



AGENDA

THE UNIVERSITY OF WEST FLORIDA BOARD OF TRUSTEES MEETING

September 9, 2020

9:00 a.m. CT

UWF Conference Center, Bldg. 22

11000 University Parkway

Pensacola, FL 32514

The public may join this Board of Trustees meeting in person or virtually at
<https://zoom.us/j/91790995150?pwd=VGZTV3BLdm1Wbkl6LzR5WWN5ci9XQT09>

Passcode: 655062

The UWF Community is encouraged to watch the BOT meeting live via [Webcast](#)
at <https://www.wuwf.org/webcasts#stream/0>

APPROVAL OF MINUTES BY COMMITTEES

Emergency Board of Trustees Executive Committee:

Dave Cleveland, Chair

- Approve Minutes of August 12, 2020

Academic Affairs Committee:

Jill Singer, Chair

- Approve Minutes of August 20, 2020

Audit and Compliance Committee:

Bob Jones, Chair

- Approve Minutes of August 5, 2020 Special Committee Meeting
- Approve Minutes of August 20, 2020

Finance, Facilities & Operations Committee:

Greg Britton, Chair

- Approve Minutes of August 20, 2020

Student Affairs Committee:

Alonzie Scott, Chair

- Approve Minutes of August 20, 2020

Presidential Performance Evaluation & Metrics Ad Hoc Committee:

Suzanne Lewis, Chair

- Approve Minutes of September 2, 2020

FULL BOARD

- I. **Call to Order and Chair's Remarks** **Dave Cleveland**
- II. **Student Presentation** **Katerina Zatopkova, 2016-2020 BOT Student & Graduate Assistant; Spring 2020 Graduate, Masters of Arts Psychology; 2018 Graduate, Bachelor of Arts Psychology with a Minor in Forensic Science**
- III. **President's Report** **Dr. Martha Saunders**
- IV. **Approval of Minutes**
- April 23, 2020 Special Board of Trustees Teleconference Meeting
 - May 13, 2020 Special Board of Trustees Virtual Meeting
 - June 18, 2020 Board of Trustees Virtual Meeting
 - June 19, 2020 Emergency Board of Trustees Virtual Meeting
- V. **Committee Reports**
- Executive Committee – Dave Cleveland, Chair
 - Academic Affairs Committee – Jill Singer, Chair
 - Audit and Compliance Committee – Bob Jones, Chair
 - Finance, Facilities and Operations Committee – Greg Britton, Chair
 - Student Affairs Committee – Alonzie Scott, Chair
- VI. **Direct Support Organization Reports**
- UWF Business Enterprises, Inc. – Greg Britton
 - UWF Foundation, Inc. – Dick Baker
 - West Florida Historic Trust, Inc. – Suzanne Lewis
- VII. **Public Comment**
- VIII. **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 the 2020 Florida Educational Equity Act Report
 - b. Approval of the Office of Compliance and Ethics Annual Work Plan
 - c. Acceptance of Internal Auditing PCard Audit Reports: Results for Quarter 4 (April - June 2020) and the Annual Update (July 2019 - June 2020)

- d. Acceptance of Results of Agreed-Upon Procedures by Saltmarsh, Cleaveland & Gund, CPAs and Consultants for the Complete Florida Plus Program
- e. Approval for University Staff to Bring a Comprehensive Plan of Action to the Board of Trustees September 9, 2020 Meeting Regarding Repayment to the Complete Florida Plus Program
- f. Approval for the University to ask the Board of Governors to Negotiate a Settlement Regarding Repayment to the Complete Florida Plus Program
- g. Approval of Amendments to UWF Regulation 3.040 Textbook and Instructional Materials Affordability
- h. Approval of 2020 UWF Textbook and Instructional Materials Affordability Annual Report
- i. Approval of Update to UWF Regulation 5.001 Parking and Registration

IX. Action Items

- 1. Approval and Authorization of the Complete Florida Plus Program Update
- 2. Approval of Fiscal Year 2019-20 University Carryforward Spending Plan as of June 30, 2020
- 3. Approval and Authorization of Estimated Fiscal Year 2020-21 University Carryforward Spending Plan; Estimated Fiscal Year 2020-21 University Fixed Capital Outlay Plan; and Certification Document for University Fixed Capital, Operating and Carryforward Budgets
- 4. Approval of 2021-2022 Legislative Budget Requests
- 5. Approval of Naming of Department of Music
- 6. Approval of Updated Academic Calendars 2020-21 and 2021-22
- 7. Approval of 2019-2020 Presidential Evaluation and Compensation
- 8. Approval of Renewal of Employment Agreement for President Martha D. Saunders for Year 2021
- 9. Approval of Resolutions in Recognition of Distinguished Service

X. Information Items

1. Fiscal Year 2019-2020 Final Operating Budget Summary
2. Metrics Update
3. Foreign Interference in University Research

XI. Board Engagement

Other Business

Adjournment

Other Activities and Upcoming Events

November 17, 2020 Board of Trustees Committee Meetings

December 10, 2020 Board of Trustees Meeting

UWF Board of Trustees Meeting
Full Board
September 9, 2020

Issue: Complete Florida Plus Program (CFPP) Update

Proposed Action: Action

Chairman Cleveland, President Saunders, and Vice President for Finance and Administration Bowers will provide an update regarding the subsequent activities related to the CFPP since the BOT Audit Committee and the BOT Finance, Facilities & Operations Committee meetings.

Recommendation: Authorize the University to take the appropriate action warranted.

Implementation Plan: Work with BOG and DOE to facilitate necessary actions.

Fiscal Implications: Fiscal oversight of the UWF Board of Trustees

Supporting Documents:

- Florida Auditor General UWF Operational Audit, Report #2020-152, March 2020
- Saltmarsh Cleveland and Gund Agreed Upon Procedures Report, Phases 1 and 2, report date July 10, 2020
- BOG Audit Chair Lydecker memo to BOT Chair Cleveland, August 4, 2020

Prepared by: Betsy Bowers, Vice President Finance and Administration, 850-474-2210, bbowers@uwf.edu

Presenters:

David Cleveland, Chairman, UWF Board of Trustees, dcleland@uwf.edu
Dr. Martha Saunders, President, University of West Florida, 850-474-2200, msaunders@uwf.edu
Betsy Bowers, Vice President Finance and Administration, 850-474-2210, bbowers@uwf.edu

STATE OF FLORIDA AUDITOR GENERAL

Operational Audit

UNIVERSITY OF WEST FLORIDA



Sherrill F. Norman, CPA
Auditor General

Board of Trustees and President

During the period January 2018 through December 2018, Dr. Martha D. Saunders served as President of the University of West Florida and the following individuals served as Members of the Board of Trustees:

John Mortimer O'Sullivan, Chair
David E. Cleveland, Vice Chair
Richard R. Baker
Lewis Bear Jr.
Greg Britton
Adrienne Collins
Robert L. Jones
Suzanne Lewis

Brandon Malone ^a from 4-14-18
Rev. LuTimothy May through 1-6-18 ^b
Kishane Patel ^a through 4-13-18
Dr. David Ramsay ^c
Alonzie Scott from 2-9-18
Jill Singer from 2-9-18 ^d
Robert D. Sires

^a Student Body President.

^b Trustee position vacant 1-7-18, through 2-8-18.

^c Faculty Senate Chair.

^d Trustee position vacant 1-1-18, through 2-8-18.

The team leader was Christy L. Johnson, CPA, and the audit was supervised by Kenneth C. Danley, CPA.

Please address inquiries regarding this report to Jaime N. Hoelscher, CPA, Audit Manager, by e-mail at jaimehoelscher@aud.state.fl.us or by telephone at (850) 412-2868.

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State of Florida Auditor General

Claude Pepper Building, Suite G74 · 111 West Madison Street · Tallahassee, FL 32399-1450 · (850) 412-2722

UNIVERSITY OF WEST FLORIDA

SUMMARY

This operational audit of the University of West Florida (University) focused on selected University processes and administrative activities and included a follow-up on findings noted in our report No. 2017-081. Our operational audit disclosed the following:

Finding 1: The University subsequently withdrew amounts for additional administrative costs totaling \$2.395 million from the Complete Florida Plus Program without apparent legal authority. In addition, during the 2017-18 fiscal year, the University did not maintain personnel activity reports or other records to support the purpose for and value of Program salary and benefit costs totaling \$11.9 million.

Finding 2: University rules and records supporting University property, facilities, and personal services used by the University direct-support organizations could be improved.

Finding 3: Some unnecessary information technology user access privileges existed that increased the risk that unauthorized disclosure of sensitive personal information of students may occur.

BACKGROUND

The University of West Florida (University) is part of the State university system of public universities, which is under the general direction and control of the Florida Board of Governors (BOG). The University is directly governed by a Board of Trustees (Trustees) consisting of 13 members. The Governor appoints 6 citizen members and the BOG appoints 5 citizen members. These members are confirmed by the Florida Senate and serve staggered 5-year terms. The Faculty Senate Chair and Student Body President also are members.

The BOG establishes the powers and duties of the Trustees. The Trustees are responsible for setting University policies, which provide governance in accordance with State law and BOG Regulations. The University President is selected by the Trustees and confirmed by the BOG. The University President serves as the Executive Officer and the Corporate Secretary of the Trustees and is responsible for administering the policies prescribed by the Trustees for the University.

FINDINGS AND RECOMMENDATIONS

Finding 1: Complete Florida Plus Program

State law¹ provides that the Complete Florida Plus Program (Program) was created at the University of West Florida to:

- Facilitate degree completion for the State's adult learners through the Complete Florida Degree Initiative.

¹ Section 1006.735, Florida Statutes, and Chapter 2014-56, Laws of Florida.

- Provide information regarding and access to distance learning courses and degree programs offered by public postsecondary education institutions within the State.
- Coordinate with the Florida College System and the State University System to identify and provide online academic support services and resources when the multi-institutional provision of such services and resources is more cost effective or operationally effective.
- Administer the Florida Academic Library Services Cooperative (Cooperative) established in State law² and consult with the chancellors of the Florida College System and the State University System regarding the implementation and operations of the Cooperative.

The Program received an annual appropriation in the General Appropriations Act (GAA)³ for each of the 2016-17, 2017-18, and 2018-19 fiscal years. Appropriations made in the GAA are limited by the GAA to the pertinent fiscal year. Accordingly, authority articulated in proviso must also be limited to the pertinent fiscal year.⁴ Proviso pertaining to each Program appropriation provided that, from the appropriated funds, administrative costs shall not exceed 5 percent, and the University withdrew varying amounts for administrative costs from the Program during those fiscal years. However, according to University records, the University subsequently withdrew additional amounts for prior year administrative costs totaling \$2.395 million from Program funds carried forward from previous years.⁵

According to University personnel, the amounts subsequently withdrawn represented previously incurred administrative costs that could have been withdrawn but were not. Specifically, University personnel indicated that, during the first few years of the Program, the University incurred but did not withdraw Program funds for all allowable administrative costs as significant time was required to incorporate the Program into the University's accounting, information technology, and other operational systems. University personnel also indicated that they believed withdrawing funds for the administrative costs from previous GAA fiscal year appropriations was allowed because universities are authorized to carryforward funds and such authorization did not restrict the use of carryforward funds. In addition, University personnel indicated that "the proviso language clearly does not impose a time limit on the collection of indirect administrative costs" and that the total amounts withdrawn for administrative costs have not exceeded 5 percent of total Program appropriations since the Program's inception. Notwithstanding this response, the University's authority to withdraw Program funds for administrative costs was limited to the year of appropriation. Therefore, the University's legal authority to withdraw amounts for prior year administrative costs totaling \$2.395 million from Program funds carried forward is not apparent.

Additionally, University records indicate that during the 2017-18 fiscal year the University incurred Program salary and benefit costs totaling \$11.9 million for 136 University employees, including 125 employees whose salary and benefits were totally funded by the Program. As part of our audit, we examined the job descriptions for 10 of the 125 employees in positions totally funded by the Program. We found that 8 of the 10 employees were primarily assigned Program job duties but could be assigned

² Section 1006.73, Florida Statutes.

³ Chapters 2016-66, 2017-70, and 2018-9, Laws of Florida.

⁴ Article 3, Section 12 of the State Constitution, *Mildred Henry v. Agency for Health Care Administration*, Department of Administrative Hearings (DOAH) Case No. 93-5311RE (October 11, 1993) (Citing *Chiles v. United Faculty of Florida*, 615 So.2d 671 (Fla. 1993)).

⁵ Section 1011.45, Florida Statutes (2018), and Board of Governors Regulation 9.007, *State University Operating Budgets* (2018).

other duties and that the assignments of the other 2 employees included job duties that were not specific to the Program. In response to our inquiries, University personnel indicated the University did not require Program employees to maintain personnel activity reports⁶ or other records to support Program salary and benefit costs. However, absent such records, there is an increased risk that Program costs may be incurred for services that are not for Program purposes.

In October 2019, the University Board of Trustees and the State University System of Florida Board of Governors contracted with a certified public accounting (CPA) firm to help determine, in part, whether administrative costs incurred by the Program exceeded the 5 percent set by the proviso in the GAA and whether direct labor charges to the Program reflect a reasonable percent of effort and type of work performed for the Program. As of January 2020, the results of the CPA firm services had not been finalized.

Recommendation: The University should document the authority for and allowability of the administrative costs totaling \$2.395 million or restore that amount to the Program. In addition, University procedures should be established to require employees to maintain personnel activity reports or other records to support the purpose for and value of Program services and to demonstrate the propriety of the salary and benefit costs charged to the Program.

Follow-Up to Management's Response

Management's response stated that "F.S. 1011.45 and BOG Regulation 9.007 provide the University with clear authority for recovering the administrative costs due to the University from carryforward funds" and "neither of the case laws cited by the Auditor General to support the position that the General Appropriation Act only provides authority for spending in a particular year is relevant to this situation." While the response factually distinguished the legal references, it misconstrues the propositions for which the cases were cited.

Section 1011.45, Florida Statutes, and BOG Regulation 9.007 do not provide express authority for the University to use carryforward funds for prior year Program administrative costs. Chiles v. United Faculty of Florida supports the proposition that authority to make expenditures identified in an appropriations act lasts only as long as the pertinent fiscal year. This is because the Legislature is prohibited by Article 3, Section 12 of the Florida Constitution from passing substantive law in an appropriations act (see Brown v. Firestone, 382 So. 2d 654 [Fla. 1980]). Mildred Henry v. Agency for Health Care Administration not only demonstrates solid legal analysis as noted by the University, but also that entities appropriated funds through the General Appropriations Act, such as the Agency for Health Care Administration and the University, may not rely on authority expressed in previous Acts during a different fiscal year. Furthermore, that case illustrates that, had the Legislature intended to create continuing authority for the University to withdraw additional amounts for prior year administrative costs, authority would have been expressly provided in the statutes related to carry forward use or the Program. Consequently, we continue to recommend the University document the authority for and allowability of the administrative costs totaling \$2.395 million or restore that amount to the Program.

⁶ Personnel activity reports reflect an after-the-fact distribution of the actual activity of each employee who worked on multiple activities or, for those employees who worked solely for the Program, periodic certifications signed by the employee or supervising official with firsthand knowledge of the work performed by the employee, confirming that the employee worked solely for the Program.

Finding 2: Direct-Support Organizations

To promote accountability over University property, facility, and personal services use, it is important that public records prescribe the conditions for such use, document appropriate approval before the use occurs, and demonstrate appropriate use. Such records help document authorization for the use, demonstrate the reasonableness of the value associated with that use, and enhance government transparency.

State law⁷ provides that a direct-support organization (DSO) is organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to, or for the benefit of, the University. Additionally, State law⁸ authorizes the University Board of Trustees (Trustees) to permit the use of University property, facilities, and personal services by a DSO, and requires the Trustees to prescribe by regulation any condition with which a DSO must comply for such use. Trustee regulations⁹ provide that, upon approval by the Trustees, a DSO is certified and authorized to use University property, facilities, and personal services, to receive, hold, invest or administer assets or property, and to make expenditures for the benefit of the University to the extent permissible by applicable law, the conditions prescribed by regulations, and University internal management memoranda.

In 2001, the Florida Legislature transferred the management and historic preservation responsibilities of the Historic Pensacola Preservation Board (HPPB) from the Department of State to the University. At that time, the HPPB was renamed the West Florida Historic Preservation, Inc. (WFHP) and, in accordance with State law,¹⁰ the WFHP was designated as a DSO to assist the University in carrying out these responsibilities. The WFHP operates under an agreement with the University that provides, in part, for University employees to assist the WFHP in carrying out its duties under the agreement. University personnel indicated that State appropriations received during the 2018-19 fiscal year for salaries and plant operations and maintenance related to the WFHP totaled \$1.4 million. In addition to the WFHP, the Trustees have approved the University of West Florida Foundation, Inc. (Foundation) and UWF Business Enterprises, Inc., as DSOs that routinely receive and use charitable contributions for the benefit of the University.

As part of our audit, we examined University records supporting DSO use of University property, facilities, and personal services. In response to our request, University personnel provided records that showed, during the 2018-19 fiscal year, the estimated value of DSO use of University buildings totaled \$229,000; 125 University employees provided an estimated \$3.2 million in personal services to the DSOs, including \$1.3 million funded by State appropriations for the WFHP; and \$680,000 was paid by the WFHP and the Foundation for use of the University personal services. However, University personnel indicated that the University did not maintain documentation supporting the actual time and effort of 38 employees who provided less than 100 percent of their work effort for the DSOs. In addition, the University did not execute Trustees-approved agreements or maintain other University records to evidence the basis for

⁷ Section 1004.28(1)(a)2., Florida Statutes.

⁸ Section 1004.28(2)(b), Florida Statutes.

⁹ Regulation 5.016, *Direct Support Organizations*.

¹⁰ Section 267.1732, Florida Statutes.

the DSO payments. Without such agreements, there is an increased risk of misunderstanding between the Trustees and a DSO and for over or under payments to occur.

We also noted that University records associated with DSO use of University property, facilities, and personal services could be improved by obtaining:

- The Trustees' approval of the anticipated DSO use and the estimated value of the associated University resources before the use occurs.
- Confirmations and other documentation from DSO management affirming that University resources were used only for purposes approved by the Trustees.

In response to our inquiries, University personnel indicated that:

- State law and Trustee regulation permit the use of University property, facilities, and personal services by DSOs, and that no violations of law have occurred in providing University resources to the DSOs.
- The University receives annual funding appropriations from the Florida Legislature to carry out its historic preservation responsibilities and providing University resources to the WFHP is necessary to fulfill those responsibilities.
- The Trustees are adequately informed of DSO activities since DSO budgets are annually approved by the Trustees, a Trustee serves on the executive Board of each DSO, quarterly reports of DSO activities are presented to the Trustees, and DSO audit reports presented to the Trustees include notes to the financial statements that include information about University resources provided to the DSOs.
- The value of DSO resources provided to the University far exceeds the value of University resources provided to the DSOs.

Notwithstanding the veracity of this response, approvals by the Trustees and documentation affirming approval of the anticipated use and the actual use of University resources would provide additional assurance that DSO use of University resources is consistent with the Trustees' intent and enhance transparency for such use.

