit - SEAL 1968- FLORIDA.

**ARTICLE XI
LIMITATION OF LIABILITY**

Section 11.1. Indemnity.

Each person (including here and hereinafter, the heirs, executors, administrators, or estate of such person) (1) who is or was a director, manager, trustee or officer of the Corporation, (2) who is or was an agent or employee of the Corporation other than an officer and as to whom the Corporation has agreed to grant such indemnity, or (3) who is or was serving at the request of the Corporation as its representative in the position of a director, manager, trustee, officer, agent or employee of another corporation, partnership, joint venture, trust or other enterprise and as to whom the Corporation has agreed to grant such indemnity shall be indemnified by the Corporation as of right to the fullest extent permitted or authorized by current or future legislation or by current or future judicial or administrative decision (but, in the case of any such future legislation or decision, only to the extent that it permits the Corporation to provide broader indemnification rights than permitted prior to such legislation or decision), against any fine, liability, cost or expense, including attorneys' fees, asserted against him/her or incurred by him/her in his capacity as such director, manager, trustee, officer, agent, employee, or representative, or arising out of his/her status as such director, officer, agent, employee or representative. The foregoing right of indemnification shall not be exclusive of other rights to which those seeking an indemnification may be entitled. The Corporation may maintain insurance, at its expense, to protect itself and any such person against any such fine, liability, cost or expense, whether or not the Corporation would have the legal power directly to indemnify him/her against such liability.

Section 11.2. Costs, charges and expenses incurred.

Costs, charges and expenses incurred by a person referred to in Section 11.1 of this Article in defending a civil or criminal suit, action or proceeding shall be paid by the Corporation in advance of the final disposition thereof upon receipt, in the case of an officer or director, of an undertaking to repay all amounts so advanced in the event it shall ultimately be determined that such person is not entitled to be indemnified by the Corporation as

authorized by this Article, and upon satisfaction of such other conditions as are required by current or future legislation, only to the extent that it provides conditions less burdensome than those previously provided. Such costs, charges and expenses incurred by other employees and agents may be so paid upon such terms and conditions, if any, as the Board of Directors may deem appropriate.

Section 11.3. Invalidation by courts.

If this Article or any portion hereof shall be invalidated on any ground by any court of competent jurisdiction, then the Corporation shall nevertheless indemnify each person described in Section 1 of this Article to the fullest extent permitted by any applicable portion of this Article that shall not have been invalidated and to the fullest extent permitted by law.

**ARTICLE XII
BYLAWS AMENDMENTS**

These Bylaws, or any of them, may be altered, amended or repealed, or new Bylaws be made, by the affirmative vote of a majority of the Board of Directors present at a regular or special meeting, at which a quorum of the Board of Directors is present.

Adopted by the Board of Directors the 15 day of October 2012.

Approved by the UWF Board of Trustees the 14 day of December 2012.

Adopted by the Board of Directors the 20 day of July 2015.

Approved by the UWF Board of Trustees the 24 day of March 2016.

Adopted by the Board of Directors the 25 day of July 2016.

Approved by the UWF Board of Trustees the 30th day of September, 2016.

Adopted by the Board of Directors the 21st day of May, 2018.

Approved by the UWF Board of Trustees the 5th day of June, 2018.

UWF Board of Trustees Meeting
June 16, 2022

Issue: Resolution in Recognition of Distinguished Service

Proposed Action: Adopt Resolution 2023.1 in Recognition of Distinguished Service by Representative Michelle Salzman.

Background Information:

Today offers the Board an opportunity to recognize and commend Representative Michelle Salzman for going above and beyond to serve the University of West Florida in the State Legislature and the Northwest Florida region.

Recommendation: Adopt

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents: The resolutions will be read during the meeting and spread upon the pages of the minutes.

Prepared by: Anamarie Mixson, Director, Office of the President

Presented by: Suzanne Lewis, BOT Chair

The University of West Florida Board of Trustees
In Recognition & Profound Appreciation of Distinguished Service
Representative Michelle Salzman

WHEREAS, Representative Michelle Salzman has diligently, and with dedication, served the citizens of Northwest Florida since 2020 as a Florida State Representative; and

WHEREAS, during her tenure, Representative Salzman has represented the University of West Florida as a distinguished alumna; and

WHEREAS, Representative Salzman sponsored successful funding requests on behalf of the University of West Florida and supported the legislative requests of the university, and continually advocated for those requests as a member of the Florida House; and

WHEREAS, Representative Salzman supported the legislative priorities of the University of West Florida and the needs of the Northwest Florida region through funding efforts for infrastructure, education, and mental health; and

WHEREAS, Representative Salzman demonstrated funding support for multiple ongoing programs at the University of West Florida, including critical infrastructure improvements and a demolition project, along with existing recurring programs; and

WHEREAS, Representative Salzman embodies the values of the University of West Florida through her proven track record of servant leadership and dedication to others; and

THEREFORE, BE IT RESOLVED that the University of West Florida Board of Trustees and President Martha Saunders, meeting this day, June 15, 2023, hereby recognizes and commends Representative Michelle Salzman as a University of West Florida Legislative Champion due to her contributions to the university and the State of Florida;

BE IT FURTHER RESOLVED that this resolution is included in the minutes of this meeting and a copy thereof presented to Representative Salzman as a token of the Board's appreciation.

UWF Board of Trustees Meeting
June 16, 2022

Issue: Resolution in Recognition of Distinguished Service

Proposed Action: Adopt Resolution 2023.2 in Recognition of Distinguished Service by Senator Doug Broxson.

Background Information:

Today offers the Board an opportunity to recognize and commend Senator Doug Broxson for going above and beyond to serve the University of West Florida in the State Legislature and the Northwest Florida region.

Recommendation: Adopt

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents: The resolutions will be read during the meeting and spread upon the pages of the minutes.

Prepared by: Anamarie Mixson, Director, Office of the President

Presented by: Suzanne Lewis, BOT Chair

The University of West Florida Board of Trustees
In Recognition & Profound Appreciation of Distinguished Service
Senator Doug Broxson

WHEREAS, Senator Doug Broxson has diligently, and with dedication, served the citizens of Northwest Florida since 2010 as a Florida State Representative and Florida State Senator; and

WHEREAS, during his tenure, Senator Broxson has served in multiple chairmanship roles, representing Northwest Florida in House and Senate leadership; and

WHEREAS, Senator Broxson sponsored successful funding requests on behalf of the University of West Florida and supported the legislative requests of the university, and continually advocated for those requests as both a member of the House and Senate; and

WHEREAS, Senator Broxson sponsored a Senate Resolution commending the UWF football team on their historic National Championship title during the 2020 legislative session; and

WHEREAS, Senator Broxson supported the legislative priorities of the University of West Florida as Chair of the Senate Appropriations Committee, while maintaining fairness and equitable allocations for the State University System; and

WHEREAS, Senator Broxson demonstrated funding support for multiple ongoing programs at the University of West Florida, including The Science and Engineering Research Wing, Utility infrastructure improvements, a new Civil Engineering program, and existing recurring programs; and

WHEREAS, Senator Broxson led in securing an historical increase in the University of West Florida's operational budget; and

THEREFORE, BE IT RESOLVED that the University of West Florida Board of Trustees and President Martha Saunders, meeting this day, June 15, 2023, hereby recognizes and commends Senator Doug Broxson as a University of West Florida Legislative Champion due to his contributions to the university and the State of Florida;

BE IT FURTHER RESOLVED that this resolution is included in the minutes of this meeting and a copy thereof presented to Senator Broxson as a token of the Board's appreciation.

UWF Board of Trustees Meeting
Full Board Meeting
June 15, 2023

Issue: **Resolution in Recognition of Distinguished Services**

Proposed Action: Adopt Resolution 2023.3 in Recognition of Distinguished Service by Patrick Marshall, past President of the Student Government Association.

Background Information: Patrick Marshall, President of the Student Government Association loyally served the student, staff, and faculty as a member of the Student Affairs Committee and on the University of West Florida Board of Trustees since April 2022. Patrick’s service as SGA President and UWF Trustee ended in April 2023.

Today offers the Board an opportunity to recognize and commend this outstanding individual for going above and beyond to serve the University of West Florida.

Recommendation: **Adopt**

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents: The Resolution will be read during the meeting and spread upon the pages of the minutes.

Prepared by: Anamarie Mixson, Director, Office of the President

Facilitator/Presenter: Suzanne Lewis, UWF Board of Trustees Chair

**UWF Board of Trustees Meeting
Full Board Meeting
June 15, 2023**

Issue: Linking Industry to Nursing Education (LINE) Fund Proposal

Proposed Action: Approval of the proposed LINE Fund proposal contingent upon agreements being executed between each healthcare partner and the UWF Foundation, Inc. and contingent upon LINE funding availability in the final state of Florida budget.

Background Information:

The Florida Legislature established the Linking Industry to Nursing Education (LINE) Fund in Senate Bill 2524, in 2022. The LINE Fund is intended to incentivize collaboration between nursing education programs and healthcare partners and to meet local, regional, and state workforce demand by recruiting faculty and clinical preceptors, increasing the capacity of high-quality nursing education programs, and increasing the number of nursing education program graduates who are prepared to enter the workforce.

Subject to available funds, for every dollar contributed to an institution by a healthcare partner, the LINE Fund shall provide a dollar-for-dollar match to the participating institution for approved proposals. The University of West Florida (UWF) is submitting three LINE Fund proposals to the Florida Board of Governors to help address the current shortage of nurses in the State of Florida.

The funds from these proposals will ensure that existing students have the financial resources to complete their degrees. Additionally, an enhanced preceptor engagement is planned to strengthen the preparation of students to enter sustained employment with our partners, Baptist Health Care, Santa Rosa Medical Center and Ascension Sacred Heart.

