



**THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES
Presidential Performance Evaluation and Metrics Ad hoc Committee
Via Zoom Webinar
Friday, May 19, 2023
8:00 am CST; 9:00 am EST**

**University of West Florida
11000 University Pkwy. Pensacola, FL
Bldg. 10, Room 231**

To join this virtual public board meeting, please follow these Zoom Webinar instructions:
<https://uwf.zoom.us/j/82173812918?pwd=c2t3ZkZ1dURUZkVIYzJ2Z0lTU2lNQTO9>; Passcode: 332147

Call to Order/Roll Call Jill Singer, Chair
Chair's Greeting Jill Singer, Chair

- I. Review Presidential Goals (*President's Overarching Goals for 2022-2023*)
- II. Presidential Scorecard Update - *Presented by Chair Singer & Christophe Lizen*
- III. Presidential Performance Evaluation Survey - *Presented by Jamie Sprague*
- IV. Next Committee Meeting (*Refer to Timeline*)

Other Committee Business

Adjournment

2023-26 THREE YEAR PRESIDENTIAL GOALS

= Previously Approved Goal
 = New Proposed Goal
 = Revised Goal

UWF Strategic Direction: Student Centered and Focused

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Division Lead(s)	Anticipated Outcomes
Add 5 full scholarships	X	X	X		Recruit high-achieving students Visibility
Implement and track PBF funding Metric 10A	X				Increase employment of graduates
Achieve 100% housing utilization of total available beds	X	X			Student retention Increase graduation rate Strengthen campus life
Align academic departments with transfer opportunities	X				Increase enrollment
Sustain and expand the pipeline for diverse STEM talent to fill critical jobs needs in the region and state	X	X			Increased degree productivity and program efficiency Increased community and business workforce
Enhance parent engagement for student success	X	X	X		Student retention Increase graduation rate Strengthen campus life
Align Academic Engagement Programs to Enhance Student Retention and Success	X	X	X		Student retention Increase graduation rate Strengthen campus life
Maintain or increase total PBF metric score	X	X	X		Strengthen University
Implement Strategic Enrollment Plan 2023-2028	X	X	X		Improve student enrollment and retention
Provide access to high-impact practices for students	X	X	X		Improve student learning and retention; prepare students for life beyond the classroom; improve metrics 1 and 10a
Build Student Resilience	X	X	X		Promote health and wellbeing; develop wellness dashboard; improve retention; improve metrics 4 and 5.

UWF Strategic Direction: Employee Success

	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
Apply & receive accreditation from FDLE for University Police Department	X			Strengthen campus environment Improve overall performance
Develop and implement plan for employee retention	X	X		Improved overall performance Stable retention numbers
Incorporate Board of Governors Diversity, Equity, and Inclusion recommendations into UWF Strategic Priorities	X	X		Improved overall performance

UWF Strategic Direction: Exceptional Academic Programming and Scholarship Aligned with State Needs

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
Enhance Emerald Coast offerings, student support and community engagement	X	X		Increase enrollment Strengthen presence in FWB
Enhance online programming	X			Increase enrollment Improve time to graduation
Create separate Department of Cybersecurity	X			Increase enrollment Strengthen cyber relationships
Launch Civil Engineering degree program (contingent on funding)			X	Increase enrollment
Establish a UWF Center for Land Development (contingent on funding)			X	Increase enrollment Visibility Strengthen community partnerships
Develop talent pipeline programming with major employers		X	X	Hire pipeline coordinator; strengthen employer partnerships; develop new employment pathways; improve Metric 1.
Host Board of Governors meeting		X		Visibility for UWF

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
Strengthen donor support Strengthen alumni engagement	X	X	X	Strengthen donor support Strengthen alumni engagement
Launch Public Phase of the Capital Campaign	X			Increase financial support
Continue Public Phase of Capital Campaign		X	X	Increase financial support
Implement external relations 3-year plan	X			Strengthen state/national relationships Increase research funding Increase state support
Strengthen Florida Alumni Network	X	X	X	Strengthen alumni connections throughout the state to create a groundswell of support in financial and legislative avenues
Strengthen Campus and Community Partnership Engagement	X	X	X	Strengthen mutually beneficial community partnerships; highlight successful partnerships; recognize community leadership; assess community engagement.

UWF Strategic Direction: Infrastructure

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
[Phase 1] Landscape Master Plan	X	X		Visibility Efficiency
Implement Campus Master Plan	X	X		Visibility Efficiency
Manage CARES/HEERF funds	X			Fiscal management Favorable audit results
Build Gooden Center Addition	X	X		Expanded opportunities for students and student-athletes

Infrastructure Continued

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Renovate field house	X			Expand opportunities for campus large events, such as commencement, conference, undergraduate research and other community events. Efficient use of facilities.
Improve roads, parking lots and related infrastructure		X		Visibility Efficiency Stewardship of Assets
Continue planning for on-campus athletic stadium	X	X		Strengthen campus life

UWF Strategic Direction: Operational Excellence

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
Create a stand-alone Department of Emergency Management	X			Centralization of Continuity of Operations Plans Centralization of Emergency Operations Plans Routine tabletop exercises with University leadership Enhanced on-campus Emergency Operations Center
Re-organize Division of Academic Affairs	X			Strengthen School of Educations and teacher education programs Strengthen College of Arts, Social Sciences and Humanities, Usha Kundu MD College of Health, Hal Marcus College of Science and Engineering, and College of Business

UWF Strategic Direction: Culture of Inclusion and Civility

Presidential Goal	FY 23-24	FY 24-25	FY 25-26	Anticipated Outcomes
Foster a climate of civil discourse according to the principles set forth in the State University System Free Expression Statement and the Board of Governor’s Civil Discourse Final Report	X	X		Improved overall performance; develop campus-wide civil discourse workgroup; hire civil discourse coordinator; offer programming and training.