Recommendation: We recommend that:

- **The University document University employee actual time and effort provided to the DSOs to support the purpose for and value of such services and the distribution of applicable personal service costs among specific University and DSO activities for employees who work on more than one activity.**
- **The Trustees enter into agreements with DSOs to establish the basis for any DSO payments.**
- **The University document the Trustees' consideration and approval of 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.**
- **The University obtain confirmations and other documentation from DSO management affirming that University resources were used only for purposes approved by the Trustees.**

Finding 3: Information Technology User Access Privileges – Sensitive Personal Student Information

The Legislature has recognized in State law¹¹ that social security numbers (SSNs) can be used to acquire sensitive personal information, the release of which could result in fraud against individuals or cause other financial or personal harm. Therefore, public entities are required to provide extra care in maintaining such information. Effective information technology (IT) access controls limit user access privileges to only those system functions and information necessary for the performance of assigned job duties. Periodic reviews of user access privileges help ensure that only authorized users have access and that the access privileges provided to each user remain appropriate.

According to University personnel and records, the University established a unique identifier, other than the SSN, to identify each student and maintained student information, including SSNs, in the University IT system. Access to student SSNs should only be granted for the performance of administrative, supervisory, or instructional responsibilities that serve a legitimate educational purpose in accordance with applicable Florida Statutes and Federal laws. The University collects and uses student SSNs pursuant to State law for various purposes, such as to register newly enrolled students and to comply with Federal and State requirements related to financial and academic assistance. Student SSNs are also maintained so the University can provide student transcripts to other universities, colleges, and potential employers based on student-authorized requests. The University indefinitely maintains records containing the SSNs of prospective students who apply for entrance into the University but do not enroll. However, although we requested, records were not provided to evidence the public purpose served for indefinitely maintaining these records.

To help protect student information from unauthorized disclosure, modification, or destruction, all employees with IT system access are required to sign an understanding of confidentiality form and receive training on records confidentiality. The University established procedures to require applicable supervisors and security administrators to document approval of employee access to sensitive data and for periodic reviews of user access privileges to the sensitive personal information of students to ensure that the access was based on a demonstrated need. However, according to University personnel, the University did not maintain records documenting the reviews.

As of May 2019, University personnel indicated that the University IT system contained sensitive personal information, including SSNs, for 199,618 former, 102,588 prospective, and 14,652 current students, and a total of 120 individuals had IT user access privileges to the information. As part of our audit, we examined University records supporting user access privileges to sensitive personal information of students for 30 selected University IT system users. We found that 4 IT system users, including certain department directors, had unnecessary access to former, prospective, and current student information and 8 other IT system users, including certain Controller Office personnel, had unnecessary access to prospective student information. In response to our inquiry, University personnel indicated that they removed the unnecessary access for the 4 IT system users who had the ability to view sensitive personal information of former, prospective, and current students. University personnel also indicated that the

¹¹ Section 119.071(5)(a), Florida Statutes.

IT system did not differentiate former, prospective, and current students, although individuals did not always need access to information for all three types of students.

The existence of unnecessary access privileges increases the risk of unauthorized disclosure of sensitive personal information and the possibility that such information may be used to commit a fraud against University students or others.

Recommendation: To ensure that sensitive student information is properly safeguarded, the University should:

- Document the public purpose served for indefinitely maintaining that information for prospective students who do not enroll in the University. Absent such, the University should discontinue the practice of indefinitely maintaining such information.
- Document periodic reviews of assigned IT user access privileges to determine whether such privileges remain necessary and timely remove any inappropriate or unnecessary access privileges detected.
- Upgrade the University IT system to include a mechanism to differentiate former, prospective, and current student information or otherwise limit access privileges to only that needed for each type of student.

PRIOR AUDIT FOLLOW-UP

The University had taken corrective actions for findings included in our report No. 2017-081.

OBJECTIVES, SCOPE, AND METHODOLOGY

The Auditor General conducts operational audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted this operational audit from March 2019 through January 2020 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The objectives of this operational audit were to:

- Evaluate management's performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines.
- Examine internal controls designed and placed in operation to promote and encourage the achievement of management's control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those controls.

- Determine whether management had taken corrective actions for findings included in our report No. 2017-081.
- Identify statutory and fiscal changes that may be recommended to the Legislature pursuant to Section 11.45(7)(h), Florida Statutes.

This audit was designed to identify, for those programs, activities, or functions included within the scope of the audit, weaknesses in management's internal controls; instances of noncompliance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines; and instances of inefficient or ineffective operational policies, procedures, or practices. The focus of this audit was to identify problems so that they may be corrected in such a way as to improve government accountability and efficiency and the stewardship of management. Professional judgment has been used in determining significance and audit risk and in selecting the particular transactions, legal compliance matters, records, and controls considered.

As described in more detail below, for those programs, activities, and functions included within the scope of our audit, our audit work included, but was not limited to, communicating to management and those charged with governance the scope, objectives, timing, overall methodology, and reporting of our audit; obtaining an understanding of the program, activity, or function; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

Our audit included transactions, as well as events and conditions, occurring during the audit period of January 2018 through December 2018 and selected University actions taken prior and subsequent thereto. Unless otherwise indicated in this report, these records and transactions were not selected with the intent of statistically projecting the results, although we have presented for perspective, where practicable, information concerning relevant population value or size and quantifications relative to the items selected for examination.

An audit by its nature does not include a review of all records and actions of management, staff, and vendors and, as a consequence, cannot be relied upon to identify all instances of noncompliance, fraud, waste, abuse, or inefficiency.

In conducting our audit, we:

- Reviewed University information technology (IT) policies and procedures to determine whether the policies and procedures addressed certain important IT control functions, such as access security and user authentication.
- Evaluated University procedures for maintaining and reviewing employee access to IT data and resources. We examined access privileges to selected critical functions within the finance and human resources applications during the audit period for 27 employees to determine the appropriateness and necessity of the access based on the employees' job duties and user account functions and the adequacy with regard to preventing the performance of incompatible duties.

- Evaluated University procedures for protecting the sensitive personal information of students, including student social security numbers (SSNs). From the population of 120 employees who had access privileges to sensitive personal information of students during the audit period, we examined University records supporting the access privileges granted to 30 employees to determine the appropriateness and necessity of the access privileges based on the employees' assigned job responsibilities.
- Reviewed application security settings to determine whether authentication controls were configured and enforced in accordance with IT best practices.
- Evaluated the appropriateness of the University comprehensive IT disaster recovery plan effective during the audit period and determined whether it had been recently tested.
- Reviewed the internal audit function to determine whether the University followed professional requirements and provided for peer review of reports issued. For internal audits, we determined whether audit reports were properly completed and submitted to the Trustees.
- Examined University records supporting textbook adoptions for 2,201 course sections offered during the Fall 2018 Semester to determine whether the University textbook affordability procedures complied with Section 1004.085, Florida Statutes.
- Determined whether the Board established investment policies and procedures as required by Section 218.415, Florida Statutes, and whether University investments during the audit period complied with those policies and procedures. Also, we determined whether any investment income was properly allocated to the funds that generated the investment income.
- Examined University records to determine whether the Trustees had prescribed by rule, pursuant to Section 1004.28(2)(b), Florida Statutes, the conditions with which the DSOs must comply in order to use University property, facilities, and personal services and whether the Trustees documented consideration and approval of anticipated property, facilities, and personal services provided to the DSOs and the related costs.
- Examined University fee schedules to determine that the University had the authority for assessing such fees, the University separately accounted for the fees, and the fees did not exceed the limits established in Section 1009.24, Florida Statutes, and Board of Governors Regulations 7.001 and 7.003.
- Examined University records to determine whether compensation paid to the President did not exceed the limits established in Section 1012.975(3), Florida Statutes. Additionally, we reviewed University records supporting the reasonableness of the President Emeritus position compensation.
- From the population of \$45.1 million in expenses other than salaries, benefits, and purchasing card (P-card) transactions during the period July 1, 2018, through December 31, 2018, examined University records relating to 30 general expenses totaling \$1.2 million to determine whether selected expenses were reasonable, correctly recorded, adequately documented, for a valid University purpose, properly authorized and approved, and in compliance with applicable laws, rules, contract terms, and University policies.
- From the population of 37,457 P-card transactions totaling \$16.2 million during the audit period, examined University records supporting 33 selected P-card transactions totaling \$19,178 to determine whether the P-card program was administered in accordance with University policies and procedures and transactions were not of a personal nature.
- Examined P-card records for the 39 cardholders who separated from University employment during the audit period to determine whether the University timely canceled the cardholders' P-cards.

- Evaluated University records supporting the only major construction project with a construction management entity guaranteed maximum price contract of \$16.2 million to determine whether the University adequately monitored the selection of subcontractors; verified subcontractor licenses; and negotiated, monitored, and documented the reasonableness of general conditions costs.
- Evaluated University procedures to ensure compliance with the Florida Department of Economic Opportunity grant provisions for awarding subcontracts and reporting grant activities for the period January 1, 2017, through December 31, 2018.
- Examined University records supporting administrative cost withdrawals from Complete Florida Plus Program funds carried forward from prior fiscal years to determine the legal authority for the withdrawals. Additionally, we examined University records supporting Program salary and benefit costs incurred during the 2017-18 fiscal year to determine whether the University maintained personnel activity reports or other records to support the purpose for and value of Program services and to demonstrate the propriety of the salary and benefit costs charged to the Program.
- Communicated on an interim basis with applicable officials to ensure the timely resolution of issues involving controls and noncompliance.
- Performed various other auditing procedures, including analytical procedures, as necessary, to accomplish the objectives of the audit.
- Prepared and submitted for management response the findings and recommendations that are included in this report and which describe the matters requiring corrective actions. Management's response is included in this report under the heading **MANAGEMENT'S RESPONSE**.

AUTHORITY

Section 11.45, Florida Statutes, requires that the Auditor General conduct an operational audit of each University on a periodic basis. Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.



Sherrill F. Norman, CPA
Auditor General

MANAGEMENT'S RESPONSE



Office of the President
11000 University Parkway
Pensacola, FL 32514-5750

March 3, 2020

Ms. Sherrill F. Norman, CPA
Auditor General
State of Florida
Claude Denson Pepper Building, Suite G74
111 West Madison Street
Tallahassee, Florida 32399-1450

Dear Ms. Norman:

This is the University of West Florida's acknowledgement of and response to the preliminary and tentative findings and recommendations, as transmitted by your correspondence of February 7, 2020. The responses relate to your operational audit on the:

University of West Florida
For the Audit Period January 1, 2018 – December 31, 2018

Auditor General Finding 1a: The University subsequently withdrew amounts for additional administrative costs totaling \$2.395 million from the Complete Florida Plus Program without apparent legal authority.

Auditor General Recommendation 1a: The University should document the authority for and allowability of the administrative costs totaling \$2.395 million or restore that amount to the Program.

UWF Response to Finding 1a:

The University had clear authority from F.S. Section 1011.45 and BOG Regulation 9.007 to withdraw amounts for prior administrative costs for the Program totaling \$2.395 million from University carryforward funds.

The CFPP appropriation was included as part of the University's E&G base budget. Each June 30, the remaining fund balance rolled into the University's carryforward funding in accordance with F.S. Section 1011.45 which authorizes universities to carry forward unexpended amounts into future years. From 2003 through the period in question, Section 1011.45, Florida Statutes, "End of Year Balances," states:

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“Unexpended amounts in any fund in a university current year operating budget shall be carried forward and included as the balance forward for that fund in the approved operating budget for the following year.”

In accordance with this Statute, all unexpended funds from the University’s E&G base budget were carried forward. The Board of Governors created Regulation 9.007 “State University Operating Budgets” to provide direction for Universities in the allowable uses of carry forward funding. This regulation does not prohibit the use of carryforward funds to provide for administrative overhead fees.

Nothing in the language of the General Appropriations Act’s line items for these Program administrative expenses altered or revoked the carryforward authority set forth in F.S.1011.45.

Further, in routine interactions with the BOG financial staff since the University took on administration of CFPP, including the preparation of budget worksheets, expenditure analyses and scenarios for potential carryforward reductions, BOG financial staff consistently treated all University carryforward funds as one unit, subject to BOG Regulation 9.007. The University was never informed of any distinction between CFPP carryforward funds and other carryforward funds.

Additionally, it is clear that the Legislature intended for the University to be compensated for expenses incurred in administering CFPP because it made provisions for this each year within the Act. During CFPP’s transition to UWF, central administrative staff were dealing with the complications of assimilating the CFPP’s accounting, personnel and information technology systems into the University’s which caused a delay in collecting the fees.

It should also be noted that there are \$1.8 million in allowable administrative costs that the University did not collect from CFPP. This demonstrates UWF’s commitment to and investment in the Program. A sense of fairness seems to dictate that these sacrifices be taken into consideration when weighing the various outcomes of this audit.

The University asserts that F.S. 1011.45 and BOG Regulation 9.007 provide the University with clear authority for recovering the administrative costs due to the University from carryforward funds.

Review of Case Law Cited by the Auditor General

As the legal review presented below demonstrates, neither of the case laws cited by the Auditor General in their finding support the position that the General Appropriations Act only provides authority for spending in a particular year. Section 1011.45 of the Florida Statutes has long authorized state universities to carry forward unexpended amounts. Nothing in the language of the General Appropriations Act’s line items for the years in question altered or revoked the carryforward authority set forth in F.S. 1011.45.

Reliance on Chiles v. United Faculty of Fla., 615 So.2d 671 (Fla. 1993), as support for the position the Auditor General has taken is misplaced. We agree, in concept, that the General Appropriations Act sets the annual spending authority for each item in the appropriations bill. However, in Chiles, a separate statute authorizing a continuing appropriation was not at issue. Chiles involved the interplay of the Legislature’s appropriation powers and other constitutional provisions pertaining to impairment of contracts and the right to work. In Chiles, the Florida Supreme Court held that the legislature’s unilateral modification and abrogation of an agreement, which had been funded,

violated employees' rights to collectively bargain and constituted a constitutionally impermissible impairment of contract.

In Chiles, the faculty union is a third party seeking to enforce a contract against the state. In this matter, the question is about the internal budgeting processes of an instrumentality of the state. There is no contract or agreement at issue. There is also no competing constitutional power at issue. In this matter, the plain language of the General Appropriations Act must be interpreted and evaluated alongside a valid existing statute.

Similarly, reliance on the Division of Administrative Hearings Order, Mildred Henry, Petitioner v. Agency for Health Care Administration, Respondent, No. 93-5311RE, 1993 WL 944021, (October 11, 1993) to conclude the University was not authorized is misplaced. While DOAH orders have limited precedential value, Henry actually supports the University's position of the correct way to analyze the authority question.

The ultimate question being analyzed in Henry was whether the agency was authorized to take the actions it took just like in this case. Henry involved a third party, Ms. Henry, seeking to stop the State of Florida from requiring her to make certain copayments for Medicaid prescribed drug services. Ms. Henry successfully challenged the validity of rules implemented by the agency requiring the copayments which had been a response to a reduction in legislative appropriations affecting Medicaid benefits. The hearing officer reviewed language from the appropriations acts over multiple years as well as applicable substantive statutes and ultimately determined, applying the canon of statutory construction applicable in this situation, that the agency was not authorized to take the actions it did to reduce benefits based on the existing statutes. Henry is instructive in terms of how the hearing officer analyzed the authority question. The hearing officer looked to an existing statute on the books to interpret the authority question, just as is required in this matter. However, beyond that, because the Henry proceeding involved analyzing an entirely different set of statutes and a third party claim against the state, the fact that the hearing officer concluded the agency's action was not authorized is not relevant to this matter.

In conclusion, neither of the case laws cited by the Auditor General to support the position that the General Appropriations Act only provides authority for spending in a particular year is relevant to this situation.

Auditor General Finding 1b. In addition, during the 2017-18 fiscal year, the University did not maintain personnel activity reports or other records to support the purpose for and value of Program salary and benefit costs totaling \$11.9 million.

Auditor General Recommendation 1b. In addition, University procedures should be established to require employees to maintain personnel activity reports or other records to support the purpose for and value of Program services and to demonstrate the propriety of the salary and benefit costs charged to the Program.

UWF Response to Finding 1b:

Neither Florida Statutes nor the General Appropriation Act require that the Program maintain personnel activity reports.

Sections 1006.73 and 1006.735, Florida Statutes, and each year's General Appropriations Act are all silent on the requirement to maintain personnel activity records. The finding describes this risk as "Program costs may be incurred for services that are not for Program purposes" and it specifically refers persons who may not allocate 100% of their time to the Program, yet are paid by the Program. We will consider alternatives available to address this risk and request that the BOG adopt a regulation that governs time and effort reporting for activities such as CFPP.

Auditor General Finding 2: University rules and records supporting University property, facilities and personal services used by the University direct-support organizations could be improved.

Auditor General Recommendations 2:

- The University document University employees' actual time and effort provided to the DSOs to support the purpose for and value of such services and the distribution of applicable personal service costs among specific University and DSO activities for employees who work on more than one activity.
- The Trustees enter into agreements with DSOs to establish the basis for any DSO payments.
- The University document the Trustees' consideration and approval of 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.
- The University obtain confirmations and other documentation from DSO management affirming that University resources were used only for purposes approved by the Trustees.

UWF Response to Finding 2:

The University's activities and processes are in compliance with Section 1004.28, Florida Statutes "Direct Support Organizations," Board of Governors Regulation 9.011 "University Direct Support Organizations and Health Services Support Organizations," and UWF Regulation 5.016 "Direct Support Organizations," which require accountability and transparency of a DSO's use of university property, facilities and personnel services; however, the University will collaborate with the Board of Trustees and DSO administration to identify potential enhancements to our processes and documentation retained, such as those recommended.

Auditor General Finding 3: Some unnecessary information technology user access privileges existed that increased the risk that unauthorized disclosure of sensitive personal information of students may occur.

Auditor General Recommendations 3: To ensure that sensitive student information is properly safeguarded, the University should:

- Document the public purpose served for indefinitely maintaining that information for prospective students who do not enroll in the University. Absent such, the University should discontinue the practice of indefinitely maintaining such information.



- Document periodic reviews of assigned IT user access privileges to determine whether such privileges remain necessary and timely remove any inappropriate or unnecessary access privileges detected.
- Upgrade the University IT system to include a mechanism to differentiate former, prospective, and current student information.

UWF Response to Finding 3:

We agree that additional steps can be taken to strengthen security over sensitive information.

- a. "General Records Schedule G5 For Public Universities and Colleges" provides guidance for the retention of records. The guidance provided for "Admission Records: Denied/Unregistered Students" clarifies that these records are to be retained for five years. We acknowledge the importance of purging confidential data in order to protect the privacy of individuals and will adapt our procedures to ensure that the applications of students who are not ultimately registered at the University will be purged from the Banner Student Module after five years.
- b. UWF has documented a procedure for the periodic review of IT access privileges. Security Administrators in the departments are assigned this responsibility. Although many Security Administrators routinely conduct these reviews, some have not retained documentation as evidence. They will be reminded of the need to document their reviews of IT access.
- c. The Banner Student Module has the capability to differentiate between former, prospective and current students; however, our system security cannot technically be scoped to these populations, nor is there an appropriate system upgrade available. To mitigate the risk of confidential data being inadvertently disclosed, we currently employ the use of technical controls ("Business Profiles") that limit the capability to view full SSN's in Banner to those employees who have a business need.

We find the Auditor General provides constructive assistance to us, as we strive to maintain an acceptable level of accountability.