Implementation Plan:

Proposals due to the FL BOG by July 31, 2023
UWF LINE Fund Proposal submitted as 'pending BOT approval'

Fiscal Implications:

None

Supporting documents: UWF 2023-2024 Linking Industry to Nursing Education (LINE) Funding Proposal (*Draft to be provided*)

Prepared by: David Bellar, Dean, Usha Kundu, MD College of Health
850-474-2951, dbellar@uwf.edu

Presenter: David Bellar, Dean

UWF Board of Trustees Meeting
June 15, 2023

Issue: Summary of Items Required for BOT Review and Approval

Proposed Action: Informational

Background Information: Chair Suzanne Lewis requested that the Office of the General Counsel prepare a summary of the items that are required to be presented to the Board of Trustees for review and approval. The attached matrix provides information on the items, the statutes and regulations that control the item, the frequency in which a particular item must come before the BOT (if applicable), which committee an item goes before, and whether the BOT must approve an item or if it informational only. The Office of the General Counsel will endeavor to keep the matrix current. If there is a question about any item on the matrix, please consult with the General Counsel’s Office.

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents: BOT Matrix

Prepared by: Susan A. Woolf, General Counsel
University of West Florida
swoolf@uwf.edu
850-474-3420

Facilitator/Presenter: Susan A. Woolf, General Counsel
University of West Florida
swoolf@uwf.edu
850-474-3420

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023		Committees					BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info		
Fee Structure – changes – ERCCD	F.S. 1009.24, 1009.26, 1009.285, 1009.286; BOG Reg. 7.001, 7.002, 7.003, 7.008; UWF Reg. 4.008, 5.010					X		9			
Fee Structure – changes – Housing	BOG Reg. 7.003					X		9			
Fees – Activity and Service	BOG Reg. 7.003					X		9			
Fees – Admission Deposit	BOG Reg. 7.003					X		9			
Fees – Application	BOG Reg. 7.003					X		9			
Fees – Athletics	BOG Reg. 7.003					X		9			
Fees – Audit Registration	BOG Reg. 7.003, 7.001					X		9			
Fees – Board-Approved Fee – Green Fee	BOG Reg. 7.003					X		9			
Fees – Board-Approved Fee – Student Life and Services	BOG Reg. 7.003					X		9			
Fees – Board-Approved Fee – Test Preparation	BOG Reg. 7.003					X		9			
Fees – Capital Improvement	BOG Reg. 7.003					X		9			
Fees – Collection Costs	BOG Reg. 7.003					X		9			
Fees – Convenience fee for Credit, Charge, and Debit Cards	BOG Reg. 7.003					X		9			
Fees – Development Research School	BOG Reg. 7.003					X		9			
Fees – Differential Out-of-State	BOG Reg. 7.003					X		9			
Fees – Diploma Replacement	BOG Reg. 7.003					X		9			
Fees – Distance Learning	BOG Reg. 7.003					X		9			
Fees – ERCCD	BOG Reg. 7.003					X		9			
Fees – Excess Hour	BOG Reg. 7.003					X		9			
Fees – Health	BOG Reg. 7.003					X		9			
Fees – Housing Rental Rates	BOG Reg. 7.003					X		9			
Fees – Incidental Non-Academic Services	BOG Reg. 7.003					X		9			
Fees – International Student Service	BOG Reg. 7.003					X		9			
Fees – Late Equipment Fee, Physical Education	BOG Reg. 7.003					X		9			
Fees – Late Payment	BOG Reg. 7.003					X		9			
Fees – Late Registration	BOG Reg. 7.003					X		9			
Fees – Library Fees and Fines	BOG Reg. 7.003					X		9			
Fees – Material and Supply	BOG Reg. 7.003					X		9			
Fees – Miscellaneous Health-Related Charges	BOG Reg. 7.003; F.S. 1009.24(14)(h)					X		9			
Fees – Off-Campus Educational Activities	BOG Reg. 7.003					X		9			
Fees – Optional Fees Related to Specific Activities	BOG Reg. 7.003					X		9			
Fees – Orientation	BOG Reg. 7.003					X		9			

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023		Committees					BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info		
Fees – Overdue Reserve Library Books	BOG Reg. 7.003					X		9			
Fees – Parking Fines, Permits, and Decals	BOG Reg. 7.003					X		9			
Fees – Registration Fees for Zero Hours	BOG Reg. 7.003					X		9			
Fees – Returned Check	BOG Reg. 7.003; F.S. 832.07					X		9			
Fees – Security/Access/ID Card and Duplicates	BOG Reg. 7.003					X		9			
Fees – Service charge (installment payments)	BOG Reg. 7.003					X		9			
Fees – Service Charge (university loans)	BOG Reg. 7.003					X		9			
Fees – Student Financial Aid	BOG Reg. 7.003					X		9			
Fees – Technology	BOG Reg. 7.003					X		9			
Fees – Transcript	BOG Reg. 7.003					X		9			
Fees – Transient Student	BOG Reg. 7.003					X		9			
Fees – Transportation Access	BOG Reg. 7.003					X		9			
Fees – Tuition Differential	BOG Reg. 7.003, 7.001; F.S. 1009.24(16)					X		9			
Fees – use, late return, and loss and damage of facilities and equipment	BOG Reg. 7.003					X		9			
Honorary Awards and Recognitions, upon request of the President	UWF Policy BOT-01							M			
Academic Degree Program – creation	UWF Policy AC-09		X					X			
Academic Degree Program – termination	UWF Policy AC-08		X					X			
Academic Policies	AA Committee Charter		X					X			
Accountability Plan	BOG Reg. 2.002	Annual	X					X			
Charter – Academic Affairs Committee	AA Committee charter	2 years	X					X			
Institutes & Centers Annual Report	BOG Reg. 10.015	Annual	X					X			
Specialized Admissions Status	BOG Reg. 8.013	4-5 years	X					X			
Strategic Plan	BOG Reg. 1.001(3)(c)	5 years	X					X			
Tenure – faculty applications	AA Committee charter	Annual	X					X			
Textbook Affordability Report	F.S. 1004.085	Annual	X					X			
Charter - BOT Audit & Compliance Committee – review	BOG Reg. 4.003(3), 4.002(2)	3 years		X				X			
Compliance and Ethics Program Plan – approve program plan and any changes	BOG Reg. 4.003(7)(a)			X				X			
Data Integrity Certification	BOG Reg. 5.001(8)	Annual		X				X			
External Audits	BOG Reg. 9.011(5)			X				X			
IHMC Audited Financial Statement	F.S. 1004.479(9)	Annual		X				X			
Internal Audit Charter – review	BOG Reg. 4.001(3)	3 years		X				X			
Internal Auditing Work Plan	BOG Reg. 4.001(6)(d)			X				X			
Internal Audits	BOG Reg. 4.001(6)(b)			X				X			
Performance Based Funding Data Integrity Audit	BOG Reg. 5.001(8)	Annual		X				X			

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023		Committees					BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info		
Quality Assurance Review of Internal Audit Work	BOG Reg. 4.001(6)(e)	5 years		X				X			
Unresolved restriction or barrier or failure to provide access – Notify the president of any unresolved restriction or barrier imposed by any individual on the scope of any inquiry, or the failure to provide access to necessary information or people for the purposes of such inquiry. In such circumstances, the chief compliance officer shall request the president remedy the restrictions. If unresolved by the president or if the president is imposing the inappropriate restrictions, the chief compliance officer shall notify the chair of the audit and compliance committee. If the matter is not resolved by the BOT, the chief compliance officer shall notify the BOG, through the OIGC	BOG Reg. 4.003(7)(g)(7)			X				X			
Policies – reviewed/approved only when the policy is a BOT policy	UWF Policy P-01				X			X			
Budget – Carryforward budget and spending plan	BOG Reg. 9.007					X		X			
Budget – Fixed Capital Outlay	BOG Reg. 14.003					X		X			
Budget – Operating	BOG Reg. 9.007					X		X			
DSO – amendments to Articles of Incorporation or Bylaws	UWF Reg. 5.016 (I.C.5)					X		X			
DSO – appointments to DSO board of directors – see exceptions	UWF Reg. 5.016 (IV.B.)					X		X			
DSO – budget	UWF Reg. 5.016 (V.B.); BOG Reg. 9.011	Annual				X		X			
DSO – certification as DSO	UWF Reg. 5.016 (I.B. and I.C.)					X		X			
DSO – contracts, including memoranda of understanding	UWF Reg. 5.016					X		X			
DSO – decertification as DSO	UWF Reg. 5.016 (VI.A.)					X		X			
DSO – issuance of debt	UWF Reg. 5.016 (V.F.)					X		X			
DSO – making expenditures for the benefit of UWF	UWF Reg. 5.016 (II)					X		X			
DSO – material real property transactions – see Real Property Policy	UWF Reg. 5.016 (V.E.2.)					X		X			
DSO – purchase of goods or services in excess of \$2 million	UWF Reg. 5.016 (V.E.1.)					X		X			
DSO – receiving, holding, investing, or administering assets or property for the benefit of UWF	UWF Reg. 5.016 (II)					X		X			
DSO – use of property, facilities, or use of UWF personnel services	UWF Reg. 5.016 (II)					X		X			
Real Property – ground leases with (a) cumulative rentals in excess of \$100,000 or (b) property that will be improved with construction estimated to exceed \$2 million	UWF Policy BOT-10					X		X			
Real Property – leases for total rents exceeding \$500,000	UWF Policy BOT-10					X		X			
Real Property – leases over 5,000 square feet	at request of BOT					X		X			
Real Property – private development projects exceeding \$2 million in construction costs	UWF Policy BOT-10					X		X			