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year	Notes
1	Applications Received from First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2022	8,760	▲	9,231	
2	Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2022	52%	▼	48%	
3	Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2022	26%	▲	27%	
4	Average SAT Score for Newly Enrolled FTICs (Changed to monitor in fall 2018)	Monitor	Summer/Fall 2022	1,125	▲	1,132	
5	Average ACT Score for Newly Enrolled FTICs (Changed to monitor 7/21/2021 per BOT PPEM Committee)	Monitor	Summer/Fall 2022	24	▬	24	
6	Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2022	3.76	▬	3.76	
7	Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2022	13,265	▲	13,504	
8	Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2022	17%	▬	17%	

9	Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2022	61.1%	▲	62.0%	
10	Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2022	34.4%	▲	35.6%	
11	Percent of Enrolled Undergraduates Who Are 25 or Older	Monitor	Fall 2022	32%	▬	32%	
12	Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (BOG PBF #10)	▲	2021-2022	47.5%	▲	58.6%	
13	First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA ≥ 2.0 (BOG PBF #5)	▲	2021-2022	80.8%	▲	83.5%	
14	Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2021-2022	-22.6%	▼	-65.8%	
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	Monitor	2021-2022	0.0%	▬	0.0%	Changed to Monitor
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	Monitor	2022-2023	0.0%	▬	0.0%	Changed to Monitor

17	Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2018-2022	47.4%	▼	47.0%	
18	Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2016-2022	51%	▲	53%	
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (Prior BOG PBF#9 - Now KPI)	Monitor	2021-2022	82.0%	▲	83.0%	Changed to Monitor
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	Monitor	2021-2022	84.0%	▼	59.0%	Changed to Monitor. SUS Strategic Plan Goal is 40%.
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	Monitor	2021-2022	94.0%	▼	91.0%	Changed to Monitor
22	University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2021	36%	—	36%	
23	Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2020-2021	\$45,500	▲	\$48,800	
24	UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2021	94%	▲	97.0%	

25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	Monitor	2021-2022	64.4%	▼	62.4%	Changed to Monitor
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	Monitor	2021-2022	65.4%	▲	71.1%	Changed to Monitor
27	Percent of Faculty Who Are Women	Monitor	Fall 2022	47%	—	47%	
28	Percent of Faculty Who Are Minorities	Monitor	Fall 2022	26%	▲	27%	
29	Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2022	\$82,737	▲	\$83,625	
30	Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2021-2022	73%	▼	70%	
31	UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2021-2022	\$22.7M	▼	\$15.7M	

32	UWF Total Research Expenditures (\$M)	▲	2021-2022	\$36.9M	▲	\$38.9M	
33	Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1-Change in metric from \$30K to \$40K)	▲	2020-2021	72.5%	▲	74.1%	
34	Average Staff Salary	▲	Fall 2022	\$55,688	▲	\$59,279	
35	Percent of Staff Who Are Women	Monitor	Fall 2022	61%	▬	61%	
36	Percent of Staff Who Are Minorities	Monitor	Fall 2022	21%	▲	22%	
37	Total Annual Giving	▲	2021-2022	\$5.1M (excludes 3.1M received from realized gifts)	▲	\$6.0M (excludes 3.2M received from realized gifts)	
38	Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2021-2022	39.5%	▼	36.6%	
39	Endowment	▲	2021-2022	\$98.4M	▼	\$84.3M	Market Downturn

40	Percent of Alumni Who Are Donors	▲	2021-2022	5.3%	—	5.3%	
41	FCS AA Transfer Three-Year Graduation Rate [Changed from 2 to 3 year and to Full-time & part-time students]	▲	2019-2022	56.5%	▲	58.5%	
42	Pell Recipient Six-Year Graduation Rate [full- & part-time students]	▲	2016-2022	45.0%	▲	50.6%	

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year	Notes	Recommendations
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	▼	2021-2022	0.0%	—	0.0%		Change to monitor. We expect this KPI to continue to trend up in line with the cost of living increases.
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	▼	2022-2023	0.0%	—	0.0%		Change to monitor. We expect this KPI to continue to trend up in line with the cost of living increases.
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (Prior BOG PBF#9 - Now KPI)	▲	2021-2022	82.0%	▲	83.0%		Change to monitor. When this was a PBF metric, top of excellence benchmark (10pts) was at 80%.
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	▲	2021-2022	84.0%	▼	59.0%	SUS Strategic Plan Goal is 40%	Change to monitor as long as we remain above the SUS Strategic Plan goal of 40%.
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	▲	2021-2022	94.0%	▼	91.0%		Change to monitor. No SUS Strategic Plan goal. UWF highest in system.
25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	▲	2021-2022	64.4%	▼	62.4%		Change to monitor. Top of excellence benchmark (10pts) is at 50% (SUS Goal).
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	▲	2021-2022	65.4%	▲	71.1%		Change to monitor. Top of excellence benchmark (10pts) is at 60% (SUS Goal).

Presidential Annual Performance & Evaluation Timeline

Performance Evaluation & Goal Setting Activities