Sincerely yours,

Martha D. Saunders, Ph.D.
President

- cc: Mr. David E. Cleveland, UWF BOT Chairman
 Mr. Robert Jones, UWF BOT Audit & Compliance Committee (Chair)
 Mr. Dick Baker, UWF BOT Audit & Compliance Committee
 Mr. Robert Sires, UWF BOT Audit & Compliance Committee
 Dr. George Ellenberg, Provost/Executive Vice President
 Ms. Betsy Bowers, Vice President, Finance and Administration
 Dr. Kimberly McCorkle, Vice Provost
 Ms. Pamela E. Langham, General Counsel
 Ms. Kim LeDuff, Vice President, Academic Engagement and Student Affairs
 Mr. Howard Reddy, Vice President for University Advancement
 Mr. Daniel Lucas, UWF Foundation Chief Financial Officer

Dr. Ed Ranelli, UWF Business Enterprise, Inc. Chief Executive Officer
Mr. Robert Overton, Executive Director, West Florida Historic Trust
Ms. Melanie Haveard, Chief Technology Officer
Mr. Geissler Golding, ITS Director
Mr. Jeffrey Djerlek, Associate Vice President/Controller
Ms. Angie Jones, Director, Procurement
Ms. Jamie Sprague, Associate Vice President, Human Resources
Ms. Shana Gore, Executive Director, Enrollment Management and Services
Ms. Cynthia Talbert, Interim Director, Internal Auditing & Management Consulting

UNIVERSITY OF WEST FLORIDA BOARD OF TRUSTEES
STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS
COMPLETE FLORIDA PLUS PROGRAM
AGREED-UPON PROCEDURES

UNIVERSITY OF WEST FLORIDA BOARD OF TRUSTEES
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**INDEPENDENT ACCOUNTANT'S REPORT
ON APPLYING AGREED-UPON PROCEDURES**

December 18, 2019 – Phase One
July 10, 2020 – Phase Two

University of West Florida Board of Trustees
State University System of Florida Board of Governors
c/o Office of the President University of West Florida Building 10, Room 225
11000 University Parkway
Pensacola, FL 32514

We have performed the Phase One procedures enumerated on the attached schedule, which were agreed to by the University of West Florida Board of Trustees (“UWF”) and the State University System of Florida Board of Governors (“BOG”) in relation to the Complete Florida Plus Program (the “Program”) and UWF’s Division of Research and Strategic Innovation (the “Division”). The sufficiency of these procedures is solely the responsibility of UWF and BOG. Consequently, we make no representation regarding the sufficiency of the procedures described in the attached schedule either for the purpose for which this report has been requested or for any other purpose.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and the standards applicable to attestation engagements contained in *Governmental Auditing Standards* issued by the Comptroller General of the United States. We were not engaged to conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on activities relative to the Program and the Division. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the use of UWF and the BOG and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,



Saltmarsh, Cleaveland & Gund
Pensacola, Florida

SCHEDULE OF PROCEDURES AND RESULTS – PHASE ONE

PROCEDURE 1:

For the years 2012 through 2019, review Florida Statutes:

- a) 1006.735 Complete Florida Plus Program
- b) 1006.73 Florida Academic Library Services Cooperative
- c) All General Appropriations Acts related to sections 1006.73 and 1006.735, Florida Statutes.
- d) Florida Board of Governors' Regulation 9.007, State University Operating Budgets.
- e) All policies and procedures of the university and the Division of Research & Strategic Innovation related to financial accounting for the Program and any other relevant policies and procedures.

RESULTS:

We reviewed the following documents provided by UWF:

- a) Section 1006.735, Florida Statutes, for the years 2012-2019
- b) Section 1006.73, Florida Statutes, for the years 2012-2019
- c) General Appropriations Acts related to sections 1006.73 and 1006.735, Florida Statutes, for the years 2012-2019
- d) Florida Board of Governors' Regulation 9.007, State University Operating Budgets, as amended on September 22, 2016.
- e) Policies and procedures of UWF and the Division related to financial accounting for the Program:
 - i. Complete Florida Memorandum of Understanding Template for Partners
 - ii. Complete Florida Onboarding Information
 - iii. Complete Florida Scholarships
 - iv. Division of Research & Strategic Innovation Policies and Procedures for:
 - Pay Increases
 - Search Waivers
 - Signature Authority

In addition, a listing of UWF website links was provided regarding Other UWF Policies and Procedures that could apply to the Program:

- Human Resources
- Procurement
- Controller's Office
- Board of Trustees

PROCEDURE 2:

Review annual reports beginning with December 31, 2014 through present that the Program provided to the President of the Senate and the Speaker of the House of Representatives regarding the implementation and operation of all components of the Complete Florida Plus Program, including, but not limited to, information and associated costs relating to the services and functions of the Program.

RESULTS:

We reviewed the following annual reports provided by UWF:

- Florida Virtual Campus – 2013-2014 Annual Report
- Annual Report on the Operation of the Florida Virtual Campus/Complete Florida Plus Program, dated December 2015
- Annual Report on the Operation of the Florida Virtual Campus/Complete Florida Plus Program, dated December 2016
- Florida Virtual Campus – 2017 Annual Report
- Florida Virtual Campus – 2018 Annual Report

PROCEDURE 3:

Interview the Associate Controller, UWF regarding his direct knowledge of the collection of UWF's indirect administrative costs associated with the Program and history of known financial transactions.

RESULTS:

On October 31, 2019, we interviewed the Associate Controller, UWF regarding his direct knowledge of the collection of UWF's indirect administrative costs associated with the Program and history of known financial transactions.

PROCEDURE 4:

Interview the Director of Budgets & Administration, UWF Division of Research and Strategic Innovation regarding her direct knowledge of financial information contained within the annual reports submitted by the VP RSI on behalf of the Program and other financial documents for the Program.

RESULTS:

On November 4, 2019, we interviewed the Director of Budgets & Administration, UWF Division of Research and Strategic Innovation regarding her direct knowledge of financial information contained within the annual reports submitted by the VP RSI on behalf of the Program and other financial documents for the Program.

PROCEDURE 5:

Interview Former Associate Vice President, Chief Audit Executive and review summaries of any audits performed on aspects of the Complete Florida Plus Program and any investigative materials compiled related to the financial management of the Program and/or the Division.

RESULTS:

On October 29, 2019, we interviewed Former Associate Vice President, Chief Audit Executive and reviewed documents provided by him regarding communications and discussions with certain UWF personnel, BOG personnel, and members of the Board of Trustees. In addition, we reviewed documents and reports gathered by the Former Associate Vice President, Chief Audit Executive, in anticipation of an internal audit to be performed on the financial management of the Complete Florida Plus Program.

PROCEDURE 6:

Subsequent to all interviews and reviews of initial information, determine areas of focus and the specific procedures to test the areas of focus. Possible areas of focus could include but not be limited to:

- a) Determine whether the financial information provided by the VP RSI for the Program is accurate and conforms with Generally Accepted Accounting Principles (GAAP).
- b) Determine if the Programs' expenditures are compliant with the legislative intent and statutory objectives of the Program.
- c) Determine the appropriate classification of expenditures reported for the Program.
- d) Verify that direct labor charges to the Program reflect a reasonable percent of effort and type of work performed for the Program.
- e) Determine if the VP RSI properly reported expenses and costs to UWF and to the Senate and House of Representatives.
- f) Restate the Program financial reports in accordance with GAAP including any and all accrual entries.
- g) Based on any restated financial statements, determine if the amount collected by UWF exceeded the allowable 5% in administrative costs, per the General Appropriations Acts related to Sections 1006.73 & 1006.735, Florida Statutes.
- h) Obtain signed addendum to the engagement letter which specifically states the areas of focus to be tested and procedures to be performed.

RESULTS:

Based on the results of interviews conducted and documentation reviewed, we noted several areas of common concern that we propose below as focus areas for Phase Two agreed-upon procedures. We will obtain a signed addendum to the engagement letter which specifically states the areas of focus to be tested and procedures to be performed.

1. Interview the former VP of the Division of Research & Strategic Innovation for additional history and context regarding the activities of the Complete Florida Plus Program ("CFPP").
2. To determine whether CFPP payroll expenditures are compliant with the legislative intent and statutory objectives of CFPP:
 - a. Obtain a listing of employees with payroll funded by CFPP for fiscal years 2015-2019. This listing should include, at a minimum:
 - i. Name
 - ii. Position
 - iii. Hire date
 - iv. Index numbers charged
 - v. Index allocation rates
 - vi. Amount charged to each index each year
 - vii. Reconciliation by the University to CFPP payroll expenditures in UWF's Banner system.
 - b. Obtain current and past job descriptions for employees charging payroll to CFPP. Employees who supported CFPP prior to the transition of program administration from the University of Florida to UWF will be excluded.
 - c. For employees identified in Step 2b above, obtain action sheets for any salary changes over the period of time that their positions have been funded by CFPP.
 - d. For employees identified in Step 2b above who are currently employed by the University, conduct interviews regarding (1) the accuracy of their job description over the course of their service to CFPP and (2) their actual level of effort in CFPP activities.
 - e. For employees identified in Step 2b above who are no longer employed by the University, interview the employee's supervisor regarding their actual level of effort in CFPP activities.

3. To determine whether CFPP travel expenditures are compliant with the legislative intent and statutory objectives of CFPP:
 - a. Obtain listing of travel expenditures associated with employees funded by CFPP for fiscal years 2015-2019.
 - b. Determine whether expenditures are supported by documentation attributing the travel to CFPP activities.
 - c. Determine whether employee's job description and work effort documentation justify travel expenditures.
4. To determine whether CFPP lease expenditures are compliant with the legislative intent and statutory objectives of CFPP:
 - a. Obtain detail of lease costs funded by CFPP for fiscal years 2015-2019.
 - b. Obtain copies of lease agreements associated with such costs.
 - c. Obtain an allocation of costs for such lease agreements to applicable index codes.
 - d. Determine by inquiry of selected personnel to what extent CFPP activities were conducted on the premises of property under lease for each period.
5. Regarding financial results reported in Annual Reports:
 - a. Obtain from the University a reconciliation of amounts in the Banner system to the Annual Reports submitted to the Florida Legislature:
 - i. Annual Report on the Operation of the Florida Virtual Campus/Complete Florida Plus Program, dated December 2015 – [data to be provided; amounts are omitted from the copy of annual report we have on file]
 - ii. Annual Report on the Operation of the Florida Virtual Campus/Complete Florida Plus Program, dated December 2016 – page 27
 - iii. Florida Virtual Campus – 2017 Annual Report – page 21
 - iv. Florida Virtual Campus – 2018 Annual Report– page 27
6. Regarding 5% administrative fees allowed for CFPP:
 - a. Determine who is responsible for documenting and accounting for costs to be included in 5% recovery and obtain detail of such indirect costs for fiscal years 2015-2019.
 - b. Obtain documentation to support the detailed program indirect costs incurred by the University for fiscal years 2015-2019.
 - c. Obtain documentation to support the amounts recaptured from the 5% allowance for fiscal years 2015-2019.
 - d. Compare identified program indirect costs to amounts recaptured from the 5% allowance.
7. In relation to any employee whose salary allocation to CFPP does not appear to be supported after completion of Step 2 above, obtain records and document any other costs directly associated with the employee that were charged to the program for fiscal years 2015-2019.
8. Obtain a complete accounting of all costs charged to CFPP for fiscal years 2015-2019 and document the extent to which testing of those costs are covered by other steps noted above (payroll, travel and leases). Communicate the nature and amount of the remaining costs to BOG and UWF for determination of additional procedures to be performed, if any. Document any additional procedures in an addendum to the agreed upon procedures engagement.

**INDEPENDENT ACCOUNTANT'S REPORT
ON APPLYING AGREED-UPON PROCEDURES**

July 10, 2020

University of West Florida Board of Trustees
State University System of Florida Board of Governors
c/o Office of the President University of West Florida Building 10, Room 225
11000 University Parkway
Pensacola, FL 32514

We have performed the Phase Two procedures enumerated on the attached schedule, which were agreed to by the University of West Florida Board of Trustees ("UWF") and the State University System of Florida Board of Governors ("BOG") in relation to the Complete Florida Plus Program (the "Program") and UWF's Division of Research and Strategic Innovation (the "Division"). The sufficiency of these procedures is solely the responsibility of UWF and BOG. Consequently, we make no representation regarding the sufficiency of the procedures described in the attached schedule either for the purpose for which this report has been requested or for any other purpose.

This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and the standards applicable to attestation engagements contained in *Governmental Auditing Standards* issued by the Comptroller General of the United States. We were not engaged to conduct an examination or review, the objective of which would be the expression of an opinion or conclusion, respectively, on activities relative to the Program and the Division. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the use of UWF and the BOG and is not intended to be and should not be used by anyone other than these specified parties.

Very truly yours,



Saltmarsh, Cleaveland & Gund
Pensacola, Florida

SCHEDULE OF PROCEDURES AND RESULTS – PHASE TWO

PROCEDURE 1:

Interview the following:

- a. Former UWF Vice President for Research & Strategic Innovation.
- b. Florida Board of Governors Chief Financial Officer.
- c. Florida Board of Governors General Counsel.
- d. UWF Finance and Administration Division, Vice President/Chief Financial Officer to explain decisions related to administrative/indirect costs for the Complete Florida Plus Program (“CFPP” or “the Program”).
- e. Former UWF Associate Controller and incoming UWF Controller for follow-up questions and overview of the business process at the University.
- f. UWF Division of Academic Affairs, Associate Vice President of Budgets and Financial Planning.
- g. UWF Director, Procurement, and Contracts to obtain a comprehensive description of the breadth and depth of services the University provided to the Program as indirect costs.
- h. UWF Associate Vice President, Human Resources to obtain a comprehensive description of the breadth and depth of services the University provided to the Program as indirect costs.
- i. UWF Executive Director of Information Technology Services and Chief Technology Officer to obtain a comprehensive description of the breadth and depth of services the University Provided to the Program as indirect costs.

RESULTS:

- a. Interview was conducted on December 13, 2019.
- b. Interview was conducted on December 16, 2019.
- c. Interview was conducted on December 16, 2019.
- d. Interview was conducted on January 10, 2020.
- e. Interview was conducted on January 10, 2020.
- f. Interview was conducted on January 9, 2020.
- g. Interview was conducted on January 10, 2020.
- h. Interview was conducted on January 9, 2020.
- i. Interview was conducted on January 10, 2020.

PROCEDURE 2:

To determine whether CFPP payroll expenditures are compliant with the legislative intent and statutory objectives of CFPP:

- a. Obtain a listing of employees with payroll funded by CFPP for FY15-19. This listing should include, at a minimum:
 - i. Name.
 - ii. Position.
 - iii. Hire date.
 - iv. Index numbers charged.
 - v. Index allocation rates.
 - vi. Amount charged to each index each year.
 - vii. Reconciliation by the University to CFPP payroll expenditures in Banner.
- b. Obtain current and past job descriptions for each employee charging payroll to CFPP, excluding all employees that are paid 100% from CFPP funds and work in Tallahassee or Gainesville. Excluded employees will be identified by UWF.

- c. Obtain action sheets for any salary changes for each employee over the period that they have been funded by CFPP, excluding all employees that are paid 100% from CFPP funds and work in Tallahassee or Gainesville.
- d. For any UWF employee or former employee being interviewed as part of Section 1 and who has received compensation from CFPP, interview the employee regarding their actual level of effort in CFPP activities. For all other employees identified in Section 2a, interview each employee’s supervisor regarding their actual level of effort in CFPP activities.

RESULTS:

- a. UWF provided a listing of 299 employees whose salaries were funded in whole or in part by CFPP funds during fiscal years 2015 through 2019. This listing included the employees’ names, employee identification numbers, index numbers that funded salaries, and amounts charged to each index for each fiscal year in which they had any portion of their payroll funded by CFPP dollars. From this listing, UWF identified 153 employees who were paid 100% from CFPP funds and work in Tallahassee or Gainesville, for exclusion from the scope of payroll testing. Totals by CFPP index code by fiscal year were reconciled to Banner. From this listing, 146 employees were determined to be within the scope for testing.
- b. UWF does not require job descriptions to be documented for tenured faculty members or Other Personal Services (“OPS”) workers. For all other employees within scope, UWF provided job descriptions in effect during the fiscal years in which the employees were funded by CFPP. Each employee’s position and duties were ascertained from the job descriptions.
- c. For each of the 146 employees, UWF provided personnel action sheets completed during the fiscal years in which the employees were funded by CFPP. Hire dates and changes in positions or job duties are documented on action sheets.
- d. Following review of all job descriptions and action sheets provided for the 146 employees:
 - Documentation for 78 employees included information about job duties that correlated to the CFPP funding source for the employee’s payroll. UWF and BOG agreed that interviews regarding level of effort would not be conducted for these employees.
 - For 29 employees, UWF and BOG agreed that any salaries funded from index code 6064 (FLVC Indirect Cost Recovery) were to be excluded from the scope of testing since those costs were already included in administrative fees claimed by UWF.
 - For four employees, no interviews were conducted because both the employee and the supervisor were no longer employed by UWF.
 - For 35 employees, interviews were conducted with 12 supervisors regarding those employees’ level of effort relative to CFPP.
 - Within the group of 12 supervisors interviewed, six individuals were interviewed regarding their own personal level of effort relative to CFPP.

Personnel Recap:

	<u>Number of Employees</u>	<u>Payroll Expenses</u>	<u>% of Total</u>
Job descriptions and actions sheets reviewed:			
Documentation supported CFPP funding	78	\$ 9,674,545	16%
Funded from Index 6064 FLVC Indirect Cost Recovery	29	\$ 2,552,067	4%
Employee and supervisor no longer employed by UWF	4	\$ 280,295	0%
Interviews of employees and supervisors conducted	35	\$ 9,596,318	16%
	<u>146</u>	<u>\$ 22,103,225</u>	<u>38%</u>
Paid 100% from CFPP; located in Gainesville/Tallahassee	153	\$ 36,637,695	62%
Funded in whole or in part with CFPP funding	<u>299</u>	<u>\$ 58,740,920</u>	<u>100%</u>

Procedure 2 identified 22 employees whose payroll charged to CFPP, in whole or in part, was not supported either by job descriptions and action sheets or based on interviews with supervisors or the employees themselves. However, UWF later noted that four of the employees with questioned payroll costs were from the General Counsel’s office and demonstrated that salaries funded from index code 6073 (FLVC General Counsel Support) should be excluded from the scope of testing since those costs were included in administrative fees already recaptured by UWF. As a result, payroll for these four employees was removed from questioned costs. A fifth employee from the General Counsel’s office was also noted as being funded from index code 6073, however, the 5% administrative fees recaptured by UWF in that year did not include the payroll for that employee. Since payroll for this General Counsel employee was included as a direct rather than an indirect cost, that amount remains in questioned costs for fiscal year 2017-18.

For the remaining 18 employees, payroll and related costs totaling \$922,972 are included in the attached Schedule of Findings and Questioned Costs.

PROCEDURE 3:

For those employees whose salary allocation to CFPP are not supported after Step 2 above:

- a. Select a sample group of no more than 15 employees.
- b. Obtain records and identify costs for conference fees, furniture, and laptops directly associated with the sample group that were charged to the CFPP for FY15-19.