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023			Committees					BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info			
Real Property – the gift, purchase, or sale of real property with a value of over \$1 million	UWF Policy BOT-10					X		X				
Charter – Student Affairs Committee	SA Committee Charter	2 years					X	X				
Civil Discourse Plan – BOG statement endorsement	BOG Civil Discourse Final Rpt.	Annual					X	X				
Civil Discourse Plan – Employee Policies and Procedures	BOG Civil Discourse Final Rpt.						X	X				
Civil Discourse Plan – New Student Orientation – review	BOG Civil Discourse Final Rpt.						X	X				
Civil Discourse Plan – Student Code of Conduct	BOG Civil Discourse Final Rpt.						X	X				
DSO – financial statements	BOG Reg. 9.011						X	X				
Regulation – Admission of Applicants with Records of Criminal Conduct or of Misconduct at Educational Institutions	BOG Reg. 6.001; UWF Reg. 3.003						X	X				
Regulation – Anti-hazing	UWF Reg. 3.018; Art. IX, Sec. 7, Fla. Constitution; BOG Reg. 1.001, 6.021; F.S. 1006.63						X	X				
Regulation – ERCCD	F.S. 1009.24, 1011.48; BOG Reg. 7.003, 10.004; UWF Reg. 5.010						X	X				
Regulation – Student appeals, complaints, grievances	BOG Reg. 3.011						X	X				
Regulation – Student Code of Conduct	BOG Reg. 6.0105; UWF Reg. 3.010	3 years					X	X				
BOT Self-Evaluation	SACS-COC	2 years						X				
Campus Master Plan	F.S. 1013.30	10 years plus 5-year mid-review						X				
Charter – Office of Compliance and Ethics	BOG Reg. 4.003(6)	3 years						X				
Code of Conduct Related to Student Loan Practices	UWF Policy BOT-07							X				
Collective Bargaining Agreements – full book and revisions	F.S. 447.203, 447.309; BOG 1.001(5)(b)							X				
Interim President selection	UWF Policy BOT-05							X				
Investment Policy – committee including BOT members	UWF Policy BOT-09							X				
Legislative budget requests (LBRs)	BOG Reg. 1.001(6), BOG Reg.9.007(9)	annual						X				
Naming Opportunities – may not be in consent agenda	UWF Policy BOT-08							X				
Presidential Evaluation – performance, goals, and compensation	UWF Policy BOT-14	Annual						X				
Regulations – all UWF regulations (BOG must be notified of all regulations and must approve Select regulations)	BOG Regulation Development Procedure for State University Boards of Trustees (C and D)							X				
Compliance and Ethics Program – independent peer report – BOT shall be provided with an external review of the Program’s design and effectiveness and any recommendations for improvement, as appropriate	BOG Reg. 4.003(7)(c)	5 years		X					X			

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023					Committees			BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info			
DSO – audit report	UWF Reg. 5.016 (V.D.2.)	Annual		X					X			
Internal Audit Activities – keep BOT informed	BOG Reg. 4.001(6)(a); Standards of the Institute of Internal Auditors			X					X			
DSO – budget – significant changes of planned expenditures	UWF-Foundation MOU, BEI Memo for Ops					X			X			
DSO – certification of UWF resources allocated in prior FY were used for approved purposes	UWF-Foundation MOU, UWF-Historic Trust 2nd Amendment to Memo for Ops, UWF-BEI Memo for Ops	Annual				X			X			
DSO - IRS forms	BOG Reg. 9.011					X			X			
Annual Report – Office of Compliance and Ethics	BOG Reg. 4.003(7)(g)(8)	Annual							X			
Bonus Report	UWF HR-24.00	Annual							X			
NCAA – informed of institution’s commitment to principles of conduct of intercollegiate athletics as stated in Constitution 2	NCAA Manual	Annual							X			
Regulation – Admission of International Students	BOG Reg. 6.009; UWF Reg. 3.042						X		X			
Academic Programs, Quality of Faculty, and Academic Policies – maintain appropriate flexibility to address changing conditions and provide reasonable assurances to the BOT that the academic programs, quality of faculty, and academic policies are appropriate and in compliance with state and federal requirements	AA Committee Charter		X									
Enrollment Management Strategies - monitor	AA Committee Charter		X									
Integration of information technology into teaching and learning – monitor	AA Committee Charter		X									
Key Performance Indicators – review UWF data and peer institution data regarding educational status, performance, quality, and value; ensure KPI are appropriately set and met	AA Committee Charter		X									
SACS-COC significant findings and recommendations – review and ensure recommendations and requirements are addressed within designated timeframes	AA Committee Charter		X									
Tenure – as a condition of employment	AA Committee charter		X									
Compliance with BOG Regulations / Oversight Enforcement	BOG Reg. 4.004(5)			X								
Chief Compliance Officer – annual evaluation and compensation – While the AACC Chair provides input on the CCO’s annual performance review, evidence of BOT review is not documented. The evaluation and approval of the CCO’s compensation by the AACC is essential to assuring the independence of the compliance function. We recommend the AACC Chair sign-off on the CCO’s annual performance review and annual compensation	Finding from 5-year Independent Review (OCE)	Annual		X								

ITEMS TO GO BEFORE THE BOARD OF TRUSTEES--DRAFT VERSION BOT: M = Majority vote required 9 = Nine-member vote required			Revised 2/27/2023					Committees			BOT	
Item	Guidance	Timing	AA	AC	EXE	FFO	SA	Actn	Info			
Equity Report	BOG Reg. 2.003	Annual				X						
Financial Statements – Athletics	Best practice					X						
Financial Statements – University	BOG Reg. 9.009					X						
Internal Controls - responsibility for “setting the institutional expectations for internal control, ensuring management is aware of those expectations, requiring communication channels to be open through all levels of management, and evaluating management’s effectiveness at practicing an effective internal control environment and implementing effective internal control policies and procedures.” and periodic risk assessments, audits, and compliance assessments must be reported to the BOT	UWF Policy FIN-13					X						
Operational Audits	F.S. 11.45					X						
Investigations – conducting or authorizing investigations into matters within the Committee’s scope of responsibilities	SA Committee Charter						X					

**UWF Board of Trustees
Full Board Meeting
June 15, 2023**

Issue/Agenda Recommendation: **Division of Academic Engagement & Student Affairs (DAESA) Strategic Plan 2023 - 2028**

Proposed Action: Informational

Background Information: The Division of Academic Engagement & Student Affairs (DAESA) recently completed its strategic plan that advances the mission and strategic priorities of UWF. The plan maximizes DAESA’s collective strengths to make the greatest impact on students, faculty, staff, and community partners.

The plan aligns with UWF’s 2022-2027 strategic plan and includes measurable goals and key performance indicators to assess progress.

Implementation Plan: [DAESA Strategic Plan](#)

Fiscal Implications: N/A

Supporting documents:
[DAESA Strategic Plan Powerpoint](#)
[DAESA Strategic Plan-expanded](#)

Prepared by: Lauren Loeffler
Assistant Vice President, Strategic Initiatives and Divisional Assessment
Division of Academic Engagement and Student Affairs
850-474-2259
lloeffler@uwf.edu

Facilitator/Presenter: Dr. Greg Tomso
Vice President
Division of Academic Engagement and Student Affairs



STRATEGIC PLAN

**DIVISION OF ACADEMIC ENGAGEMENT
AND STUDENT AFFAIRS (DAESA)**

2023-2028

VISION

All UWF students are successful, healthy, and fully engaged in their academic and professional journeys.

MISSION

DAESA advances the mission of UWF by supporting student wellbeing, providing transformative educational experiences, and offering a wide variety of academic support services.

TRANSFORMATIONAL EXPERIENCES

GOALS

1.1

Increase student participation in campus-wide transformational experiences.

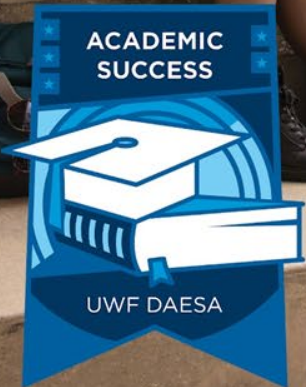
1.2

Assess developmental milestones within transformational experiences.

Alignment to the UWF Strategic Plan:

1.1 · 1.4 · 3.2 · 4.2





ACADEMIC SUCCESS

GOALS

2.1

Improve academic success outcomes.

2.2

Expand programs and services to better manage student enrollment and persistence beyond the first year.

Alignment to the UWF Strategic Plan:

1.2 • 1.3 • 1.4 • 3.2



CIVILITY AND INCLUSION

GOALS

3.1

Build an inclusive work community.

3.2

Increase retention and graduation by offering inclusive programming and services.

Alignment to the UWF Strategic Plan:

1.1 • 1.2 • 1.3 • 1.4 • 2.1 • 7.1 • 7.2



HEALTH AND WELLBEING

GOALS

4.1

Create a culture of care reflective of the eight dimensions of wellbeing for students and DAESA staff.

4.2

Build student resilience.

Alignment to the UWF Strategic Plan:

1.1 · 1.2 · 1.4 · 2.1 · 6.2

STAFF DEVELOPMENT AND OPERATIONS

GOALS

5.1

Create a staff-development focused culture.

5.2

Promote effectiveness of the Division.

5.3

Engage in responsible and equitable stewardship of human, fiscal, and physical resources.





UNIVERSITY *of* WEST FLORIDA

STRATEGIC PLAN

DIVISION OF ACADEMIC ENGAGEMENT AND STUDENT AFFAIRS

2023-2028

LETTER FROM OUR VICE PRESIDENT

I am pleased to introduce UWF's Division of Academic Engagement and Student Affairs (DAESA) 2023-2028 Strategic Plan.

The journey to get here spanned fifteen months and included a divisional self-study, the development of divisional strategic priorities, the appointment of strategic priority champions, the outcomes of countless workgroups, and feedback from all within DAESA and from the stakeholders we serve. The product is a plan that maximizes DAESA's collective strengths to make the greatest impact on UWF, its students, faculty, staff, and community partners.

The plan clearly aligns with UWF's 2022-2027 strategic plan and includes measurable goals and key performance indicators that will help us assess our performance. Along the way we'll be promoting our success through our annual DAESA Impact Report and further refining our goals to account for changing needs and priorities. This is a fantastic time to be a part of this dedicated, dynamic, and innovative division.

Go Argos!



Dr. Gregory Tomso
*Vice President, Division of Academic
Engagement and Student Affairs*



The following outlines the framework of the plan

STRATEGIC PRIORITIES

Broad themes that guide DAESA's work towards achieving its mission.

GOALS

Broad, overarching statements of what DAESA hopes to accomplish.

OBJECTIVES

Specific programs, processes, or actions that should be employed to make progress towards goals.

KEY PERFORMANCE INDICATORS (KPI'S)

Measures used to assess effectiveness of objectives and progress towards goals.

PROCESS

In January 2021, upon the appointment of an interim Vice President for DAESA, UWF President Martha Saunders charged the Division with undergoing a comprehensive self-study to identify divisional strengths, challenges, needs, and opportunities. As part of this process, each unit within DAESA conducted a stakeholder assessment, identified collaborative partnerships, completed a SWOT (strengths, weaknesses, opportunities, threats) analysis, and considered future needs and goals.

The process established five overarching strategic priorities to guide the collective work of the Division.

1. Transformational Experiences
2. Academic Success
3. Civility and Inclusion
4. Health and Wellbeing
5. Staff Development and Operations

The self-study also provided recommendations related to personnel, the alignment of structure and programs, communication, budget, data and assessment.

In the summer of 2022, with the approval of UWF's new strategic plan and the completed divisional self-study, DAESA launched into strategic planning. DAESA leadership were assigned as strategic priority champions and charged with formulating workgroups to articulate corresponding goals and objectives. These workgroups were also tasked with aligning efforts to UWF's newly formed plan and incorporating the outcomes and recommendations of the self-study. Therefore, the strategic plan was truly a collaborative effort and is reflective of the vast impact the Division has on UWF.

MISSION

The Division of Academic Engagement and Student Affairs (DAESA) advances the mission of UWF by supporting student wellbeing, providing transformative educational experiences, and offering a wide variety of academic support services.



VISION

All UWF students are successful, healthy, and fully engaged in their academic and professional journeys.



STRATEGIC PRIORITIES

1. Transformational Experiences
2. Academic Success
3. Civility and Inclusion
4. Health and Wellbeing
5. Staff Development and Operations



TRANSFORMATIONAL EXPERIENCES

Transformational experiences result from high-impact learning and other opportunities that focus on personal, intellectual, and professional growth and challenge preconceived assumptions or beliefs.

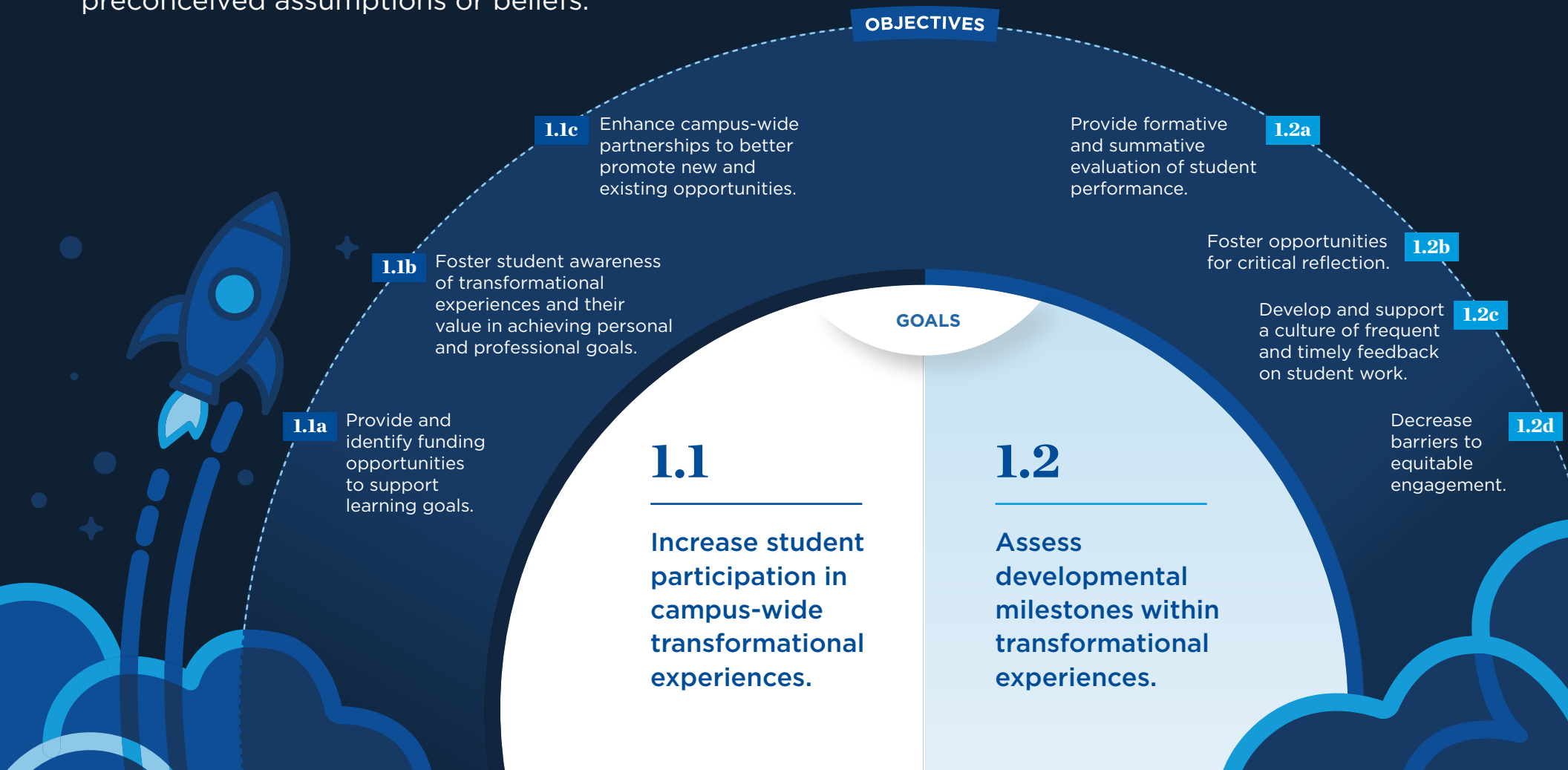
KPIs

educational workshops

participation in High Impact Learning experiences

student leadership involvement

student staff outcomes



ACADEMIC SUCCESS

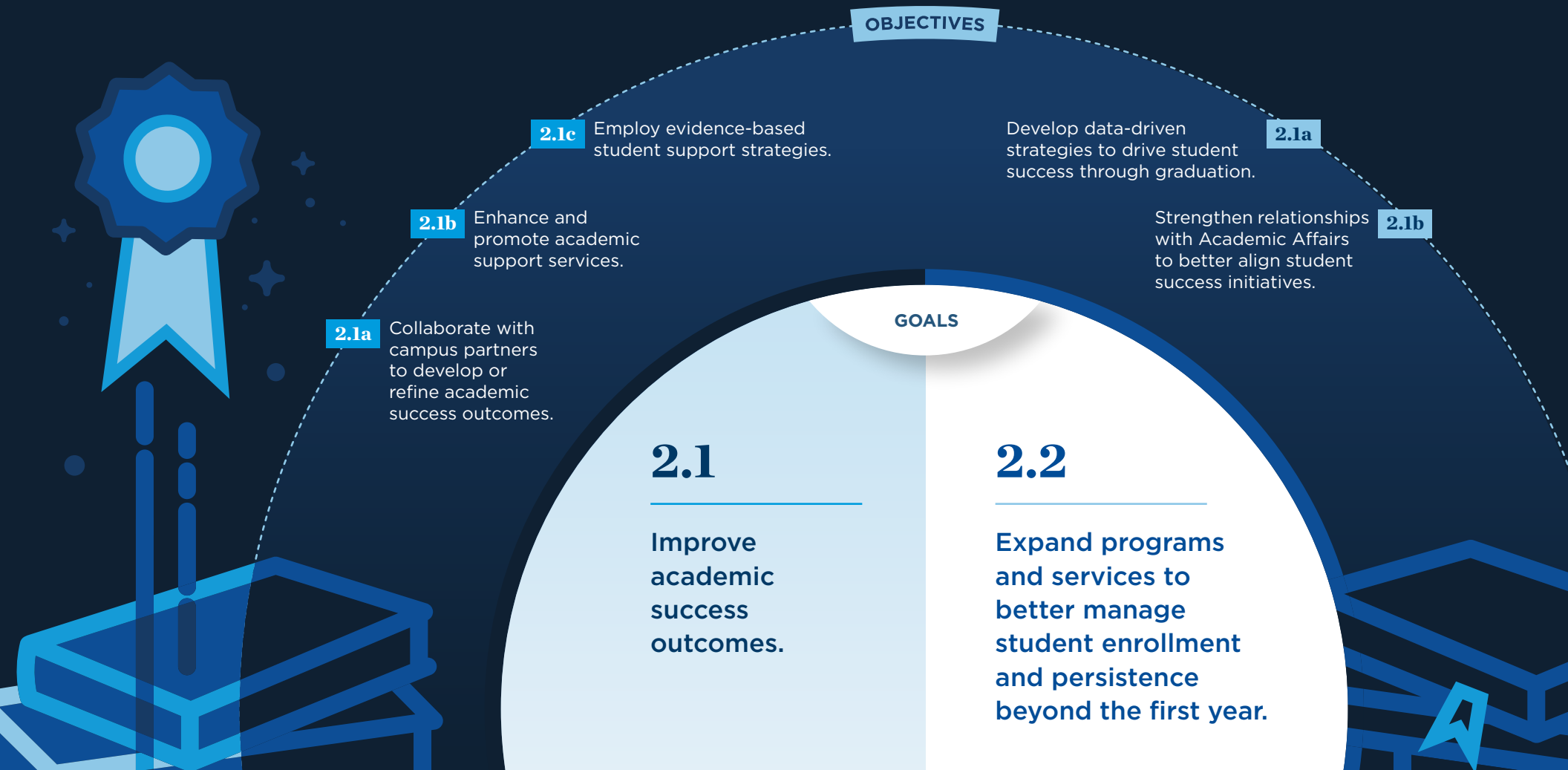
DAESA supports all UWF students by providing a wide range of services to support academic achievement and persistence.

KPIs

academic checkpoints

Academic Progress Rate

participation in academic success programs



CIVILITY AND INCLUSION

DAESA promotes a culture of inclusion and civility, creating an environment where everyone feels welcomed, respected, and valued.

KPIs

campus and community partnerships

program participation

training and development

OBJECTIVES

3.1c Enhance intercultural awareness among faculty and staff.

Foster a commitment to civil discourse within the student body. **3.2a**

3.1b Foster a commitment to civil discourse among faculty and staff.