RESULTS:

Procedure 2 identified 22 employees whose payroll charged to CFPP, in whole or in part, was not supported: 1) either by job descriptions, actions sheets, interviews with supervisors, interviews with employees; or 2) because the payroll charged to CFPP was over the 5% allowable administrative costs. For a haphazardly selected sample of 15 of these 22 employees, UWF provided documentation for fiscal year 2015-2019 CFPP-funded furniture and laptops directly associated with the employees. Testing of conference fees was included in Procedure 4 below. For one employee included in the sample, we identified questioned costs of \$184 for a portion of a Surface Book that was funded by CFPP, as noted in the attached Schedule of Findings and Questioned Costs.

During the application of procedures for this step, UWF noted that four of the 22 employees with questioned payroll costs were from the General Counsel’s office and demonstrated that those salaries funded from index code 6073 (FLVC General Counsel Support) should be excluded from the scope of testing since those costs were included in administrative fees already recaptured by UWF. As a result, these four employees were removed from questioned costs.

PROCEDURE 4:

Based upon the control groups identified in Step 2.b. and 2.c., determine whether CFPP travel expenditures are compliant with the legislative intent and statutory objectives of CFPP:

- a. Obtain a listing of travel expenditures associated with the control group in Step 2.b. and 2.c. funded by CFPP for FY15-19.
- b. Determine whether expenditures are supported by documentation attributing the travel to CFPP activities.

RESULTS:

UWF provided Banner detail for all travel costs funded by CFPP for fiscal years 2015-2019. For the sample of 15 employees selected for testing, UWF provided documentation for CFPP-funded travel costs associated with Travel Expense Reports (“TER”s) and Travel Authorization Forms (“TAR”s) for those employees. Banner does not capture the name of the traveler for costs paid by a UWF credit card, but TARs do capture the traveler name and are required for all travel. For two employees included in the sample, we identified questioned travel costs totaling \$2,872, as noted in the attached Schedule of Findings and Questioned Costs. These amounts were questioned due to a lack in documentation demonstrating how the costs directly related to CFPP.

<u>Total CFPP</u> <u>Travel Costs</u>	<u>Amount</u> <u>Tested</u>	<u>Questioned</u> <u>Costs</u>
\$ 1,762,285	\$ 18,418	\$ 2,872

PROCEDURE 5:

To determine whether CFPP lease expenditures are compliant with the legislative intent and statutory objectives of CFPP:

- a. Obtain detail of lease costs funded by CFPP for FY15-19.
- b. Obtain copies of lease agreements associated with such costs.
- c. Obtain an allocation of costs for such lease agreements to applicable index codes.
- d. Determine, by inquiry of personnel interviewed in Step 2.d., to what extent CFPP activities were conducted on the premises of property under lease for each period.

RESULTS:

- a. UWF provided a schedule of lease costs funded by CFPP for FY15-19. Total lease costs during this period totaled \$3,668,620.
- b. UWF provided copies of agreements associated with each lease on the schedule.
- c. The lease schedule provided included tabs with Banner transaction level detail by index.
- d. Of the four leases included on the schedule, two were for FLVC in Gainesville and one was for FLVC in Tallahassee. UWF and BOG have stipulated that all activities taking place in Gainesville and Tallahassee for FLVC are appropriately charged to CFPP, including lease costs. Lease costs for these three agreements totaled \$3,083,060, or 84% of the total costs noted in Step 5a above.

The fourth lease was for the Innovation Institute space in the DeVilliers Square building in downtown Pensacola. Lease costs for this agreement totaled \$585,560, or 16% of the total costs noted in Step 5a above. Out of our sample of 15 employees, eight occupied space in this building. We provided UWF with information on these individuals, and UWF calculated the total lease costs subject to allocation. We reviewed UWF's methodology noting that it was calculated based on lease cost by year, building floor plan, and space occupied by each employee. Total lease costs attributable to these eight employees was calculated by UWF to be \$81,051. Using UWF's lease cost base, questioned costs were estimated for each of the eight employees based on how many months each should have been working in the space during FY15-19 and the results of Procedure 2, which calculated the estimated level of effort by employee. Estimated questioned lease costs totaled \$10,182, as noted in the attached Schedule of Findings and Questioned Costs.

Total Lease Cost	Total Lease Cost Allocated to Employees in Sample	Questioned Costs
\$ 585,560	\$ 81,051	\$ 10,182

PROCEDURE 6:

Obtain a complete accounting of all costs charged to CFPP index codes in UWF's Banner accounting system for FY 15-19 and document the extent to which testing of those costs is covered by other steps noted above (payroll, travel and leases). Communicate the nature and the amount of the remaining costs to BOG and UWF. Any additional procedures that BOG and UWF determine are necessary in regard to remaining costs will be documented in an addendum to the engagement letter and reported on in the final agreed upon procedures report.

RESULTS:

We obtained the expenditure reports for all CFPP index codes for fiscal years 2015 through 2019. Total expenditures and amounts tested for fiscal year 2015 through 2019 are as follows:

Fiscal Year 2015

	Total Expenses per Banner	Total Expenses Tested	Percentage Tested
Salaries and Benefits	\$ 10,677,048	\$ 1,098,104	10%
Operating Expenses			
Travel	209,096	-	0%
Professional	2,828,189	-	0%
Office	381,261	-	0%
Information Technology	8,786,825	-	0%
Registration	4,399	-	0%
Rent	793,739	392,320	49%
Scholarships	17,500	-	0%
Repairs & Maintenance	28,385	-	0%
Licenses	694	-	0%
Utilities	72,074	-	0%
Subcontract	203,504	-	0%
Advertising	250,459	-	0%
Shipping and Freight	130,839	-	0%
Equipment and Furniture	92,364	-	0%
Other Capital Outlay	195,279	-	0%
	<u>\$ 24,671,655</u>	<u>\$ 1,490,424</u>	<u>6%</u>

Fiscal Year 2016

	Total Expenses per Banner	Total Expenses Tested	Percentage Tested
Salaries and Benefits	\$ 10,805,887	\$ 1,600,337	15%
Operating Expenses			
Travel	236,825	1,149	0%
Professional	2,301,580	-	0%
Office	501,679	-	0%
Information Technology	10,328,296	-	0%
Registration	26,857	-	0%
Rent	800,373	793,868	99%
Scholarships	360,526	-	0%
Repairs & Maintenance	35,592	-	0%
Licenses	1,955,904	-	0%
Utilities	96,094	-	0%
Subcontract	178,803	-	0%
Advertising	481,314	-	0%
Shipping and Freight	58,648	-	0%
Equipment and Furniture	149,220	-	0%
Other Capital Outlay	134,159	-	0%
	<u>\$ 28,451,757</u>	<u>\$ 2,395,354</u>	<u>8%</u>

Fiscal Year 2017

	Total Expenses per Banner	Total Expenses tested	Percentage tested
Salaries and Benefits	\$ 10,579,087	\$ 2,544,004	24%
Operating Expenses			
Travel	253,781	386	0%
Professional	1,733,789	-	0%
Office	433,615	-	0%
Information Technology	10,683,575	-	0%
Registration	30,207	-	0%
Rent	838,084	824,408	98%
Scholarships	393,434	-	0%
Repairs & Maintenance	45,627	-	0%
Licenses	2,678,133	-	0%
Utilities	86,974	-	0%
Subcontract	419,524	-	0%
Advertising	85,722	-	0%
Shipping and Freight	88,238	-	0%
Equipment and Furniture	373,971	-	0%
Other Capital Outlay	767,399	-	0%
	<u>\$ 29,491,160</u>	<u>\$ 3,368,798</u>	<u>11%</u>

Fiscal Year 2018

	Total Expenses per Banner	Total Expenses Tested	Percentage Tested
Salaries and Benefits	\$ 11,499,288	\$ 3,522,138	31%
Operating Expenses			
Travel	292,189	16,659	6%
Professional	1,531,863	-	0%
Office	581,934	-	0%
Information Technology	10,716,416	-	0%
Registration	70,724	-	0%
Rent	838,855	822,080	98%
Scholarships	490,018	-	0%
Repairs & Maintenance	69,943	-	0%
Licenses	3,345,518	-	0%
Utilities	87,852	-	0%
Subcontract	262,285	-	0%
Advertising	72,998	-	0%
Shipping and Freight	123,987	-	0%
Equipment and Furniture	615,699	-	0%
Other Capital Outlay	502,382	-	0%
	<u>\$ 31,101,951</u>	<u>\$ 4,360,877</u>	<u>14%</u>

Fiscal Year 2019			
	Total Expenses per Banner	Total Expenses Tested	Percentage Tested
Salaries and Benefits	\$ 11,478,610	\$ 3,044,377	27%
Operating Expenses			
Travel	344,036	223	0%
Professional	1,359,281	-	0%
Office	333,540	-	0%
Information Technology	9,884,209	-	0%
Registration	87,209	-	0%
Rent	838,784	835,944	100%
Scholarships	420,585	-	0%
Repairs & Maintenance	102,396	-	0%
Licenses	2,731,376	-	0%
Utilities	90,537	-	0%
Subcontract	558,348	-	0%
Advertising	85,752	-	0%
Shipping and Freight	121,460	-	0%
Equipment and Furniture	336,059	-	0%
Other Capital Outlay	46,146	-	0%
	<u>\$ 28,818,328</u>	<u>\$ 3,880,544</u>	<u>13%</u>

PROCEDURE 7:

Determine whether the financial information in the following documents provided by the VP RSI for the Program agrees to UWF’s Banner accounting system. For any variances noted, inquire of UWF Director of Budgets and Administration, Research & Strategic Innovation, regarding reasons for variances and document responses.

- a. Exhibit A – Complete Florida Expenditure Report_BOG Budget Template.
- b. Exhibit B – Complete Florida Expenditure Report_BOG Budget Template_Projection V1.
- c. Exhibit C – Complete Florida Expenditure Report_BOG Budget Template_Projection V2.
- d. Exhibit D – Complete Florida Expenditure Report_BOG Budget Template_updated 2019.09.23.
- e. Exhibit E – Complete Florida Expenditure Report_Indirect Administration.
- f. Exhibit F – Complete Florida Expenditure Report_Indirect Administration V1.
- g. Exhibit G – Complete Florida Expenditure Report_Indirect Administration V2.

RESULTS:

- a. We reviewed Exhibit A, Exhibit B and Exhibit D noting that the total expenditures for fiscal years 2015 through 2019 are the same on each document, with the only difference being that Exhibit B also includes projected 2021 financial information. Consequently, Exhibit A, Exhibit B, and Exhibit D are compared jointly with the financial information obtained from UWF’s Banner accounting system.

<u>Fiscal Year</u>	<u>Total Expenses per Banner</u>	<u>Total Expenses per Exhibits</u>	<u>Difference</u>
2014-15	\$ 2,585,336	\$ 2,545,771	\$ 39,565
2015-16	\$ 4,067,311	\$ 4,261,756	\$ (194,445)
2016-17	\$ 3,693,387	\$ 3,673,265	\$ 20,122
2017-18	\$ 4,277,480	\$ 5,734,142	\$ (1,456,662)
2018-19	\$ 4,518,363	\$ 4,664,084	\$ (145,721)

Fiscal Year 2014-15:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation (“RSI”), we noted that the difference for fiscal year 2014-15 relates to furniture, travel, equipment, and office expenses covered with salary savings. This budget line item is not part of the Education & General (“E&G”) allocation received for the Program and the expenses were consequently not included in Exhibits A, B and D.

Fiscal Year 2015-16:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2015-16 is a result of the following items recorded as a budget reduction, which are included as expenditures in Exhibits A, B and D but not recorded as expenditures in the Banner accounting system:

- \$263,553 one-time carry-forward sweep.
- \$23,405 to repay Academic Affairs for salaries.

Additionally, the following items were recorded as budget increases in the Banner accounting system but are not part of the Program E&G expenses:

- \$43,706 in supplies, equipment and salaries and benefits expenses related to Coder Dojo, an afterschool program for children in the community.
- \$48,807 rent, utilities, janitorial and information technology services funded by salary savings.

Fiscal Year 2016-17:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2016-17 relates to budget increases totaling \$14,185 for salaries and benefits and consulting expenses related to the Coder Dojo program and a one-time transaction totaling \$37,645 to close out the Coder Dojo program. Additionally, the Banner accounting system includes a budget reduction totaling \$31,708 for a MyCareerShines (education and career planning tool) media invoice.

Fiscal Year 2017-18:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2017-18 relates to the following budget reductions:

- \$443,696 to compensate the Office of Economic Development and Engagement (“OEDE”) for staff time spent on Complete Florida.
- \$130,891 in bonus payments to Complete Florida employees paid out of the E&G funds.
- \$77,797 in bonus payments to employees of other UWF departments. These funds were to be repaid by the other departments.
- \$621,505 in carry-forward sweeps for Complete Florida.
- \$128,640 in carry-forward sweeps to help cover sweeps for other UWF departments. These funds were to be repaid by the other departments.
- \$54,133 in UWF administrative fee. Complete Florida paid \$95,867 to UWF and the budget reduction represents the remaining amount of the \$150,000 administrative fee.

Fiscal Year 2018-19:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, Saltmarsh noted that the difference for fiscal year 2018-19 relates to the following budget reductions (increases):

- \$150,000 administrative fee.
- \$52,076 carry-forward sweep.
- (\$56,355) for repayments received from other UWF departments.

b. The differences identified when comparing Exhibit C with the information included in the Banner accounting system are as follows:

<u>Fiscal Year</u>	<u>Total Expenses per Banner</u>	<u>Total Expenses per Exhibit</u>	<u>Difference</u>
2014-15	\$ 2,585,336	\$ 2,532,939	\$ 52,397
2015-16	\$ 4,067,311	\$ 3,998,141	\$ 69,170
2016-17	\$ 3,693,387	\$ 3,673,265	\$ 20,122
2017-18	\$ 4,277,480	\$ 4,906,200	\$ (628,720)
2018-19	\$ 4,518,363	\$ 4,668,363	\$ (150,000)

Fiscal Year 2014-15:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2014-15 relates to furniture, travel, equipment, and office expenses covered with salary savings totaling \$39,565. This budget line item is not part of the E&G allocation received for Complete Florida and the expenses were consequently not included in Exhibits A, B and D. Additionally, the Banner accounting system includes \$12,832 for an FLVC expense that was incorrectly charged to Complete Florida. This amount was moved to “owed from other departments” for the preparation of Exhibit D.

Fiscal Year 2015-16:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2015-16 is a result of a budget reduction in the Banner accounting system totaling \$23,405 to repay Academic Affairs for salaries. The Banner accounting system also includes an expense of \$62 for MyCareerShines that was incorrectly charged to Complete Florida. Additionally, the following items were recorded as a budget increases in the Banner accounting system but are not part of the Complete Florida E&G expenses:

- \$43,706 in supplies, equipment and salaries and benefits expenses related to Coder Dojo program.
- \$48,807 in rent, utilities, janitorial and information technology services funded by salary savings.

Fiscal Year 2016-17:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2016-17 relates to budget increases totaling \$14,185 for salaries and benefit and consulting expenses related to the Coder Dojo program and a one-time expenditure totaling \$37,645 to close out the Coder Dojo program. Additionally, the Banner accounting system includes a budget reduction totaling \$31,708 for a MyCareerShines media invoice.

Fiscal Year 2017-18:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2017-18 relates to the following budget reductions:

- \$443,696 to compensate OEDE for staff time spent on Complete Florida.
- \$130,891 in bonus payments to Complete Florida employees to be paid out of the E&G account.
- \$54,133 in UWF administrative fee. Complete Florida paid \$95,867 to UWF and the budget reduction represents the remaining amount of the \$150,000 administrative fee.

Fiscal Year 2018-19:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2018-19 relates to a budget reduction totaling \$150,000 for the administrative fee.

- c. We reviewed Exhibit E, Exhibit F and Exhibit G noting that the financial information listed on these documents is the same on each document, with the only difference being that Exhibit E is listing \$29,550 for the 2017-18 carry-forward sweep for bonuses while Exhibit F is listing \$27,076 for the 2017-18 carry-forward sweep for bonuses. The difference of \$2,474 relates to sweep funds for a different UWF department incorrectly included on Exhibit E. Consequently, Exhibit E, Exhibit F and Exhibit G are compared jointly with the financial information obtained from UWF's Banner accounting system.

The comparison of indirect administrative fees paid to UWF per the Exhibits E, F and G and financial information included in the Banner accounting system is as follows:

<u>Fiscal Year</u>	<u>Total Indirect Administrative Fees per Banner</u>	<u>Total Indirect Administrative Fees per Exhibit</u>	<u>Difference</u>
2014-15	\$ 12,832	\$ 12,832	\$ -
2015-16	\$ 347,521	\$ 347,521	\$ -
2016-17	\$ 114,127	\$ 114,127	\$ -
2017-18	\$ 1,041,353	\$ 1,041,353	\$ -
2018-19	\$ 199,638	\$ 199,638	\$ -

Fiscal Year 2014-15:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that for fiscal year 2014-15, the administrative fee amount consists of expenses incorrectly recorded to the Complete Florida index code in the Banner accounting system. Those expenses should have correctly been recorded to one of the FLVC index codes.

Fiscal Year 2015-16:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that for fiscal year 2015-16, the administrative fee amount consists of the following:

- \$263,553 one-time carry-forward sweep.
- \$46,650 paid to UWF for central staffing above the initial \$100,000 agreement.
- \$37,256 for Innovation Institute facilities expenses in excess of salary savings carry forward balance.
- \$62 in expenses related to a MyCareerShines.

Fiscal Year 2016-17:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that for fiscal year 2016-17, the administrative fee amount consists of the following:

- \$91,539 paid to UWF for central staffing in excess of the initial \$100,000 agreement.
- \$60,233 for Innovation Institute facilities expenses in excess of the initial \$55,000 agreement.
- (\$37,645) to close out the Coder Dojo program.

Fiscal Year 2017-18:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that for fiscal year 2017-18, the administrative fee amount consists of the following:

- \$750,146 in carry-forward sweeps.
- \$100,176 paid to UWF for central costs.
- \$59,101 for Innovation Institute facilities expenses in excess of the initial \$55,000 agreement.
- \$77,797 in bonus payments to employees of other UWF departments outside of RSI.
- \$54,133 in UWF administrative fee to bring total administrative fee amount to 5% of the appropriated amount.

Fiscal Year 2018-19:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that for fiscal year 2018-19, the administrative fee amount consists of the following:

- \$53,917 for Innovation Institute facilities expenses in excess of the \$60,000 agreement.
- \$150,000 in UWF administrative fee.
- \$52,076 in UWF sweep.
- (\$56,355) for repayments received from other UWF departments.

PROCEDURE 8:

Based on procedures performed in Steps 2-7, determine if the VP RSI properly reported Program expenses and costs to UWF via the Banner accounting system and supporting documentation for the years 2015 through 2018 and quantify any questioned costs noted during Steps 2-7.

RESULTS:

Based on procedures performed in steps 2-7, we identified questioned costs as detailed in the attached Schedule of Questioned Costs.

PROCEDURE 9:

Determine whether the financial data included in the Annual Reports to the Senate and House of Representatives (“Annual Report”) for the years 2015 through 2018 and the “Complete Florida Budgets & Expenditures” document dated October 1, 2019 and attached as Exhibit “H” included in the Florida Department of Education and the State University System of Florida Board of Governors report dated October 1, 2019, agrees to UWF’s accounting system. For any variances noted, inquire of UWF Director of Budgets and Administration, Research & Strategic Innovation, regarding reasons for variances and document responses. Based on results of procedures performed in Steps 2-7, adjust all Annual Reports and the Complete Florida Budgets & Expenditure document for any questioned costs noted in Steps 2-7.