Strengthen campus partnerships to enhance student belonging. **3.2b**

3.1a Foster a culture that encourages all staff to contribute to their full potential.

Enhance intercultural awareness among students. **3.2c**

GOALS

3.1
Build an inclusive work community.

3.2
Increase retention and graduation by offering inclusive programming and services.

HEALTH AND WELLBEING

Wellbeing is a holistic integration of eight interdependent dimensions: emotional, environmental, financial, intellectual, occupational, physical, social and spiritual. DAESA focuses on prevention education and wellbeing promotion to encourage healthy and resilient students and staff.

KPIs

parent and family engagement

Peer Educator outcomes

program participation and outcomes

service usage

OBJECTIVES

4.1c Implement strategies to create awareness of current health and wellbeing programs, services and resources.

Create intentional opportunities for students to engage in activities that build resilience. **4.2a**

4.1b Enhance communication, resources and support for parents and families.

Promote engagement in peer-led wellbeing programs. **4.2b**

4.1a Create and implement evidence-based collaborative programs and services that promote positive change in students' health and wellbeing knowledge, skills and behaviors.

GOALS

4.1
Create a culture of care reflective of the eight dimensions of wellbeing for students and DAESA staff.

4.2
Build student resilience.

STAFF DEVELOPMENT AND OPERATIONS

DAESA values staff development, community and collegiality, and retaining talented professionals. The Division routinely assesses operations to improve efficiency and effectiveness.

KPIs

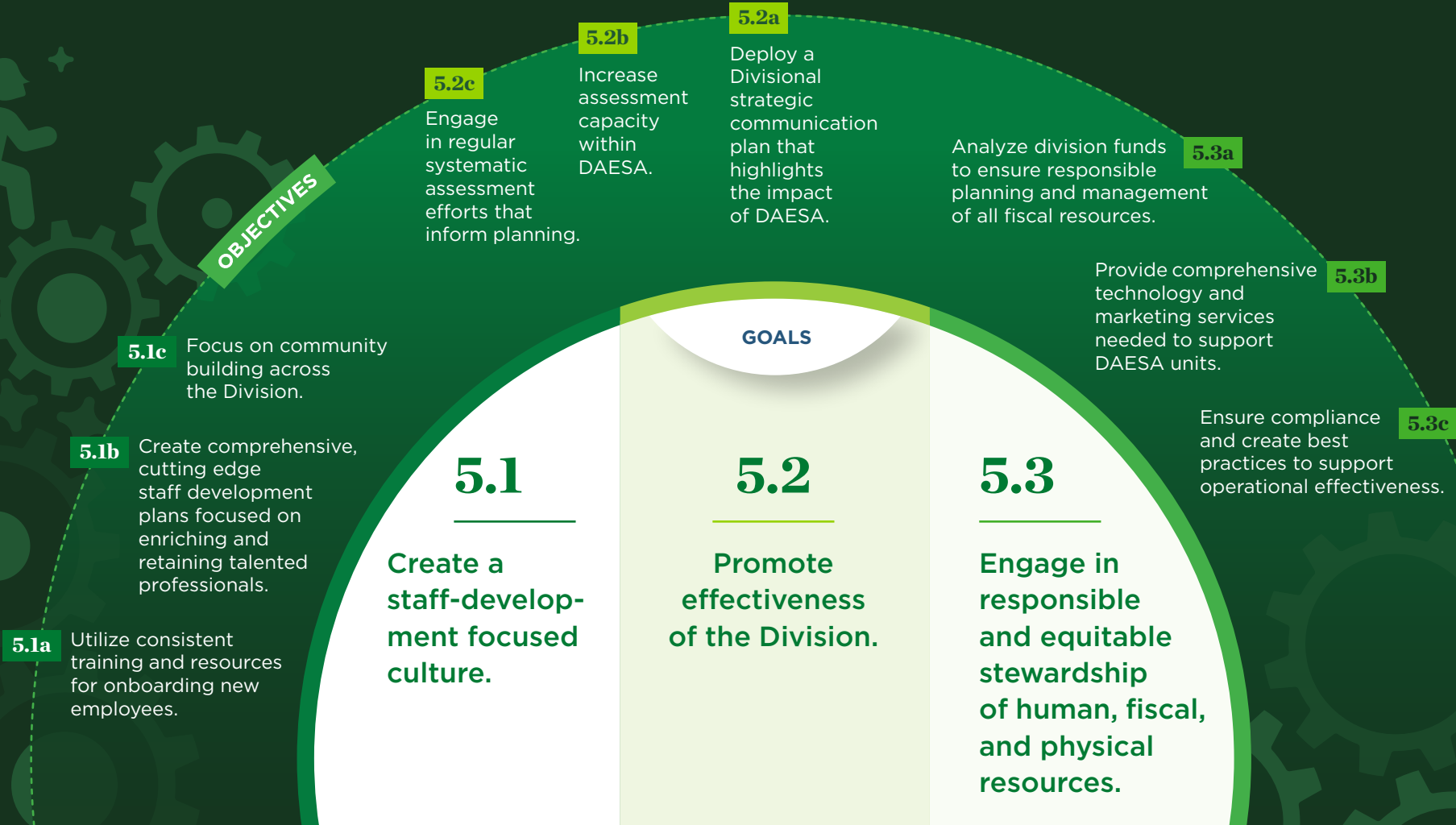
assessment activities

operations

staff retention

technology and marketing analytics

training and development





Division of Academic
Engagement and
Student Affairs

UNIVERSITY *of* WEST FLORIDA

UWF Board of Trustees Meeting

Full Board

June 15, 2023

Issue/Agenda Recommendation: Performance Based Funding Metrics Update

Proposed Action: Informational

Background Information:

Dr. Gary Liguori will provide a brief update on the Metrics.

Implementation Plan: None

Fiscal Implications: None

Supporting documents: PowerPoint

Prepared by: Gary Liguori, Provost and Senior Vice President
gliguori@uwf.edu, 850.474.2035

Presented by: Gary Liguori, Provost and Senior Vice President



UNIVERSITY *of*
WEST FLORIDA

Metrics Update

Gary Liguori

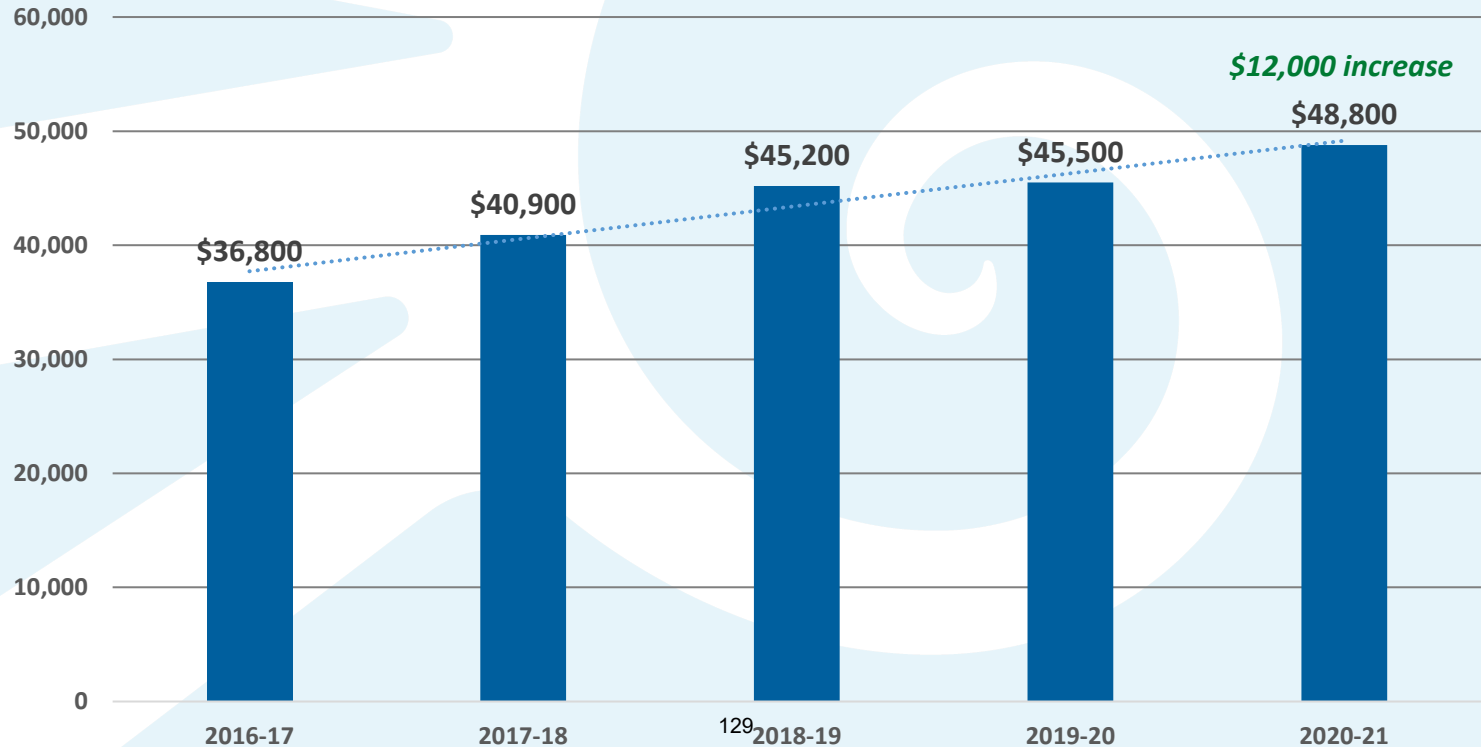
Provost and Senior Vice President

June 15, 2023

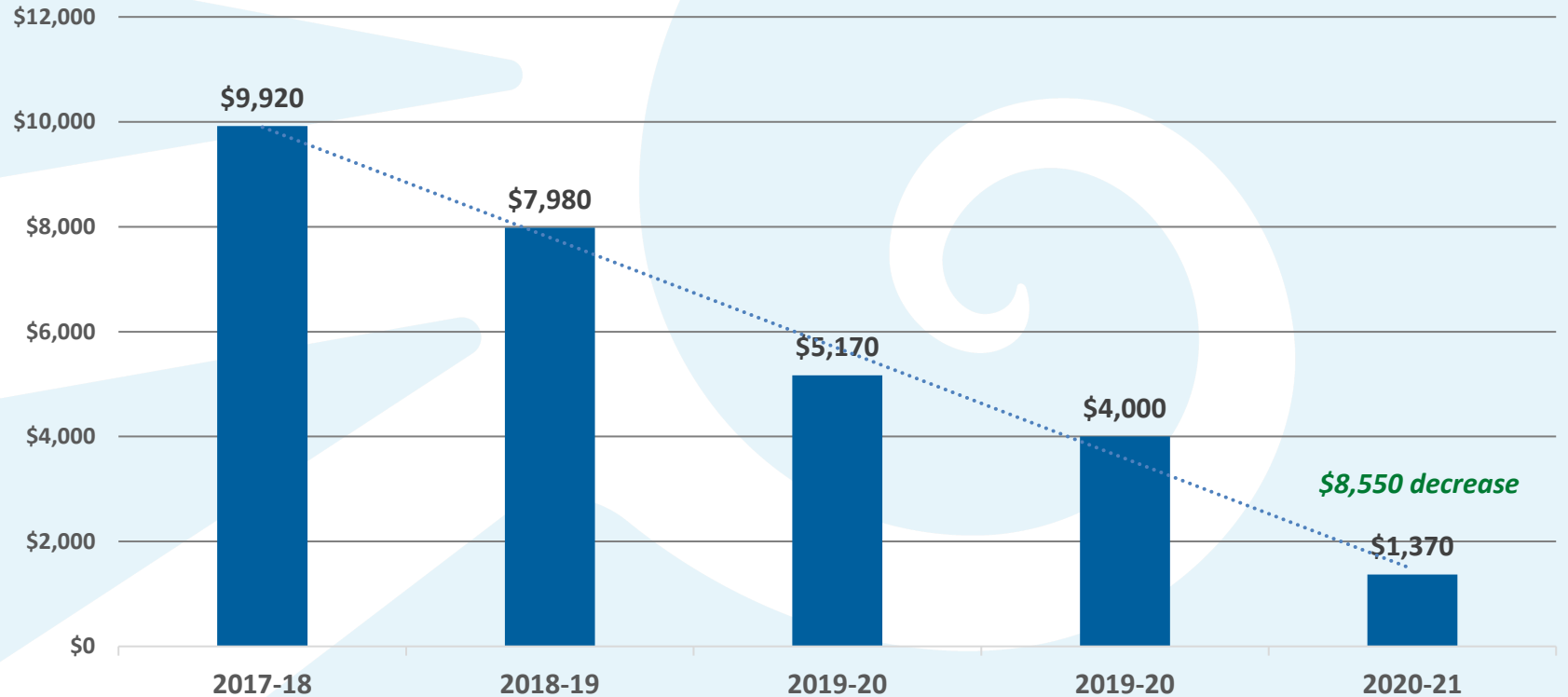
Metric 1: % of Bachelor's Graduates Enrolled or Employed Earning \$40,000+

- Threshold changed from \$30K to \$40K.
- UWF earned 8 excellence points vs 10 two years ago.

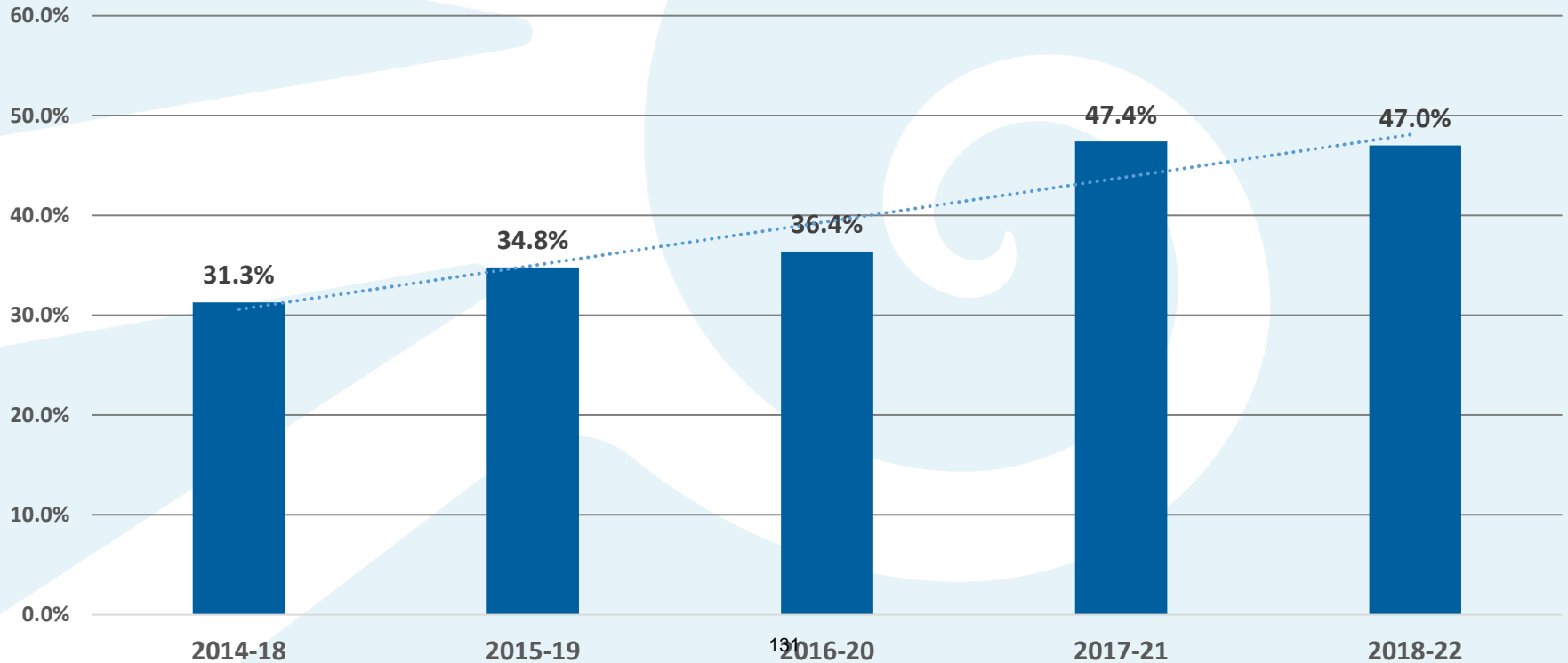
Metric 2 – Median Wages of Bachelor's Graduates Employed Full-time



Metric 3 – Average Cost to Student (Tuition & Fees per 120 SCH for Resident Undergraduates)



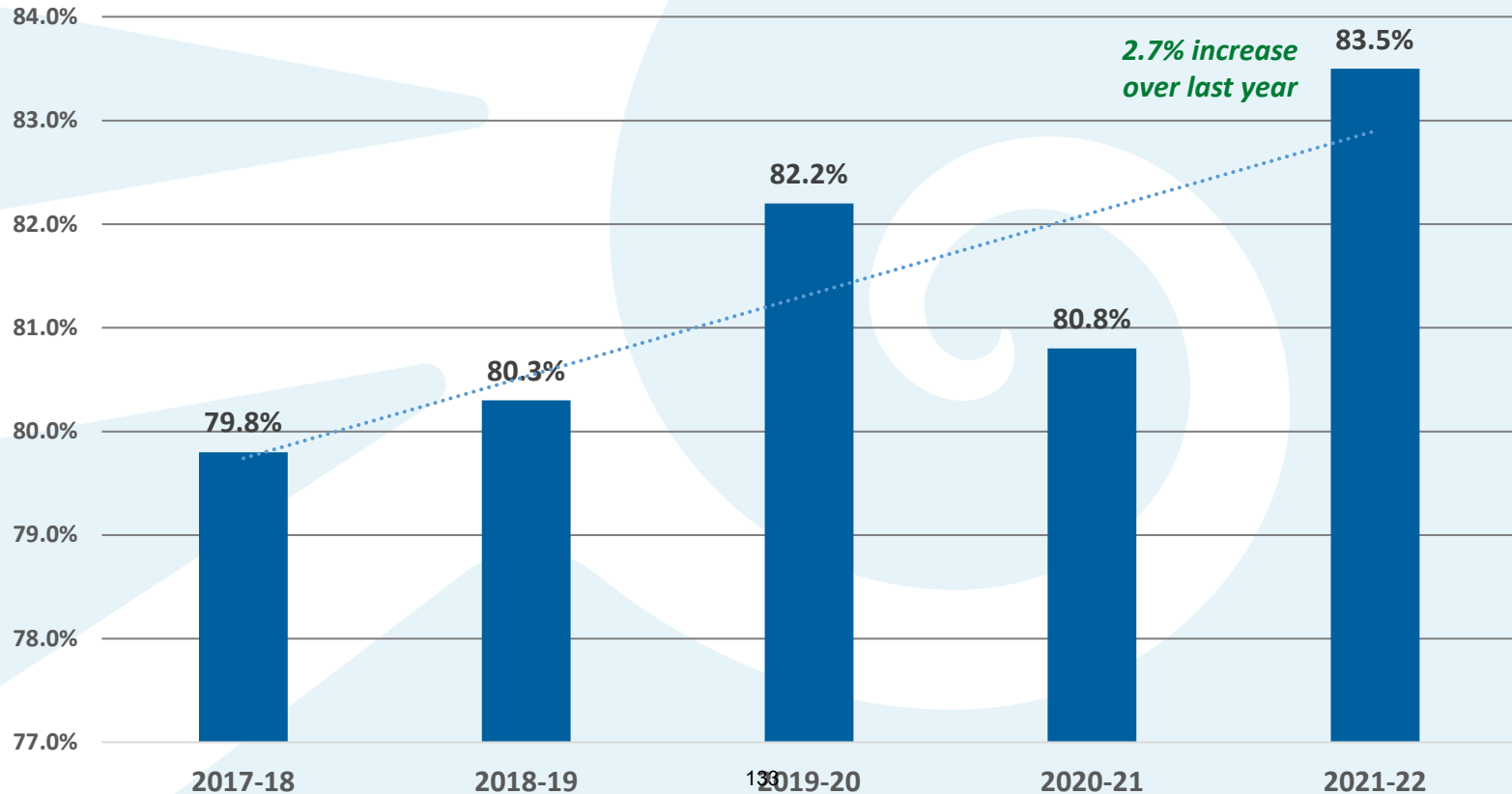
Metric 4 – Four-Year Graduation Rate (Full-Time FTICs)