RESULTS:

Per review of the annual report submitted for 2015, we noted the report did not include financial information and as such we did not perform the procedures for this report. Per further review of the 2016 through 2018 annual reports, we noted that the reports included budgeted expenses and not actual expenditures. The following comparison only focuses on differences for expenditures related to the FLVC program.

<u>Fiscal Year</u>	<u>Total Budgeted Expenses per Banner</u>	<u>Total Budgeted Expenses per Annual Reports</u>	<u>Difference</u>
2016-17	\$ 24,471,630	\$ 22,828,801	\$ 1,642,829
2017-18	\$ 23,133,613	\$ 22,828,801	\$ 304,812
2018-19	\$ 22,093,181	\$ 22,828,801	\$ (735,620)

Fiscal Year 2016-17:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2016-17 relates to a one-time LBR payment totaling \$1,500,000 and \$142,829 in UWF Supplemental funding not included in the annual report.

Fiscal Year 2017-18:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2017-18 relates to \$303,822 in UWF Supplemental funding not included in the annual report, with a remaining difference of \$990.

Fiscal Year 2018-19:

Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, we noted that the difference for fiscal year 2018-19 relates to a budget reduction of \$1,141,440 for the 5% administrative fee. This amount is included in the annual report as an expenditure but is not recorded as an expenditure in the Banner accounting system. Additionally, the expenditures reported in the annual report do not include \$405,820 in UWF Supplemental funding.

The differences identified when comparing Exhibit H with the information included in the Banner accounting system are as follows:

<u>Fiscal Year</u>	<u>Total Expenses per Banner</u>	<u>Total Expenses per Exhibit</u>	<u>Difference</u>
2018-19	\$ 4,518,363	\$ 4,664,084	\$ (145,721)

Fiscal Year 2018-19:

The difference for fiscal year 2018-19 relates to the following budget reductions (increases):

- \$150,000 administrative fee.
- \$52,076 carry-forward sweep.
- (\$56,355) for payments received from other UWF departments.

PROCEDURE 10:

Regarding 5% of administrative fees allowed for CFPP:

- a. Determine if time and effort records were required to be kept pursuant to Sections 1006.73 & 1006.735, Florida Statutes, and the General Appropriations Act.

- b. Notwithstanding any errors that may be discovered by Saltmarsh while conducting the agreed upon procedures, determine if the amount of indirect administration costs funded by CFPP exceed the allowable 5% in administrative costs per the General Appropriations Act related to Sections 1006.73 & 1006.735, Florida Statutes.
- c. Based on expenses charged to CFPP in UWF's Banner accounting system, as adjusted for any questioned costs noted in Steps 2-7, determine if the amount of indirect administration costs funded by CFPP exceeded the allowable 5% in administrative costs per the General Appropriations Act related to Sections 1006.73 & 1006.735, Florida Statutes.

RESULTS:

- a. We reviewed Sections 1006.73 & 1006.735, Florida Statutes, and the General Appropriations Act and did not identify a requirement to keep time and effort records pursuant thereto.
- b. Administrative costs allowed and incurred for CFPP for fiscal years 2015 through 2019 are as follows:

<u>Fiscal Year</u>	<u>Complete Florida Recurring Funding</u>	<u>Complete Florida Non-Recurring Funding</u>	<u>FLVC Recurring Funding</u>	<u>Career and Education Planning Funding</u>	<u>Total Legislative Appropriation CFPP</u>	<u>Legislative allowable 5% Administrative Fee</u>
2014-15	\$ 3,000,000	\$ 3,000,000	\$ 17,828,801	\$ 3,000,000	\$ 26,828,801	\$ 1,341,440
2015-16	\$ 3,000,000	\$ -	\$ 22,828,801	\$ 3,000,000	\$ 28,828,801	\$ 1,441,440
2016-17	\$ 3,000,000	\$ -	\$ 22,828,801	\$ 3,000,000	\$ 28,828,801	\$ 1,441,440
2017-18	\$ 3,000,000	\$ -	\$ 22,828,801	\$ 3,000,000	\$ 28,828,801	\$ 1,441,440
2018-19	\$ 3,000,000	\$ -	\$ 22,828,801	\$ 3,000,000	\$ 28,828,801	\$ 1,441,440

The table below provides information relevant to step 10b. The indirect costs paid or incurred by CFPP are shown by fiscal year and in total. Per discussion with the UWF Director of Budgets and Administration, Research & Strategic Innovation, and Former Associate Controller/Incoming Controller, we noted that UWF central has paid for benefit changes from 2015 through 2019 for CFPP employees. The first section of the table does not include these benefit changes in determining the overpayment or underpayment amounts while the lower section includes those benefit changes.

	<u>Fiscal Year</u>					<u>Total</u>
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	
Sweep payments	\$ -	\$ -	\$ 481,348	\$ 1,477,518	\$ 435,659	\$ 2,394,525
Owed from other departments	-	-	-	77,797	-	77,797
Received from other departments	-	-	(37,645)	-	-	(37,645)
Paid to UWF for staffing	-	46,650	91,539	100,176	-	238,365
Indirect cost recovery	404,106	102,751	227,058	264,399	-	998,314
Administrative fee	-	-	-	931,174	1,291,440	2,222,614
Total indirect costs claimed	404,106	149,401	762,300	2,851,064	1,727,099	5,893,970
Less: Allowable administrative fee	(1,341,440)	(1,441,440)	(1,441,440)	(1,441,440)	(1,441,440)	(7,107,200)
Overpayment/(Underpayment)	\$ (937,334)	\$ (1,292,039)	\$ (679,140)	\$ 1,409,624	\$ 285,659	\$ (1,213,230)
UWF Central Loan (benefit changes)	30,881	41,580	238,574	444,534	561,870	1,317,439
Overpayment/(Underpayment)	\$ (968,215)	\$ (1,333,619)	\$ (917,714)	\$ 965,090	\$ (276,211)	\$ (2,530,669)

The table below incorporates questioned costs to address step 10c.

	Fiscal Year					Total
	2014-15	2015-16	2016-17	2017-18	2018-19	
Total indirect costs claimed	\$ 404,106	\$ 149,401	\$ 762,300	\$ 2,851,064	\$ 1,727,099	\$ 5,893,970
Questioned costs, excluding leases	75,079	44,416	89,017	257,862	459,653	926,027 ^a
Less: Allowable administrative fee	<u>(1,341,440)</u>	<u>(1,441,440)</u>	<u>(1,441,440)</u>	<u>(1,441,440)</u>	<u>(1,441,440)</u>	<u>(7,107,200)</u>
Overpayment/(Underpayment)	(862,255)	(1,247,623)	(590,123)	1,667,486	745,312	(287,203)
UWF Central Loan (benefit changes)	<u>30,881</u>	<u>41,580</u>	<u>238,574</u>	<u>444,534</u>	<u>561,870</u>	<u>1,317,439</u>
Overpayment/(Underpayment)	<u>\$ (893,136)</u>	<u>\$ (1,289,203)</u>	<u>\$ (828,697)</u>	<u>\$ 1,222,952</u>	<u>\$ 183,442</u>	(1,604,642)
Questioned lease costs						<u>10,182</u> ^a
Overpayment/(Underpayment)						<u>\$ (1,594,460)</u>

Footnote **a**: Amount is derived from the table on page 16.

For purposes of the Schedule of Findings and Questioned Costs on the following page, questioned costs include amounts paid to employees or amounts incurred to support employees where information was obtained to indicate that either (1) an employee’s estimated level of effort relative to the Program was less than the proportion of their payroll funded by the Program or (2) an employee’s position was funded as a direct cost of the Program but the position was administrative in nature. For certain of those administrative positions, some or all of the employee’s payroll potentially should have been included in the 5% administration fee calculation rather than as a direct cost of the Program. For other administrative positions, the employee was classified by UWF as direct administration and did serve the Program to some extent. In the Schedule of Findings and Questioned Costs, reductions titled “Less: CFPP Direct Administration Costs” represent direct administration employees’ payroll and other costs that were attributable to the Program based on the procedures performed. Interpretation of and distinction between direct and indirect program costs was not included in the agreed upon procedures for this engagement.

Schedule of Findings and Questioned Costs

	Fiscal Year					Total
	2014-15	2015-16	2016-17	2017-18	2018-19	
Questioned Costs - Payroll:						
Administrative Specialist	\$ 5,284	\$ 27,308	\$ 44,737	\$ 50,534	\$ 48,454	\$ 176,317
Administrative Specialist	-	-	34,020	51,574	32,001	117,595
Graphic Designer	-	-	13,310	24,784	28,356	66,450
Storylab Outreach Manager	-	-	8,083	16,582	15,545	40,210
Director of Budgets and Administration	-	119,783	147,328	109,935	161,805	538,851
Director of Strategic Innovation	-	-	-	16,600	10,042	26,642
OPS	-	16,946	11,864	-	-	28,810
Coordinator	-	-	30,823	63,999	66,092	160,914
Administrative Specialist	39,401	11,717	-	-	-	51,118
Digital Media Coordinator	-	-	-	-	58,036	58,036
Business Support position	40,837	37,269	-	-	-	78,106
Assistant General Counsel	-	-	-	4,665	-	4,665
Administrative Specialist	-	35,104	2,736	-	-	37,840
Associate Vice President, External Affairs	73,887	19,203	18,050	71,192	71,047	253,379
Business Manager	-	-	25,011	95,297	85,390	205,698
Visual Media Coordinator	-	-	-	-	66,639	66,639
Writing Coordinator	-	-	-	-	54,824	54,824
Assistant Procurement Director	1,191	-	-	-	-	1,191
Less: CFPP Direct Administration Costs	(85,521)	(222,914)	(247,129)	(250,172)	(238,578)	(1,044,314) ^b
	<u>75,079</u>	<u>44,416</u>	<u>88,833</u>	<u>254,990</u>	<u>459,653</u>	<u>922,971</u>
Questioned Costs - Furniture and Laptops:						
Business Manager	-	-	368	-	-	368
Less: CFPP Direct Administration Costs	-	-	(184)	-	-	(184) ^b
	<u>-</u>	<u>-</u>	<u>184</u>	<u>-</u>	<u>-</u>	<u>184</u>
Questioned Costs - Travel:						
Storylab Outreach Manager	-	-	-	2,582	-	2,582
Director of Budgets and Administration	-	809	125	-	-	934
Director of Strategic Innovation	-	-	-	290	-	290
Less: CFPP Direct Administration Costs	-	(809)	(125)	-	-	(934) ^b
	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,872</u>	<u>-</u>	<u>2,872</u>
Questioned Costs, excluding leases	\$ 75,079	\$ 44,416	\$ 89,017	\$ 257,862	\$ 459,653	\$ 926,027 ^c
Questioned Costs - Leases:						
Administrative Specialist						8,251
Graphic Designer						3,367
Storylab Outreach Manager						824
Director of Budgets and Administration						8,299
Director of Strategic Innovation						2,132
Administrative Specialist						1,135
Administrative Specialist						1,676
Business Manager						2,945
Less: CFPP Direct Administration Costs						(18,447) ^b
						<u>10,182</u> ^c
TOTAL QUESTIONED COSTS						\$ 936,209

Footnote **b**: Amount represents costs attributable to CFPP relative to employees categorized as direct administration.

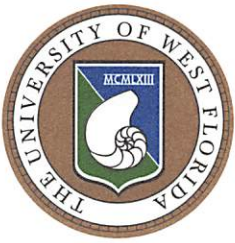
Footnote **c**: Amount is included in the table on page 15.

Schedule of Findings and Questioned Costs (Continued)

Other Matters:

1. During interviews with personnel and supervisors regarding level of effort, we discussed certain projects where it was unclear to what extent those projects served the objectives of CFPP:
 - a. Development of free non-credit Mass Open Online Courses (“MOOCs”).
 - b. Development of design thinking workshop intended to be marketed to external parties.

2. We noted overall ambiguity and lack of guidelines regarding which personnel and what kinds of expenses constituted direct costs vs. administrative costs relative to CFPP. For example, payroll for administrative assistants supporting programmatic personnel were charged as direct costs of the Program rather than administrative costs.



Office of the President
11000 University Parkway
Pensacola, FL 32514-5750

July 20, 2020

Mr. Chuck Landers
Saltmarsh, Cleaveland & Gund
900 N. 12th Avenue
Pensacola, FL 32501

Re: Independent Accountant's Report on Applying Agreed-Upon Procedures
University of West Florida Board of Trustees
State University System of Florida Board of Governors

Dear Mr. Landers:

We have received your final report resulting from the Agreed-Upon Procedures for the Complete Florida Plus Program.

We concur that the former Director of Complete Florida Plus Program failed to implement internal controls adequate to ensure that financial information was accurately reported (as described in Procedures 7 and 9) and costs were properly accounted for. The University has taken appropriate action by requiring all financial reporting to external parties to be fully vetted by the Vice President of Finance and Administration (Presidential Policy FIN-11.01-04/20 "Financial Reporting") prior to submission.

Direct and indirect costs were allocated in the same manner as is customary with other programs such as State and Federal Grants. We will maintain ongoing support and training to all staff to ensure consistent understanding of all accounting requirements.

Sincerely yours,

A handwritten signature in cursive script that reads "Martha D. Saunders".

Martha D. Saunders, Ph.D.
President



Florida Board of Governors
State University System of Florida
325 West Gaines Street, Suite 1614
Tallahassee, FL 32399
Phone 850.245.0466
Fax: 850.245.9685
www.flbog.edu

August 4, 2020

David E. Cleveland
Chairman, Board of Trustees
University of West Florida

Via Email

Dear Chair Cleveland:

After having reviewed the UWF operational audit issued by the Florida Auditor General (Report No. 2020-152) and the Saltmarsh, Cleaveland, and Gund (Saltmarsh) report, I have consulted with senior management in the Board of Governors office. The following are our observations and position related to the issues reviewed in the reports.

The university swept carry forward funds, totaling \$2,394,525, that are claimed to be based on a calculated differential of administrative expenses that had been charged to the Complete Florida Plus Program (CFPP) versus an appropriations proviso allowing administrative expenses not in excess of 5% of the annual approval for CFPP. The Auditor General report questioned the university's authority to retroactively withdraw amounts for prior year administrative costs. We also understand that UWF had not identified any additional or corrected expenses in early discussions related to these sweeps and the use of the swept funds was for deferred maintenance and other expenses that had not been specifically identified as CFPP related.

Based on our review, we concur with the Auditor General's finding on this matter and believe UWF should repay \$2,394,525 to the carry forward balance of CFPP. This is supported by the fact that when the Florida Legislature appropriates specific funding for a program either as a line item or as designated in proviso, funds that carry forward at the end of the fiscal year should remain as designated. Otherwise, there is the potential to underspend appropriated funds for the program and convert their use for other than legislative intent.

Saltmarsh's report, which is based on their analysis of financial records and interviews conducted, demonstrates that the university has failed to establish appropriate practices and procedures to timely account for and administer the financial activity of the CFPP. This failure dates back to the beginning of the transfer of the additional programs (library, online, and other support services) that created the CFPP and is supported by the fact that the university has not maintained sufficient accounting

records to differentiate and properly account for expenses that involved shared activity between UWF and CFPP. The Saltmarsh report indicates that UWF undercharged CFPP a net of \$1.6M. However, since we believe it was improper for the university to retroactively sweep the \$2.4M in carryforward funds for non-CFPP purposes, it appears UWF undercharged CFPP approximately \$4M as a result of insufficient accounting practices.

It is our position that it would be improper to charge CFPP for expenses that were incurred in previous years as a result of UWF's failure to establish internally effective accounting controls over these funds. Therefore, the "owed" expenditures should not and cannot be offset against the amount of the improper CFPP sweeps. Given this, and our understanding that the swept funds were not used consistent with their legislative intent, UWF should immediately restore the \$2,394,525 of funds swept from the CFPP carryforward funds.

Sincerely,



Charles H. Lydecker, Chair
Board of Governors, Audit and Compliance Committee
State University System of Florida

C: Syd Kitson, Chair, Board of Governors
Brian Lamb, Vice Chair, Board of Governors
Marshall Criser III, Chancellor
Dr. Martha Saunders, President, University of West Florida
Vikki Shirley, General Counsel
Tim Jones, Vice Chancellor, Finance/Administration and CFO
Julie Leftheris, Inspector General and Director of Compliance

UWF Board of Trustees Meeting

Full Board Meeting

September 9, 2020

Issue: FY19-20 University Carryforward Spending Plan as of June 30, 2020

Proposed actions: Approve

Background information:

Senate Bill 190, which became law effective July 1, 2019, requires the Board of Trustees (BOT) and Board of Governors (BOG) approval of carryforward expenditure plans starting in FY 2021. However, the Board of Governors early implemented this form, and accordingly, the UWF BOT approved the original form at their September 19, 2019 meeting. Additionally, the Finance, Facilities, and Operations Committee was presented with an update to the report through November 30, 2019, at their February 13, 2020, meeting, and another update to the report through March 31, 2020, at their May 13, 2020 meeting.

On July 16, 2020, the BOG requested submission of the end of the fiscal year final 2019-2020 Carryforward Spending Plan and provided a template for this submission to be submitted by October 5, 2020, after review and approval by the UWF BOT.

Recommendation:

Approval for submission FY19-20 University Carryforward Spending Plan as of June 30, 2020

Implementation:

Once approved by the BOT, UWF will submit the report to the BOG via the data submission portal system.

Fiscal Implications:

UWF's June 30, 2019, carryforward balance of \$35.3 million, including the required 7% reserve of \$11.8 million, left a balance of \$23.8 million as outlined in the FY 2019-20 University Carryforward Spending Plan. The amount spent to date as of June 30, 2020, is \$16.2 million, leaving a \$7.2 million balance of which \$5.2 million is Restricted/Obligated and \$2 million is committed.

Supporting documents:

1. FINAL Consolidated-FY19-20 CF Spending Plan on June 30, 2020, Update **UWF Format**
2. FINAL 2019-20 END OF YEAR REPORT - E&G CF Spending Plan **BOG Format**
3. Bulleted Changes June 30, 2020 FY19-20 CF Spending Plan Results

Prepared by:

Mr. Jeffrey A. Djerlek, Associate VP of Finance & Controller, 850-474-2759, jdjerlek@uwf.edu,

Ms. Shelly Blake, Academic Affairs Assoc. VP, Budgets & Financial, 850-474-2227, sblake@uwf.edu

Mr. Desmond Peters, Associate Director of Academic Budget, 850-474-2221, dpeters@uwf.edu

Ms. Sharon Jordan, President's Division Business Manager, 850-474-2021, sjordan@uwf.edu

Ms. Angela Wallace, Finance & Administration Director of Budgets, 850-474-2234, awallace@uwf.edu

Mr. Daniel Lucas, Associate VP of Advancement, 850-474-3380, dlucas@uwf.edu

Ms. Pamela Cadem, DAE/SA Director of Budgets, 850-474-2936, pcadem@uwf.edu

Presenter:

Mr. Jeffrey A. Djerlek, Associate VP of Finance & Controller, 850-474-2759, jdjerlek@uwf.edu

UWF FY 2019-20 Carryforward Spending Plan Results as of 6/30/20

Summary

- **\$16.2M has been spent** as of June 30, 2020.
- There is a **balance of \$7.2M** of which **\$3.4M is restricted** by appropriation, **\$1.9M** is **encumbered** by contract, and **\$2.0M is committed** toward projects.
- Over **30** projects line items were completed by year end.