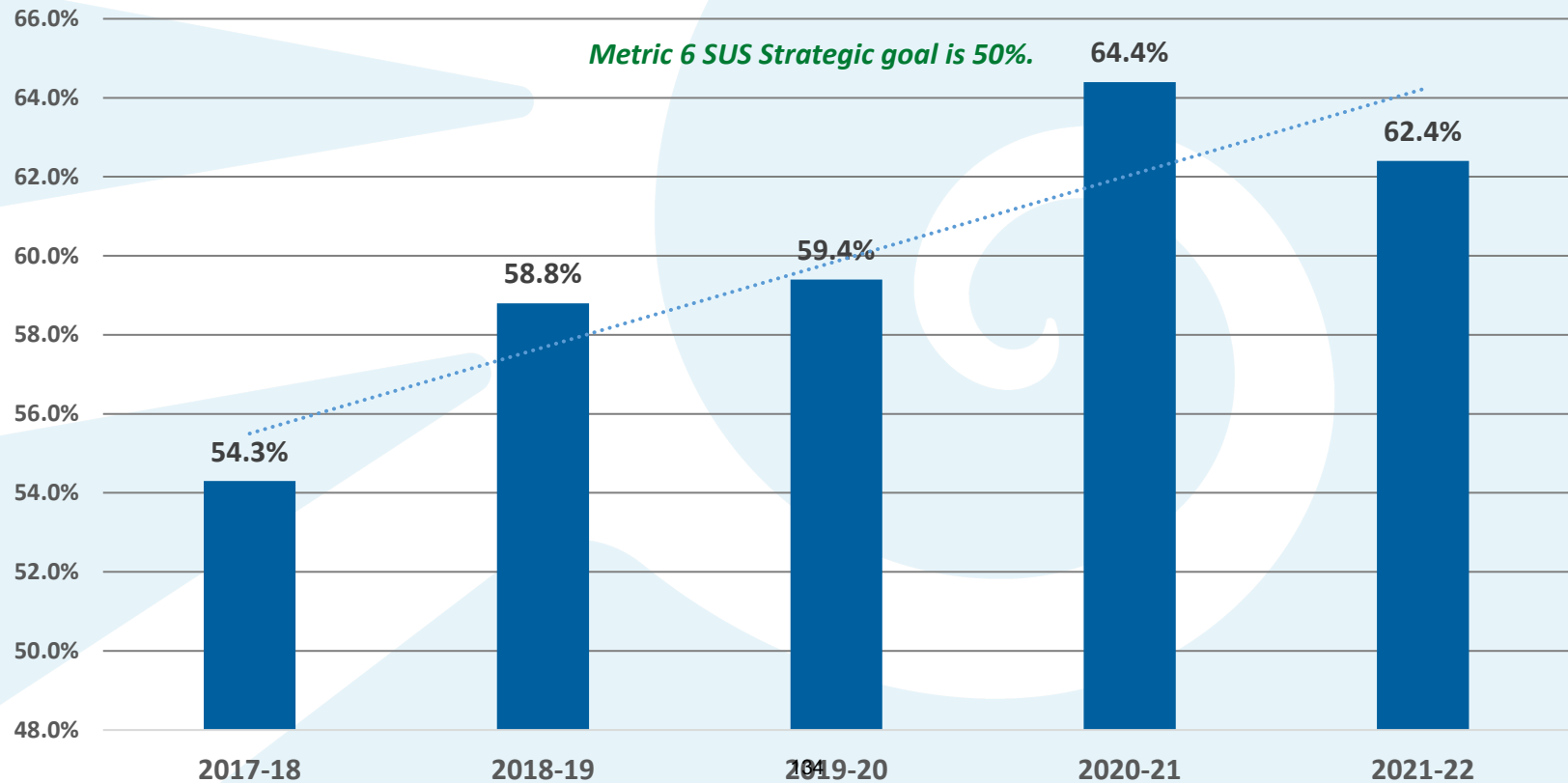
Metric 4: Four-Year Graduate Rate (Full-Time FTICs)

- Top of excellence benchmark changed from 50% to 65% two years ago.
- UWF would have earned 7 excellence points without change vs 4 with change.

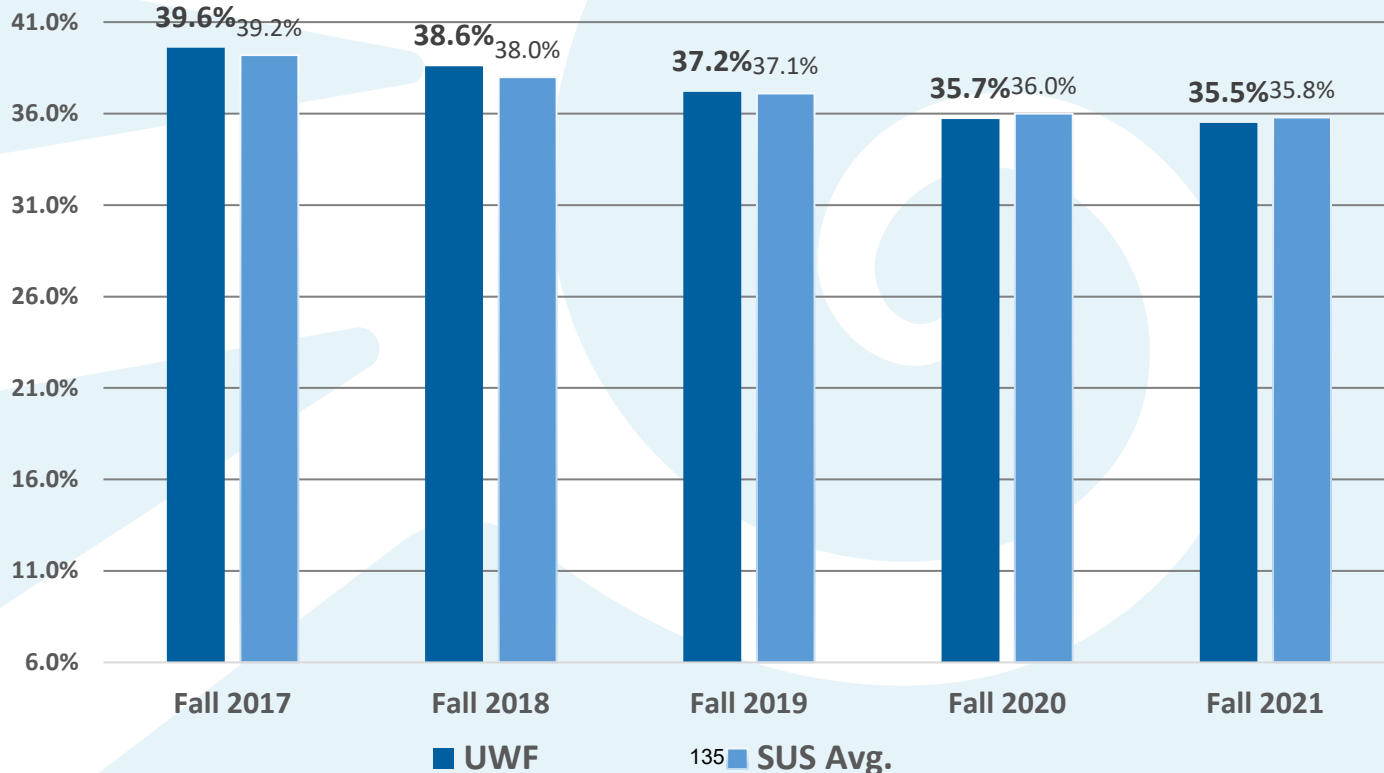
Metric 5 – Academic Progress Rate (2nd Year Retention – GPA \geq 2.0)