Note Worthy Changes

- **Item number 76** – The Academic Affairs Division reallocated several lines for faculty/staff support towards a **\$1 million** scholarship commitment. Those funds had another \$1 million added from current year E&G savings for total of \$2 million committed out to students in FY20-21 award packages (*this will be seen on the FY20-21 CF Spending Plan*).
- **Item number 24** – Finance & Admin Division Removed the Campus Master Plan Project at **\$150K** as it was postponed a year and used it for new **item number 75**. **Item 75** was for COVID-19 supply purchases such as hand sanitizer, disposable wipes and other personal protective equipment.
- **Item numbers 67-74** – The Finance & Admin Division reallocated **\$79K** of division reserve funds for end of year projects of software training, equipment maintenance & repairs, computer refreshes in the finance areas, and other small facilities equipment purchases.

The University of West Florida
Education and General
Carryforward Spending Plan Summary
Approved by University Board of Trustees
September 1, 2019

September 1, 2019			As of June 30, 2020										
	University E&G	Special Unit or Campus (Title)	Divisions							Sub-Total	Change/Spent		
			100 President's	214 Advancement	235 Fin & Admin	300 CFPP Only	475 Student Affs	500 Academic Affs	969 & S010 Central				
A. Beginning E&G Carryforward Fund Balance - July 1, 2019 :													
Cash	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investments	\$ 35,340,121	\$ -	\$ -	\$ 1,464,986	\$ 1,912	\$ 2,369,853	\$ 2,183,015	\$ 776,652	\$ 8,006,854	\$ 4,270,991	\$ 19,074,263	\$ 16,265,858	
Accounts Receivable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Less: Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Less: Deferred Student Tuition & Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Beginning E&G Fund Balance (Net of Payables/Receivables/Deferred Fees) :	\$ 35,340,121	\$ -	\$ -	\$ 1,464,986	\$ 1,912	\$ 2,369,853	\$ 2,183,015	\$ 776,652	\$ 8,006,854	\$ 4,270,991	\$ 19,074,263	\$ 16,265,858	
7% Statutory Reserve Requirement (per SB 190, 1011.45(1) F.S.)	\$ 11,788,675	\$ -	\$ -	\$ 1,041,984	\$ -	\$ 993,501	\$ -	\$ 559,434	\$ 6,759,741	\$ 2,434,015	\$ 11,788,675	\$ 0	
E. E&G Carryforward Fund Balance Less 7% Statutory Reserve Requirement (Amount Requiring Approved Spending Plan) :	\$ 23,551,446	\$ -	\$ -	\$ 423,002	\$ 1,912	\$ 1,376,352	\$ 2,183,015	\$ 217,218	\$ 1,247,113	\$ 1,836,976	\$ 7,285,588	\$ 16,265,858	
F. * Restricted/ Contractual Obligations													
Restricted by Appropriations	\$ 7,231,337	\$ -	\$ -	\$ 340,675	\$ -	\$ -	\$ 2,183,015	\$ -	\$ 48,118	\$ 1,239,275	\$ 3,811,083	\$ 3,420,254	
University Board of Trustees Reserve Requirement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Restricted by Contractual Obligations :													
Compliance Program Enhancements	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Audit Program Enhancements	\$ 17,027	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,027	
Campus Security and Safety Enhancements	\$ 1,136,123	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,136,123	
Student Services, Enrollment, and Retention Efforts	\$ 945,189	\$ -	\$ -	\$ 4,503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,503	\$ 940,686	
Student Financial Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Faculty/Staff, Instructional and Advising Support and Start-up Funding	\$ 1,649,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,649,237	
Faculty Research and Public Service Support and Start-Up Funding	\$ 498,571	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,046	\$ -	\$ 9,046	\$ 489,525	
Library Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information Technology (ERP, Equipment, etc.) That Support the University Mission	\$ 363,389	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 141,752	\$ 18,866	\$ 160,618	\$ 202,771	
USF St. Pete Restricted Reserve-USC Funding Guarantee	\$ 576,016	\$ -	\$ -	\$ 18,296	\$ -	\$ 12,775	\$ -	\$ -	\$ -	\$ -	\$ 31,071	\$ 544,945	
Previous Appropriation (SB 190)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Replacement of Minor Facility (< or = 10,000 gsf) up to \$2M (SB 190)	\$ 5,277,432	\$ -	\$ -	\$ -	\$ -	\$ 1,256,154	\$ -	\$ -	\$ -	\$ -	\$ 1,256,154	\$ 4,021,278	
(Including DRS Schools) up to \$10M (SB 190)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Restricted Funds : (Should agree with restricted column total on	\$ 17,699,321	\$ -	\$ -	\$ 363,474	\$ -	\$ 1,268,929	\$ 2,183,015	\$ -	\$ 198,916	\$ 1,258,141	\$ 5,272,474	\$ 12,426,847	
G. * Commitments													
Compliance, Audit, and Security													
Compliance Program Enhancements	\$ 65,000	\$ -	\$ -	\$ 15,818	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,818	\$ 49,182	
Audit Program Enhancements	\$ -	\$ -	\$ -	\$ 107	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 107	\$ (107)	
Campus Security and Safety Enhancements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	
Academic and Student Affairs													
Student Services, Enrollment, and Retention Efforts	\$ 918,178	\$ -	\$ -	\$ 29,840	\$ 1,912	\$ -	\$ -	\$ 217,161	\$ -	\$ 349,479	\$ 598,392	\$ 319,786	
Student Financial Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ (1,000,000)	
Faculty/Staff, Instructional and Advising Support and Start-up Funding	\$ 567,287	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57	\$ 32,307	\$ -	\$ 32,364	\$ 534,923	
Faculty Research and Public Service Support and Start-Up Funding	\$ 86,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,890	\$ -	\$ 15,890	\$ 70,520	
Library Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Facilities, Infrastructure, and Information Technology													
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Information Technology (ERP, Equipment, etc.)	\$ 469,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 229,357	\$ 229,357	\$ 239,776	

The University of West Florida
Education and General
Carryforward Spending Plan Summary
Approved by University Board of Trustees
September 1, 2019

	<u>University E&G</u>	<u>Special Unit or Campus (Title)</u>
Previous Appropriation (SB 190)	\$ -	\$ -
Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	\$ 3,125,944	\$ -
Replacement of Minor Facility (< or = 10,000 gsf) up to \$2M (SB 190) (Including DRS Schools) up to \$10M (SB 190)	\$ -	\$ -
Other UBOT Approved Operating Requirements That Support the University Mission)	\$ 570,173	\$ -
Total Commitments : (Should agree with committed column total on	\$ 5,852,125	\$ -
H. Available E&G Carryforward Balance as of September 1, 2019 :	\$ -	\$ -

As of June 30, 2020											
Divisions											
<u>100</u>	<u>214</u>	<u>235</u>	<u>300</u>	<u>475</u>	<u>500</u>	<u>969 & S010</u>					
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ 107,423	\$ -	\$ -	\$ -	\$ -	\$ 107,423	\$ -	\$ -	\$ -	\$ 3,018,521
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 13,763	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,763	\$ -	\$ -	\$ -	\$ 556,410
\$ 59,528	\$ 1,912	\$ 107,423	\$ -	\$ 217,218	\$ 1,048,197	\$ 578,836	\$ 2,013,114	\$ -	\$ -	\$ -	\$ 3,839,011
\$ 0	\$ 0	\$ 0	\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)	\$ -	\$ -	\$ -	\$ 0

* Please provide supplemental detailed descriptions for these multiple-item categories in sections F and G using Board of Governors template (use worksheet tab "Planned Expenditure Detail" included with this file).

Notes :

1. Florida Polytechnic University amounts include the Phosphate Research Trust Fund.
2. **2019 Senate Bill 190 amends 1011.45 F.S.** regarding university Education & General carryforward minimum reserve balances, reporting requirements, and allowable uses. 1011.45(2) states that "Each university that retains a state operating fund carry forward balance in excess of the 7 percent minimum shall submit a spending plan for it's excess carry forward balance. The spending plan shall be submitted to the university's board of trustees for review, approval, or if necessary, amendment by September 1, 2020, and each September 1 thereafter. The Board of Governors shall review, approve, and amend if necessary, each university's carry forward spending plan by October 1, 2020, and each October 1 thereafter." 1011.45(3) adds "A university's carry forward spending plan shall include the **estimated cost per planned expenditure and a timeline for completion of the expenditure.**" An additional tab is provided with this file to allow reporting of university detailed expenditure plans for each planned expenditure, a completion timeline, and amount budgeted for expenditure during the current fiscal year.

**Supplemental Detail - University E&G Carryforward Spending Plans for Fund Balance Amount Exceeding 7% Statutory Reserve
Senate Bill 190 / 1011.45 F.S. Requirement
June 30, 2020**

Div	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Budget				Update as of 6.30.2020				Estimated Timeline for Completion			Tie to Fixed	Comments/Explanations
			Estimated/Planned to be Funded from E&G Carryforward - Total Cost	RESTRICTED	COMMITTED	Amount Budgeted for Expenditure FY 2019-2020	Spent to Date	Balance	Estimated Completion Date (Year)	Current Expenditure Year, #	Total Years of Expenditure / Project, #	Capital Outlay			
				Remaining Balance as of September 1, 2019	Remaining Balance as of September 1, 2019							Project Included in FY 2019-2020 University Fixed Capital Outlay Budget ?			
1	100	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	President's Office/Governmental Affairs/ Board of Trustees	\$ 32,944.15	\$ 24,573.84	\$ 16,255.13	\$ 40,828.97	\$ 36,328.75	\$ 4,500.22	2020	1	1	No	Student OPS appointment front desk, Consultant fee 1st Amendment Speaker, Professional Development, Legislative Session Travel for Gov. Relations, Board of Trustee travel, & One-time Bonuses. Balance at EOY transferred to divisional reserve and committed to Separation/Transition Pay.	
2	100	Audit Program Enhancements	Internal Auditing & Mgmt. Consulting	\$ 17,027.04	\$ 17,027.04	\$ -	\$ 17,027.04	\$ 16,920.13	\$ 106.91	2020	1	1	No	OPS Appointment & Office Supplies. Balance at EOY transferred to divisional reserve and committed to Separation/Transition Pay.	
3	100	Compliance Program Enhancements	UWF Compliance Program	\$ 20,000.00	\$ 5,000.00	\$ 15,000.00	\$ 20,000.00	\$ 4,181.56	\$ 15,818.44	2022	1	3	No	One-time/Annual Contracts, Professional Development, Professional Membership, Office Supplies. Balance at EOY transferred to divisional reserve and committed to Separation/Transition Pay.	
4	100	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	General Counsel & Human Resources	\$ 59,435.53	\$ 48,455.20	\$ 10,980.33	\$ 59,435.53	\$ 50,172.67	\$ 9,262.86	2020	1	1	No	Continuing Legal Education with Associated Travel, Professional HR Development, Furniture Replacements, OPS Law Clerk, Office Supplies, One-time Bonuses, Consultant Fees, & Contracts with Outside Legal firms. Balance at EOY transferred to divisional reserve and committed to Separation/Transition Pay.	
5	100	Student Services, Enrollment, and Retention Efforts	Recruitment Marketing	\$ 652,018.46	\$ 466,683.46	\$ 185,335.00	\$ 652,018.46	\$ 617,675.42	\$ 34,343.04	2021	1	2	No	One-time/Annual Contracts, Software, Professional Development, Membership, Student Orientation Fee payments, General Operating Supplies, & OPS Appointments	
6	100	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Brand Campaign/Marketing/Institutional Communications	\$ 487,317.84	\$ 319,380.94	\$ 167,936.90	\$ 487,317.84	\$ 469,022.10	\$ 18,295.74	2021	2	3	No	One-time/Annual Contracts, Software, IT Services, Equipment, Short-Term Rentals, Repair and Maintenance, Office Supplies, OPS Appointments, Furniture, Professional Development, Memberships, Entry Fees, Staff Recruiting, External Printing. Balance encumbered at EOY.	
7	100	Restricted by Appropriations	Web-centric Project	\$ 217,672.54	\$ 217,672.54	\$ -	\$ 217,672.54	\$ 118,409.79	\$ 99,262.75	2020 2021	1	4 2	No	One-time/Annual Contract, Consultant Fees, Software, University Website Update (Appropriated 2014-2015)	
8	100	Restricted by Appropriations	Global Online Campus	\$ 664,223.00	\$ 232,349.36	\$ -	\$ 232,349.36	\$ 118,117.59	\$ 114,231.77	2021	2	3	No	Program Start-Up Including Facility Leases and Faculty contracts/stipends for online course development (Appropriated 2014-2015)	
9	100	Restricted by Appropriations	Advanced Manufacturing	\$ 171,245.00	\$ 171,245.00	\$ -	\$ 171,245.00	\$ 171,245.00	\$ -	2020	2	2	No	Equipment, Fixtures, and Supplies (Appropriated 2014-2015)	
10	100	Restricted by Appropriations	STEAM Initiatives	\$ 244,195.39	\$ 244,195.39	\$ -	\$ 244,195.39	\$ 181,679.84	\$ 62,515.55	Jun-2020	2	2	No	Remodel Existing Space, Furniture, Fixtures, Equipment, Salary & Fringe (Limited/time Specific Appointments). Balance at EOY transferred to divisional reserve. (Appropriated 2014-2015)	
11	100	Restricted by Appropriations	Askew Multidisciplinary Institute	\$ 154,901.23	\$ 154,901.23	\$ -	\$ 154,901.23	\$ 92,841.19	\$ 62,060.04	May-2021	4	5	No	Multidisciplinary Program for Varying Departments to Collaborate on Research and Community Engagement Projects. Salary & Fringe (Limited/time Specific Employment), Professional Development, Office Supplies, Membership Dues (Appropriated 2014-2015)	
12	100	Restricted by Appropriations	Entrepreneur Incubator	\$ 200,000.00	\$ 200,000.00	\$ -	\$ 200,000.00	\$ 200,000.00	\$ -	2020	1	1	No	Remodel Existing Space, Furniture, Fixtures, and Equipment (Appropriated 2014-2015)	
13	214	Student Services, Enrollment, and Retention Efforts	Division of Advancement and West Florida Historic Trust	\$ 212,762.00	\$ 54,229.00	\$ 158,533.00	\$ 212,762.00	\$ 210,849.94	\$ 1,912.06	2021	1	2	No	OPS positions and Office Supplies within the Division of Advancement and West Florida Historic Trust.	
14	235	Campus Security and Safety Enhancements	Emergency Management -Motorola Radios	\$ 1,115,774.00	\$ 1,115,774.00	\$ -	\$ 1,115,774.00	\$ 1,115,774.00	\$ -	June 2020	1	1	No	Purchase of digital radios (conversion from analog radio system)	
15	235	Campus Security and Safety Enhancements	Equipment and Supplies	\$ 40,252.51	\$ 20,349.00	\$ 19,903.51	\$ 40,252.51	\$ 40,252.51	\$ (0.00)	October 2019	1	1	No	Purchase of handguns, ammunition, tasers, weapon lights, holsters, First Aid supplies, safety equipment, and supplies	
16	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Building Valuation Project & Event Software	\$ 24,835.00	\$ 24,835.00	\$ -	\$ 24,835.00	\$ 24,835.00	\$ -	October 2019	1	1	No	Consulting services fees for valuation of all main campus and off-campus buildings & Event Management System (EMS) Software [initial purchase]	
17	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	University Park facility Final Punch List items	\$ 18,750.00	\$ 18,750.00	\$ -	\$ 18,750.00	\$ 6,975.00	\$ 11,775.00	2021	1	2	No	University Park Final construction punch List Items (delayed due to COVID-19)	
18	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Tree Campus USA and one-time Grounds expenditures	\$ 32,186.00	\$ 32,186.00	\$ -	\$ 32,186.00	\$ 32,186.00	\$ -	June 2020	1	1	No	Tree Camps USA designation costs, main corridor shrub removal to enhance safety, and equipment to maintain entire grounds	
19	235	Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	Deferred Maintenance Projects	\$ 6,739,647.55	\$ 5,256,727.00	\$ 1,479,935.55	\$ 5,373,084.88	\$ 5,373,084.88	\$ 1,363,577.67	2021	1	2	Yes	Roof Replacements, Building Renovations, Repairs, Maintenance, Replacements, Improvements, Road Repairs, etc.; FY19-20 FCO Budget Request approved by UWF BOT 06/05/2018; Switchgear project was removed from FY19-20 FCO Budget Request; increase in funds allocated for additional projects	
20	235	Campus Security and Safety Enhancements	Police	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	June 2020	1	1	No	Purchase SUV with all Equipment for Police Administration- REALLOCATED	
21	235	Compliance Program Enhancements	BOG External Business Process Review	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	December 2019	1	1	No	Crowe LLP/Huron SUS Mgmt. & Accounting Controls and Business Process Review Scheduled July - November 2019 - REALLOCATED	

Div	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Budget				Update as of 6.30.020			Estimated Timeline for Completion			Tie to Fixed		Comments/Explanations
			Estimated/Planned to be Funded from E&G Carryforward - Total Cost	RESTRICTED	COMMITTED	Amount Budgeted for Expenditure FY 2019-2020	Spent to Date	Balance	Estimated Completion Date (Year)	Current Expenditure Year, #	Total Years of Expenditure / Project, #	Capital Outlay			
				Remaining Balance as of September 1, 2019	Remaining Balance as of September 1, 2019							Project Included in FY 2019-2020 University Fixed Capital Outlay Budget ?			
22	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Campus Landscape Architect	\$ 86,252.00	\$ 86,252.00	\$ -	\$ 86,252.00	\$ 86,252.00	\$ -		June 2020	1	1	No	Funding Support for Implementation of Phase I (Design Development)-REALLOCATED \$150K
23	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Facilities Management Equipment and Supplies	\$ 102,934.75	\$ -	\$ 102,934.75	\$ 102,934.75	\$ 101,934.76	\$ 999.99		July 2020	1	2	No	Equipment needed for new space Bldg. 58C Lab Sciences Annex and an all-terrain sweeper machine
24	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Campus Master Plan	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ -		June 2021	1	2	No	Consulting/Contractual Services for Campus Master Planner (delayed due to COVID-19)
25	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	AFSCME and PBA Bonuses	\$ 33,203.00	\$ -	\$ 33,203.00	\$ 33,203.00	\$ 33,203.00	\$ -		June 2020	1	1	No	Collective Bargaining Bonuses Payments Required.
26	500	Restricted by Appropriations	Center for Research and Economic Opportunities	\$ 119,568.08	\$ 119,568.08		\$ 119,568.08	\$ 71,450.25	\$ 48,117.83		2020	2	2	No	Ongoing nonrecurring and encumbered expenses for The Center for Research & Economic Opportunities (Appropriated 2014-2015)
27	300	Restricted by Appropriations	Complete Florida	\$ 1,442,467.15	\$ 921,588.73		\$ 846,604.61	\$ 731,705.40	\$ 189,883.33		2021	7	7	No	Ongoing nonrecurring and encumbered expenses for Complete Florida program, including partner program implementations, scholarships, facilities encumbrances (Appropriated 2013-2014)
28	300	Restricted by Appropriations	Florida Virtual Campus Operations	\$ 2,207,501.95	\$ 2,025,013.73		\$ 1,888,069.09	\$ 1,260,176.20	\$ 764,837.53		2024	3	5	No	Ongoing nonrecurring and encumbered expenses for the Florida Virtual Campus program (Appropriated 2014-2015)
29	300	Restricted by Appropriations	Career & Education Planning Tool	\$ 853,627.59	\$ 429,536.07		\$ 354,984.07	\$ 340,671.51	\$ 88,864.56		2021	6	7	No	Ongoing nonrecurring and encumbered expenses for the Career & Education Planning Tool program, including the completion of tool development, facilities encumbrances (Appropriated 2014-2015)
30	300	Restricted by Appropriations	Integrated Library System	\$ 1,500,000.00	\$ 1,168,116.62		\$ 750,000.00	\$ 28,687.50	\$ 1,139,429.12		2023	1	4	No	LBR for new Integrated Library System - 36 month project currently in negotiations; contract with previous vendor was cancelled, so total project years reflect new negotiations (Appropriated 2016-2017)
31	100	Restricted by Appropriations	Small Business Development Center (SBDC)	\$ 17,762.89	\$ 17,762.89		\$ 17,762.89	\$ 15,158.27	\$ 2,604.62		2020	1	1	No	Ongoing nonrecurring expenses for SBDC program such as salaries and fringe for time limited position(s) and equipment refresh (Appropriated 2013-2014)
32	500	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Military Veterans Resource Center	\$ 1,245.77	\$ 1,245.77		\$ 1,245.77	\$ 1,245.77	\$ -		2020	1	1	No	Military Veterans Resource Center Conference and Professional Development
33	300	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Employee Notice Period	\$ 18,131.61	\$ 18,131.61		\$ 18,131.61	\$ 18,131.61	\$ -		2020	1	1	No	Employee Separation With Advance Notice (SWAN)s given, amounts to pay out notice period and leave
34	475	Student Services, Enrollment, and Retention Efforts	Career Development and Community Engagement (CDCE), Student Accessibility Resources (SAR), Honors Program, International Affairs, Admissions and Retention, Office of Equity and Diversity (OED), and Student Affairs Division	\$ 410,632.00	\$ 199,781.00	\$ 210,851.00	\$ 410,632.00	\$ 254,748.19	\$ 155,883.81		2023	2	4	No	Graduate Assistants for CDCE, SAR, Honors, International Affairs, Student Affairs, Admissions & Retention, and Visitor Center; Software used by Admissions, SAR, CDCE, Honors, etc., Professional Development for the Division, Office Supplies, Repair and Remodel of the Visitor's Center, First Year Advising (FYA) & Enrollment Office areas. Furniture, American Sign Language (ASL) Contract Services for OE&D when GC can't assist.
35	475	Student Services, Enrollment, and Retention Efforts	Division of Academic Engagement and Student Affairs Limited Time employees	\$ 208,995.00	\$ 208,995.00	\$ -	\$ 208,995.00	\$ 150,072.87	\$ 58,922.13		2021	1	2	No	Persons on time limited positions, retiring, resigning, Separation With Advance Notice (SWAN)s, etc.
36	475	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Honors Program Core I and Core II	\$ 11,192.00	\$ 2,253.00	\$ 8,939.00	\$ 11,192.00	\$ 8,779.83	\$ 2,412.17		2020	1	1	No	Honors Core I and Core II classes faculty costs (limited appointment)
37	475	Faculty Research and Public Service Support and Start-Up Funding	Community Garden & Office of Undergraduate Research (OUR) Summer Undergraduate Research Program (SURP) Award	\$ 5,136.00	\$ 936.00	\$ 4,200.00	\$ 5,136.00	\$ 5,136.00	\$ -		2020	1	1	No	Summer salaries, student assistants, travel, and start up expenses to foster undergraduate research via the Community Garden and Summer Undergraduate Research Program (SURP) awards
38	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Academic Affairs	\$ 985,411.00	\$ 699,194.00	\$ -	\$ 985,411.00	\$ 699,194.00	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries, DROP employees (position will not be replaced)[increased by \$279,930 for Summer Disb]. Reclassified 286,217 towards Scholarships
39	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Hal Marcus College of Science & Engineering	\$ 514,385.00	\$ 418,715.00	\$ 95,670.00	\$ 514,385.00	\$ 514,385.00	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$189,092 towards Scholarships
40	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	College of Arts, Social Sciences & Humanities	\$ 151,534.91	\$ 151,534.91	\$ -	\$ 151,534.91	\$ 151,534.91	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$110,030 towards Scholarships
41	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	College of Business	\$ 209,346.00	\$ 209,346.00	\$ -	\$ 209,346.00	\$ 209,346.00	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries.
42	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	College of Educational & Professional Studies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$146,418 towards Scholarships
43	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Usha Kundu MD College of Health	\$ 12,623.00	\$ 12,623.00	\$ -	\$ 12,623.00	\$ 12,623.00	\$ -		2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$32,307 towards Scholarships
44	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Information Technology Services	\$ 112,000.00	\$ 108,094.00	\$ 3,906.00	\$ 112,000.00	\$ 79,694.00	\$ 32,306.00		2020	1	1	No	ITS temporary Help Desk Staff (Graduate students & student support staff)
45	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Florida Public Archaeology Network (FPAN) & Archaeology Institute	\$ 211,943.00	\$ 211,943.00	\$ -	\$ 211,943.00	\$ 211,943.00	\$ -		2020	1	1	No	OPS student support [increased request by \$106,877].

Div	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Budget				Update as of 6.30.020			Estimated Timeline for Completion			Tie to Fixed		Comments/Explanations
			Estimated/Planned to be Funded from E&G Carryforward - Total Cost	RESTRICTED	COMMITTED	Amount Budgeted for Expenditure FY 2019-2020	Spent to Date	Balance	Estimated Completion Date (Year)	Current Expenditure Year, #	Total Years of Expenditure / Project, #	Capital Outlay			
				Remaining Balance as of September 1, 2019	Remaining Balance as of September 1, 2019							Project Included in FY 2019-2020 University Fixed Capital Outlay Budget ?			
46	500	Faculty Research and Public Service Support and Start-Up Funding	UWF SBDC - SBA Match	\$ 47,450.00	\$ -	\$ 47,450.00	\$ 47,450.00	\$ 21,558.46	\$ 25,891.54	2020	1	1	No	Consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development,	
47	500	Faculty Research and Public Service Support and Start-Up Funding	Academic Affairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2020	1	1	No	Consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development. Reclassified \$2,163 towards Scholarships	
48	500	Faculty Research and Public Service Support and Start-Up Funding	Hal Marcus College of Science & Engineering	\$ 287,761.00	\$ 205,551.00	\$ 82,210.00	\$ 287,761.00	\$ 287,761.00	\$ -	2020	1	1	No	Lab supplies, consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development. The commitment is to purchase equipment, a truck and trailer, computers and lab equipment for the Mechanical Engineering Program	
49	500	Faculty Research and Public Service Support and Start-Up Funding	College of Arts, Social Sciences & Humanities	\$ 59,116.00	\$ 59,116.00	\$ -	\$ 59,116.00	\$ 59,116.00	\$ -	2020	1	1	No	Lab supplies, consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development,	
50	500	Faculty Research and Public Service Support and Start-Up Funding	College of Business	\$ 21,993.00	\$ 21,993.00	\$ -	\$ 21,993.00	\$ 22,948.54	\$ (955.54)	2020	1	1	No	Lab supplies, consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development,	
51	500	Faculty Research and Public Service Support and Start-Up Funding	College of Educational & Professional Studies	\$ 30,792.00	\$ 30,792.00	\$ -	\$ 30,792.00	\$ 30,792.00	\$ -	2020	1	1	No	Lab supplies, consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development. Reclassified \$24,936 towards Scholarships	
52	500	Faculty Research and Public Service Support and Start-Up Funding	Usha Kundu MD College of Health	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2020	1	1	No	Lab supplies, consulting fees, faculty overloads, start-up funding, general Office Supplies, furniture, faculty professional membership fees, faculty development. Reclassified \$12,282 towards Scholarships	
53	500	Faculty Research and Public Service Support and Start-Up Funding	Florida Public Archaeology Network (FPAN) & Archaeology Institute	\$ 23,688.00	\$ 23,688.00	\$ -	\$ 23,688.00	\$ 23,688.00	\$ -	2020	1	1	No	Lab supplies, repair and maintenance on automobiles and equipment.	
54	500	Information Technology (ERP, Equipment, etc.)	Academic Affairs - CyberSecurity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					ITS - technology upgrades, computers and networking equipment, software licenses. Reclassified \$39,330 towards Scholarships	
55	500	Information Technology (ERP, Equipment, etc.)	Hal Marcus College of Science & Engineering - Mech	\$ 17,244.00	\$ 17,244.00	\$ -	\$ 17,244.00	\$ 17,244.00	\$ -	2020	1	1	No	Mechanical Engineering - computers, lab equipment and supplies.	
56	500	Information Technology (ERP, Equipment, etc.)	Information Technology Services	\$ 451,222.00	\$ 175,451.00	\$ 275,771.00	\$ 451,222.00	\$ 309,470.00	\$ 141,752.00	2020	1	1	No	ITS - technology upgrades, computers and networking equipment, software licenses.	
57	500	Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	Hal Marcus College of Science & Engineering - Mechanical Engineering	\$ 415,705.00	\$ 20,705.00	\$ 395,000.00	\$ 415,705.00	\$ 415,705.00	\$ -	2020	1	1	No	Mechanical Engineering Program - renovations and improvements to existing building structure.	
58	500	Faculty/Staff, Instructional and Advising Support and Start-up Funding	Academic Affairs - Enrollment Affairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2020	1	1	No	Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$69,500 towards Scholarships	
59	500	Faculty Research and Public Service Support and Start-Up Funding	Academic Affairs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					Summer salaries, temporary visiting faculty appointments, OPS graduate and student assistants salaries, adjunct salaries. Reclassified \$87,725 towards Scholarships	
60	969	Restricted by Appropriations	Hurricane Reserve Funds	\$ 1,239,275.30	\$ 1,239,275.30	\$ -	\$ 1,239,275.30	\$ -	\$ 1,239,275.30	N/A	N/A	N/A	No	Prior year's special appropriation for hurricane damaged. Appropriated 2004; Currently used towards reserve requirement	
61	969	Information Technology (ERP, Equipment, etc.)	BOG Oracle annual maintenance	\$ 121,661.00	\$ 88,755.00	\$ 32,906.00	\$ 121,661.00	\$ 24,009.23	\$ 97,651.77	Feb. 2020	1	1	No	Oracle ongoing contract which is paid in arrears.	
62	969	Information Technology (ERP, Equipment, etc.)	Banner Graduate Recruiter Consulting	\$ 10,118.00	\$ 10,118.00	\$ -	\$ 10,118.00	\$ 10,118.00	\$ -	May 2020	0	2	No	Consulting workorder for Banner modification to assist in Recruitment for Graduate Department	
63	969	Student Services, Enrollment, and Retention	Information Technology Software Implementation	\$ 378,960.00	\$ 15,501.00	\$ 363,459.00	\$ 178,960.00	\$ 29,482.67	\$ 349,477.33	Dec. 2021	1	2	No	Implementation for new classroom scheduling via Event Management Software (EMS)- & Banner Student Upgrades to the Recruitment module	
64	969	Information Technology (ERP, Equipment, etc.)	Cogent Internet, Human Resources Information System (HRIS), Academic Software & System Security Software	\$ 232,277.00	\$ 71,821.00	\$ 160,456.00	\$ 212,277.00	\$ 81,706.46	\$ 150,570.54	June 2021	1	2	No	Contract e-classrooms cloud services, HR Management Software, Academic Software, & Security Software for Payment Card Industry Data Security Standard (PCI DSS) and other Federal Compliance	
65	969	Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	Deferred Maintenance Projects	\$ 741,365.00	\$ -	\$ 741,365.00	\$ 741,365.00	\$ 741,365.00	\$ -	June 2020	1	1	No	Roof Replacements, Building Renovations, Repairs, Maintenance, Replacements, Improvements, Road Repairs, etc.; FY19-20 FCO Budget Request approved by UWF BOT 06/05/2018	
66	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Procurement and Contracts	\$ 94,555.25	\$ -	\$ 94,555.25	\$ 94,555.25	\$ 94,555.25	\$ -	June 2020	1	1	No	Department Processes Review by Consultant (Phase I & II)	
67	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	OPS Division Assistance	\$ 13,298.51	\$ -	\$ 13,298.51	\$ 13,298.51	\$ 13,298.51	\$ -	June 2020	1	1	No	Finance & Admin Division Temporary OPS	
68	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	ERAP Bonuses & Awards	\$ 12,185.24	\$ -	\$ 12,185.24	\$ 12,185.24	\$ 12,185.24	\$ -	June 2020	1	1	No	Employee Recognition and Awards Program (ERAP) 2020 Division Awardees	
69	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	EMS Software Training	\$ 12,711.95	\$ -	\$ 12,711.95	\$ 12,711.95	\$ 12,711.95	\$ -	June 2020	1	1	No	EMS software conference/training	
70	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	Spend Analytics for Procurement	\$ 5,005.00	\$ -	\$ 5,005.00	\$ 5,005.00	\$ 5,005.00	\$ -	June 2020	1	1	No	Spend Analytics Software Implementation Fee (Procurement and Contracts)	

Div	Carryforward Spending Plan Category	Specific Expenditure/Project Title	Budget				Update as of 6.30.020				Estimated Timeline for Completion			Tie to Fixed		Comments/Explanations
			Estimated/Planned to be Funded from E&G Carryforward - Total Cost	RESTRICTED	COMMITTED	Amount Budgeted for Expenditure FY 2019-2020	Spent to Date	Balance	Estimated Completion Date (Year)	Current Expenditure Year, #	Total Years of Expenditure / Project, #	Capital Outlay				
				Remaining Balance as of September 1, 2019	Remaining Balance as of September 1, 2019							Project Included in FY 2019-2020 University Fixed Capital Outlay Budget ?				
71	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission) Facilities Management Photo's for mapping and master plan projects	\$ 5,623.00	\$ -	\$ 5,623.00	\$ 5,623.00	\$ 5,623.00	\$ -	June 2020	1	1	No		Aerial Photography		
72	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission) Servcie Vehciles Maitenance	\$ 12,127.56	\$ -	\$ 12,127.56	\$ 12,127.56	\$ 12,127.56	\$ -	June 2020	1	1	No		Vehicle repairs, golf cart repairs, AED replacement parts and pads, and equipment repairs		
73	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission) Computer Refresh for Controller's Office to ensure updated platforms for security	\$ 14,213.46	\$ -	\$ 14,213.46	\$ 14,213.46	\$ 14,213.46	\$ -	June 2020	1	1	No		Computers purchases for the Controller's Office, Procurement and Contracts, and Communications		
74	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission) Furnture Purchase Facilities Maint	\$ 3,495.25	\$ -	\$ 3,495.25	\$ 3,495.25	\$ 3,495.25	\$ -	June 2020	1	1	No		Replace worn out tables for outdoor events for the student body at large.		
75	235	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission) COVID-19 Supplies Purchases	\$ 151,054.14	\$ -	\$ 151,054.14	\$ 151,054.14	\$ 151,054.14	\$ -	June 2020	1	1	No		PPE, Hand Sanitizer, Disposable Wipes, etc.		
76	500	Student Financial Aid UWF Student Scholarship Commitment from A.A.	\$ 1,000,000.00	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	\$ -	\$ 1,000,000.00	June 2021	1	1	No		Colleges, Departments and Academic Affairs operations has set aside \$1 Million for Student Scholarships. Orginally these funds were part of a plan for cost associated with NCUR		
<i>Add Additional Lines as Needed</i>			\$ 25,873,976.60	\$ 17,614,974.71	\$ 5,936,469.53	\$ 21,549,486.19	\$ 16,265,858.16	\$ 7,285,586.08	\$ -							

The University of West Florida
Education and General
Carryforward Spending Plan Summary
Approved by University Board of Trustees
September 1, 2019

**** DRAFT WITH EXAMPLES ****

	<u>Beginning</u> <u>University E&G</u>	<u>Final/Amended</u> <u>University E&G</u> <u>As of June 30, 2020</u>	<u>Beginning</u> <u>Special Campus</u>	<u>Final/Amended</u> <u>Special Campus</u> <u>As of June 30, 2020</u>
A. Beginning E&G Carryforward Fund Balance - July 1, 2019 :				
Cash	\$ -	\$ -		
Investments	\$ 35,340,121	\$ 35,340,121		
Accounts Receivable	\$ -	\$ -		
Less: Accounts Payable	\$ -	\$ -		
Less: Deferred Student Tuition & Fees	\$ -	\$ -		
Beginning E&G Fund Balance (Net of Payables/Receivables/Deferred Fees) :	\$ 35,340,121	\$ 35,340,121	\$ -	\$ -
7% Statutory Reserve Requirement (per SB 190, 1011.45(1) F.S.):	\$ 11,788,675	\$ 11,788,675	\$ -	
E&G Carryforward Fund Balance Less 7% Statutory Reserve Requirement and Encumbrances:				
E. (Amount Requiring Approved Spending Plan) :	\$ 23,551,446	\$ 23,551,446	\$ -	
F. * Restricted / Contractual Obligations				
Restricted by Appropriations	\$ 7,231,337	\$ 7,231,337	\$ -	
University Board of Trustees Reserve Requirement	\$ -	\$ -	\$ -	
Restricted by Contractual Obligations :				
Compliance Program Enhancements	\$ 5,000	\$ 4,182	\$ -	
Audit Program Enhancements	\$ 17,027	\$ 16,920	\$ -	
Campus Security and Safety Enhancements	\$ 1,136,123	\$ 1,136,123	\$ -	
Student Services, Enrollment, and Retention Efforts	\$ 945,189	\$ 1,264,975	\$ -	
Student Financial Aid	\$ -	\$ -	\$ -	
Faculty/Staff, Instructional and Advising Support and Start-up Funding	\$ 1,649,237	\$ 1,192,890	\$ -	
Faculty Research and Public Service Support and Start-Up Funding	\$ 498,571	\$ 577,160	\$ -	
Library Resources	\$ -	\$ -	\$ -	
Utilities	\$ -	\$ -	\$ -	
Information Technology (ERP, Equipment, etc.)	\$ 363,389	\$ 603,165	\$ -	
Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	\$ 576,016	\$ 1,215,627	\$ -	
USF St. Pete Restricted Reserve-USC Funding Guarantee	\$ -	\$ -	\$ -	
PECO Projects - Supplemental Funds to Complete Projects That Received Previous Appropriation (SB 190)	\$ -	\$ -	\$ -	
Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	\$ 5,277,432	\$ 8,295,953	\$ -	
Replacement of Minor Facility (< or = 10,000 gsf) up to \$2M (SB 190)	\$ -	\$ -	\$ -	
Complete Survey-Recommended Remodeling or Infrastructure Project (Including DRS Schools) up to \$10M (SB 190)	\$ -	\$ -	\$ -	
Total Restricted Funds : (Should agree with restricted column total on "Planned Expenditure Details" tab)	\$ 17,699,321	\$ 21,538,332	\$ -	

The University of West Florida
Education and General
Carryforward Spending Plan Summary
Approved by University Board of Trustees
September 1, 2019

**** DRAFT WITH EXAMPLES ****

G.	<u>* Commitments</u>	<u>Beginning</u> <u>University E&G</u>	<u>Final/Amended</u> <u>University E&G</u> <u>As of June 30, 2020</u>	<u>Beginning</u> <u>Special Campus</u>	<u>Final/Amended</u> <u>Special Campus</u> <u>As of June 30, 2020</u>
	Compliance, Audit, and Security				
	Compliance Program Enhancements	\$ 65,000	\$ 15,818	\$ -	\$ -
	Audit Program Enhancements	\$ -	\$ 107	\$ -	\$ -
	Campus Security and Safety Enhancements	\$ 50,000	\$ -	\$ -	\$ -
	Academic and Student Affairs				
	Student Services, Enrollment, and Retention Efforts	\$ 918,178	\$ 598,392	\$ -	\$ -
	Student Financial Aid	\$ -	\$ 1,000,000	\$ -	\$ -
	Faculty/Staff, Instructional and Advising Support and Start-up Funding	\$ 567,287	\$ 32,364	\$ -	\$ -
	Faculty Research and Public Service Support and Start-Up Funding	\$ 86,410	\$ 15,890	\$ -	\$ -
	Library Resources	\$ -	\$ -	\$ -	\$ -
	Facilities, Infrastructure, and Information Technology				
	Utilities	\$ -	\$ -	\$ -	\$ -
	Information Technology (ERP, Equipment, etc.)	\$ 469,133	\$ 229,357	\$ -	\$ -
	PECO Projects - Supplemental Funds to Complete Projects That Received Previous Appropriation (SB 190)	\$ -	\$ -	\$ -	\$ -
	Completion of Renovation, Repair, or Maintenance Project up to \$5M (SB 190)	\$ 3,125,944	\$ 107,423	\$ -	\$ -
	Replacement of Minor Facility (< or = 10,000 gsf) up to \$2M (SB 190)	\$ -	\$ -	\$ -	\$ -
	Complete Survey-Recommended Remodeling or Infrastructure Project (Including DRS Schools) up to \$10M (SB 190)	\$ -	\$ -	\$ -	\$ -
	Other UBOT Approved Operating Requirements				
	Other Operating Requirements (University Board of Trustees-Approved That Support the University Mission)	\$ 570,173	\$ 13,763	\$ -	\$ -
	Total Commitments : (Should agree with committed column total on "Planned Expenditure Details" tab)	\$ 5,852,125	\$ 2,013,114	\$ -	\$ -
H.	Available E&G Carryforward Balance as of September 1, 2019 :	\$ -	\$ -	\$ -	\$ -

* Please provide supplemental detailed descriptions for these multiple-item categories in sections F and G using Board of Governors template (use worksheet tab "Planned Expenditure Detail" included with this file).