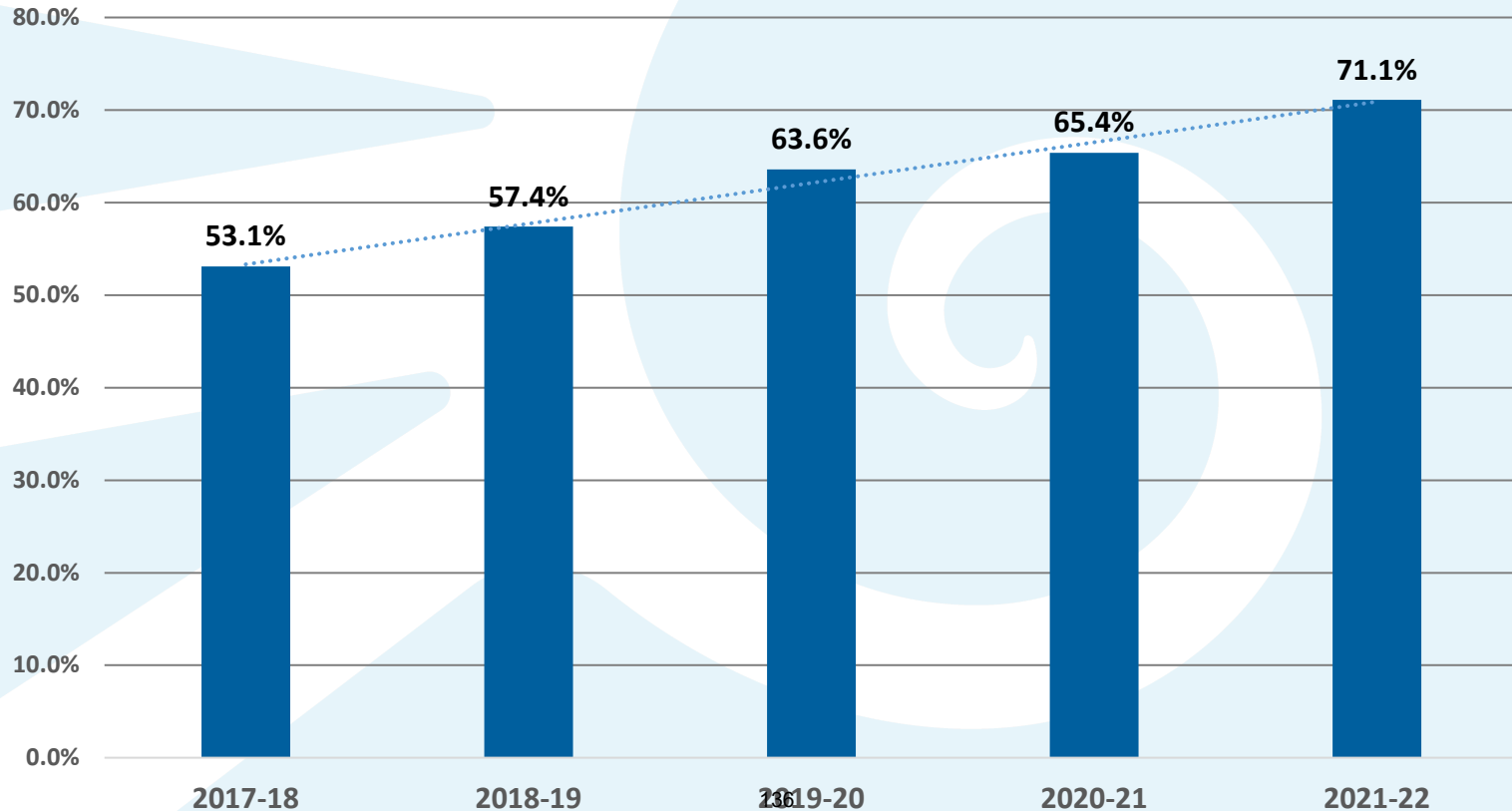
Metric 6 - % of Bachelor's Degrees Awarded in Programs of Strategic Emphasis



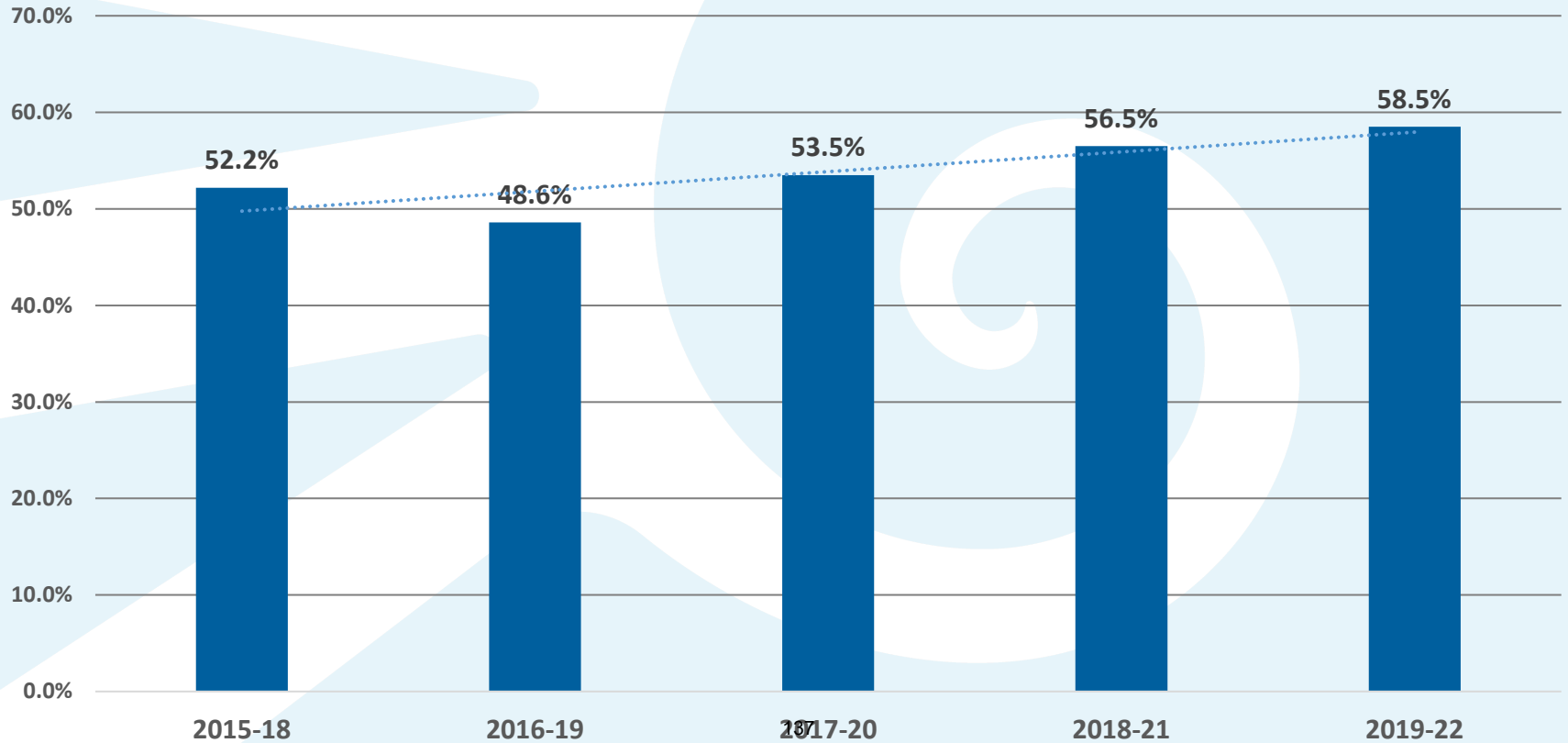
Metric 7 – University Access Rate (% of Undergraduates with a Pell Grant)



Metric 8 – % of Graduate Degrees Awarded in Programs of Strategic Emphasis



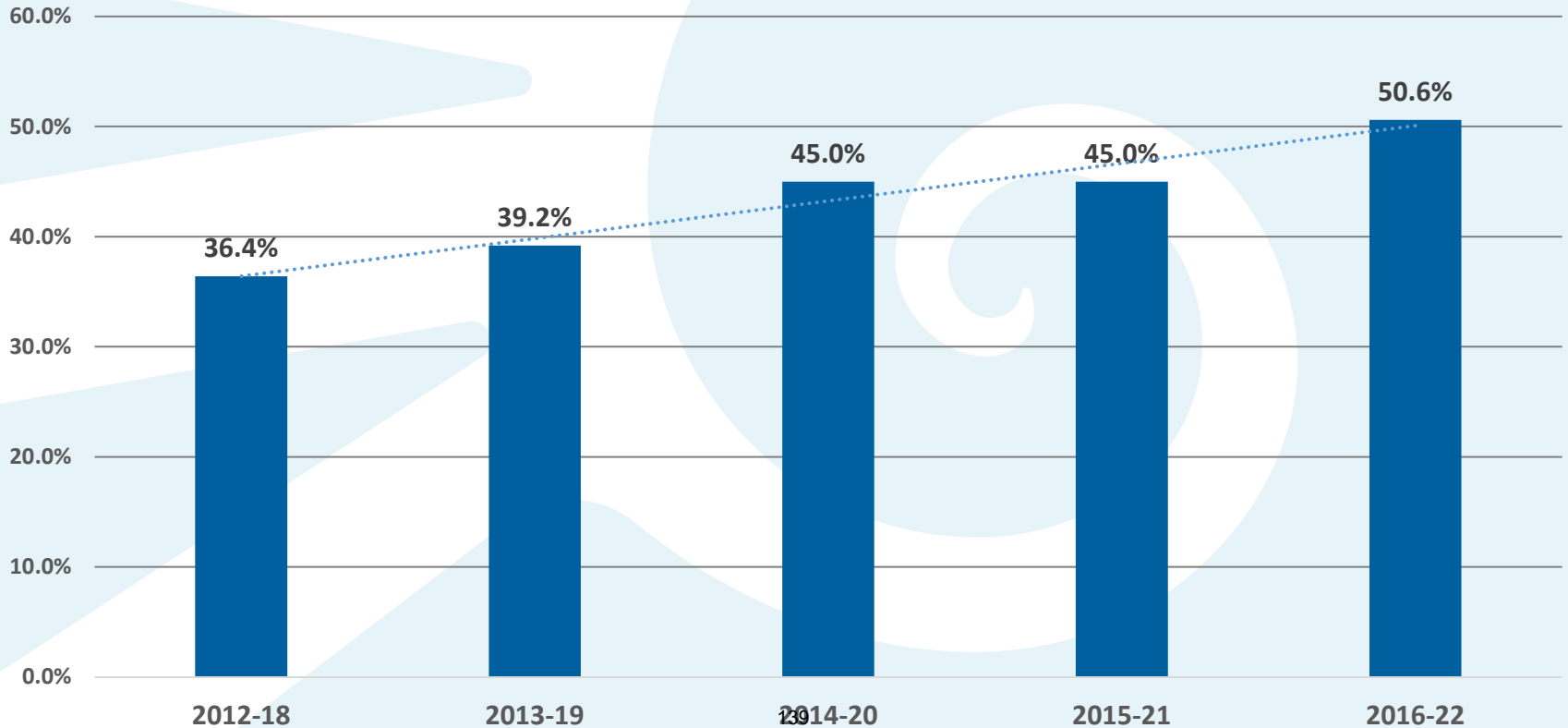
Metric 9A – Florida College System AA Transfer 3-Year Graduation Rates (FT & PT)



Metric 9A: FCS AA Transfer 3-Year Graduation Rates (Full-Time and Part-Time)

- Changed to 3-year FT and PT this year from 2-year FT.
- UWF earned 2 improvement points (5 point metric).
- The part-time addition to the cohort is a challenge.

Metric 9B – FTIC Pell Recipients 6-Year Graduate Rate (Full- and Part-Time)



Metric 10 - % of Baccalaureate Graduates Completing 2+ Types of High Impact Practice