Notes :

- Florida Polytechnic University amounts include the Phosphate Research Trust Fund.
- 2019 Senate Bill 190 amends 1011.45 F.S.** regarding university Education & General carryforward minimum reserve balances, reporting requirements, and allowable uses. 1011.45(2) states that "Each university that retains a state operating fund carry forward balance in excess of the 7 percent minimum shall submit a spending plan for its excess carry forward balance. The spending plan shall be submitted to the university's board of trustees for review, approval, or if necessary, amendment by September 1, 2020, and each September 1 thereafter. The Board of Governors shall review, approve, and amend if necessary, each university's carry forward spending plan by October 1, 2020, and each October 1 thereafter." 1011.45(3) adds "A university's carry forward spending plan shall include the *estimated cost per planned expenditure and a timeline for completion of the expenditure.*" An additional tab is provided with this file to allow reporting of university detailed expenditure plans for each planned expenditure, a completion timeline, and amount budgeted for expenditure during the current fiscal year.

UWF Board of Trustees Meeting

Full Board Meeting

September 9, 2020

Issue:

1. Estimated FY20-21 University Carryforward Spending Plan
2. Estimated FY20-21 University Fixed Capital Outlay Plan
3. Certification Document for University Fixed Capital, Operating and Carryforward Budgets

Proposed actions: Approve and Authorize

Background information:

Senate Bill 190, which became law effective July 1, 2019, requires the Board of Trustees (BOT) and Board of Governors (BOG) approval of carryforward expenditure plans starting in FY 2021. Accordingly, BOG is requiring approval and certification of university operating, carryforward, and fixed capital outlay budgets for FY 20-21 to be submitted by October 1, 2020, for review at the BOG's October 2020 meeting. On June 18, 2020, the UWF Trustees approved the FY 2020-2021 operating budget (it is attached to the agenda item for reference).

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 budgets and funds allocated in these FY 2020-21 budget plans are within the authority provided by the 2020 General Appropriations Act, Senate Bill 190, and by Florida Statutes.

Recommendations:

1. **Approve** the Following:
 - a. Estimated FY20-21 University Carryforward Spending Plan
 - b. Estimated FY20-21 University Fixed Capital Outlay Plan
 - c. Signatures for the Certification Form
2. **Authorize** the President to make future adjustments to the Carryforward Spending Plan as institutional needs warrant.

Implementation:

Once approved by the BOT, the university would implement spending according to the strategic priorities of the BOT. Follow-up reporting would be made to the BOT and the Board of Governors.

Fiscal Implications:

A Carryforward balance of \$29.2 million, including the required 7% reserve of \$8.9 million, and \$11.2 million encumbered leaving \$8.9 million outlined in the FY20-21 Carryforward Plan. A Fixed Capital Outlay Plan of \$3.6 million to expended in the FY20-21 fiscal year.

Supporting documents:

1. Estimated FY20-21 University Carryforward Spending Plan

2. Estimated FY20-21 University Fixed Capital Outlay Plan
3. Certification Document for University Fixed Capital, Operating and Carryforward Budget
4. Estimated FY 2020-2021 Operating Budget (**Previously approved** at the June 18, 2020, BOT meeting.)

Prepared by:

Mr. Jeffrey A. Djerlek, Associate VP of Finance & Controller, 850-474-2759, jdjerlek@uwf.edu,

Ms. Shelly Blake, Academic Affairs Assoc. VP, Budgets & Financial, 850-474-2227, sblake@uwf.edu

Mr. Desmond Peters, Associate Director of Academic Budget, 850-474-2221, dpeters@uwf.edu

Ms. Sharon Jordan, President's Division Business Manager, 850-474-2021, sjordan@uwf.edu

Ms. Angela Wallace, Finance & Administration Director of Budgets, 850-474-2234, awallace@uwf.edu

Mr. Daniel Lucas, Associate VP of Advancement, 850-474-3380, dlucas@uwf.edu

Ms. Pamela Cadem, DAE/SA Director of Budgets, 850-474-2936, pcadem@uwf.edu

Presenter:

Mr. Jeffrey A. Djerlek, Associate Controller, 850-474-2759, jdjerlek@uwf.edu

UNIVERSITY OF WEST FLORIDA
FIXED CAPITAL OUTLAY BUDGET for Fiscal Year 2020-21

As of July 1, 2020
(reference: Section 1013.61, F.S. and Board Reg. 14.003)

CFSP item #	Category	Project Title/Name	Description	Total Project(s) Cost	Funding Source(s)		Funds Expended to Date	Funds to be Expended this Year	Remaining Balance	Project Timeline		Comments	
					Source	Amount				Start Date	Completion Date		
1, 2, & 3	Education & General (E&G) Operating Projects												
	<i>Consolidated line item of all FCO/capitalized projects funded from E&G operating funds, pursuant to Board regulations 14.003(2)(a) and 9.001. No individual project exceeds \$1M. This is a single line item in both Operating and FCO budgets.</i>			\$0	E&G Operating Funds	\$0	\$0	\$0	\$0		Not Applicable	These are current year funds to be spent in the current year.	
	Minor Carryforward (CF) Projects												
<i>Consolidated line item of all FCO projects with a cost of less than \$2M funded from E&G CF funds, pursuant to Board regulation 14.003(2)(b). Includes replacement of facilities less than 10,000 gross sf. This is a single line item in both Operating and FCO budgets. For a detailed listing of projects, refer to the E&G Carryforward Spending Plan (CFSP).</i>			\$474,156	E&G CF Funds	\$474,156	\$241,814	\$232,342	\$0		Refer to detail in Carryforward Spending Plan	See below for additional project FCO funding: Hal Marcus CSE B547 Port of Pensacola Auxiliary \$40,676 (Foundation) and Bldg 18 Wind Mitigation Grant Funds \$822,146 (Grant)		
Major Carryforward (CF) Projects													
<i>Any FCO project funded in whole or in part from CF funds, where total individual FCO project cost exceeds \$2M, pursuant to Board regulation 14.003(2)(c).</i>													
4	B40 Med Voltage Switchgear	Medium Voltage Switchgear Replacement Project includes electrical design, prefabricated building, cabling and electrical, and equipment.	\$3,500,733	E&G CF Funds	\$3,500,733	\$3,140,160	\$360,573	(\$0)	12/1/2017	12/31/2020	Project includes electrical design, pre-fabricated building, cabling and electrical, and equipment.		
	University Park Center	Design and construction of new Athletics Operations Building	\$7,207,210	CITF Auxiliary E&G Operating Funds E&G CF Funds Total:	1,082,521 4,161,636 506,104 <u>1,456,949</u> \$7,207,210	\$7,182,901	\$24,309	\$0	12/10/2014	12/31/2020	E&G Operating and E&G CF Funds FCO spending in FY18 & FY19; balance of FCO spending from Auxiliary funds <u>only</u>		
			\$0	Total:	0 <u>0</u> \$0	\$0	\$0	\$0					
State Appropriated Projects													
<i>Pursuant to Board Regulation 14.003(12)(d). All FCO projects using funds originally appropriated as FCO funds by the State of Florida, notwithstanding criteria in Board regulation 14.001. Never to be included in the operating budget. Examples, PECO and CITF.</i>													
	UWF SLSFC Projects YR19	B22 Conference Center Lobby	\$1,126,372	CITF	\$1,126,372	\$274,261	\$284,037	\$568,074	7/1/2018	6/30/2022	Projects: B22 ADA Restroom Design Ph1 \$500,000; B22 Conf Center Lobby Renov \$274,260.93; B22Rm100 Auditorium HVAC \$250,000; B22Rm100 UCSI HVAC \$102,111.07		
	Recplex Improvements YR20	Recplex RR & Storage Facility	\$300,000	CITF	\$300,000	\$0	\$300,000	\$0	7/1/2019	6/30/2021			
	University Park Canopies YR20	B234 Awnings	\$90,000	CITF	\$90,000	\$86,081	\$3,919	(\$0)	7/1/2019	12/31/2020			
	UCSI Improvements YR20	B22 Univ Commons R&R Ph2	\$806,466	CITF	\$806,466	\$0	\$268,822	\$537,644	7/1/2019	6/30/2022	B22 Share Meeting Space Renovation \$58,577.07; B22Rm100 UCSI Auditorium Renovation \$547,888.93; B22 UCSI Elevator Upgrade \$200,000		
	Wellness Center (B960) Exp Ph2 YR21	Building 960 - Addition Phase 2, Wellness Suite Buildout	\$85,000	CITF	\$85,000	\$0	\$85,000	\$0	7/1/2020	6/30/2021			
	University Park-Athl Op Bldg YR21	Building 234 - Athletic Training Center Addition, Phase I	\$1,224,315	CITF	\$1,224,315	\$0	\$400,000	\$824,315	7/1/2020	6/30/2022			
	Laboratory Sciences Annex	Phase I & II	\$26,250,000	PECO	\$26,250,000	\$25,856,721	\$393,279	\$0	7/1/2015	12/31/2020			
	PECO MRRR FY17	Maintenance, Repair, Renovation, Remodel Projects	\$1,499,313	PECO	\$1,499,313	\$1,499,122	\$191	\$0	7/1/2016	12/31/2020			
	PECO MRRR FY18	Maintenance, Repair, Renovation, Remodel Projects	\$1,114,498	PECO	\$1,114,498	\$903,188	\$211,310	\$0	7/1/2017	6/30/2021			
	PECO MRRR FY19	Maintenance, Repair, Renovation, Remodel Projects	\$1,493,665	PECO	\$1,493,665	\$653,496	\$329,629	\$510,540	7/1/2018	6/30/2022			

\$0		0		\$0	\$0	\$0
	Total:	0				
		0				
		\$0				

Non-Appropriated Projects

Pursuant to Board Regulation 14.003(12)(e). All FCO projects that have not directly or indirectly used funds appropriated by the State. Examples include private donations, athletic revenues, federal grants, housing/parking revenue bonds, etc. For the purposes herein, please assume a threshold of \$5M or more for listing projects individually, otherwise consolidate all individual projects under \$5M into one line item.

			Grant Foundation	822,146						
Other Projects (consolidated)	Bldg. 18 Wind Mitigation (HMGP) wind retrofit (mitigation) to include wall attachments, roof attachment enhancements, and soffit strengthening; Hal Marcus (CSE) Port of Pensacola B547 Panel-Built Enclosure approx. 700 square feet (air conditioned space)	\$862,822		<u>40,676</u>	\$102,809	\$760,013	\$0	1/1/2019	12/31/2020	Funding includes E&G CF noted above under CF Minor
			Total:	\$862,822						

TOTALS:	\$46,034,550	\$46,034,550	\$39,940,554	\$3,653,424	\$2,440,573
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Notes:

Pursuant to Regulation 14.003(3), Fixed Capital Outlay projects do not apply to those projects acquired, constructed, and owned by a Direct Support Organization or under a Public Private Partnership.

The Fixed Capital Outlay Budget may be amended, subject to the requirements described in Regulation 14.003(4).

Revised 5/18/20



2020-2021 Operating Budget, Carryforward Spending Plan, & Fixed Capital Outlay Budget

University Name: The University of West Flordia

2020-2021 Operating Budget, Carryforward Spending Plan, & Fixed Capital Outlay Budget Certification Representations

I hereby certify to the Board of Governors that the referenced 2020-2021 Operating Budget, Carryforward Spending Plan, & Fixed Capital Outlay Budget provided to the Board of Governors in accordance with my fiduciary responsibility to the university is true and materially correct to the best of my knowledge. I further certify that these budgets have been reviewed and approved by the Board of Trustees at its meeting held on **September 9, 2020**, and that funds will only be expended in accordance with the approved budget as well as all applicable Statutes, Board of Governors' Regulations, and university regulations. I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements may render this certification void. My signature below acknowledges that I have read and understand these statements.

Certification: _____ Date _____
Chief Financial Officer

Certification: _____ Date _____
President

I certify that the above referenced university budgets for fiscal year 2020-2021 has been approved by the University Board of Trustees and is true and materially correct to the best of my knowledge.

Certification: _____ Date _____
Board of Trustees Chair

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2021

	Education & General	CFPP (E&G)	Carry Forward	CFPP (Carry Forward)	Auxiliaries	Athletics	Student Activity	Contracts & Grants	Financial Aid	Concessions	Technology	Board Approved Fees	Total All Funds
Beginning Balance	\$0	\$0	\$26,088,836	\$9,816,071	\$38,003,873	\$534,474	\$1,799,566	\$8,821,278	\$1,956,548	\$298,017	\$2,020,500	\$333,492	\$89,672,654
Revenues & Transfers In:													
1. State Appropriated Funds	\$75,643,791	\$29,390,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,034,462
2. Enhancement Trust Fund (Lottery)	\$12,055,846	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,055,846
3. Student Fee Trust Fund (Tuition)	\$42,298,775	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,298,775
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$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	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$1,476,430	\$277,000	\$0	\$2,040	\$0	\$0	\$0	\$0	\$1,755,470
7. Fees	\$0	\$0	\$0	\$0	\$22,619,439	\$4,860,000	\$3,258,060	\$20,309	\$1,347,000	\$0	\$1,333,866	\$174,000	\$33,612,674
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$3,611,801	\$944,000	\$0	\$1,433,438	\$35,082,000	\$196,896	\$0	\$0	\$41,268,135
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,441,477	\$0	\$0	\$0	\$0	\$5,441,477
10. Rent	\$0	\$0	\$0	\$0	\$398,009	\$5,550	\$0	\$0	\$0	\$0	\$0	\$0	\$403,559
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,191,808	\$43,774,000	\$0	\$0	\$0	\$54,965,808
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,048,135	\$0	\$0	\$0	\$0	\$1,048,135
13. Other Revenue	\$0	\$0	\$0	\$0	\$3,627,599	\$0	\$0	\$502,333	\$305,000	\$0	\$54,000	\$10,000	\$4,498,932
14. Total Additions to Fund Balance	\$129,998,412	\$29,390,671	\$0	\$0	\$31,733,278	\$6,086,550	\$3,258,060	\$19,639,540	\$80,508,000	\$196,896	\$1,387,866	\$184,000	\$302,383,273
15. Total Resources Available	\$129,998,412	\$29,390,671	\$26,088,836	\$9,816,071	\$69,737,152	\$6,621,024	\$5,057,626	\$28,460,818	\$82,464,548	\$494,913	\$3,408,366	\$517,492	\$392,055,927
Expenditures & Transfers Out:													
16. Salaries & Benefits	\$99,906,975	\$13,196,987	\$1,724,943	\$139,360	\$9,488,724	\$2,879,081	\$1,501,255	\$6,635,066	\$0	\$0	\$0	\$0	\$135,472,391
17. Other Personal Services (OPS)	\$8,297,787	\$303,526	\$1,166,020	\$0	\$3,234,706	\$404,761	\$788,898	\$2,031,196	\$0	\$0	\$6,441	\$0	\$16,233,335
18. Expenses	\$18,239,233	\$15,870,312	\$11,344,808	\$7,569,692	\$12,748,063	\$3,241,058	\$610,947	\$10,401,079	\$81,553,000	\$96,896	\$377,866	\$163,265	\$162,216,219
19. Other Capital Outlay (OCO)	\$1,156,928	\$19,846	\$967,157	\$49,672	\$242,000	\$0	\$0	\$152,434	\$0	\$0	\$607,890	\$60,000	\$3,255,927
20. Library Resources	\$1,148,924	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,148,924
21. Risk Management	\$528,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$528,616
22. Financial Aid	\$719,949	\$0	\$0	\$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	\$0	\$0
24. Expenditures from Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0	\$1,382,292	(\$438,350)	\$368,882	(\$355,000)	(\$1,057,824)	\$100,000	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$1,786,019	\$0	\$30,418	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,816,437
27. Total Resources Used	\$129,998,412	\$29,390,671	\$16,988,947	\$7,758,724	\$27,126,203	\$6,086,550	\$3,269,982	\$18,864,775	\$80,495,176	\$196,896	\$992,197	\$223,265	\$321,391,798
Net Change	\$0	\$0	(\$16,988,947)	(\$7,758,724)	\$4,607,075	\$0	(\$11,922)	\$774,765	\$12,824	\$0	\$395,669	(\$39,265)	(\$19,008,525)
Statutory Carryforward Cash Reserve	\$0	\$0	(\$9,099,889)	(\$2,057,347)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$11,157,236)
Ending Balance	\$0	\$0	\$0	\$0	\$42,610,949	\$534,474	\$1,787,644	\$9,596,043	\$1,969,372	\$298,017	\$2,416,169	\$294,227	\$59,506,893

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2021

	Est FY 21 University Only	Est FY 21 CFPP Only	Est FY 21 Consolidated	Current Modified	Change	Est FY 21 University Only	Est FY 21 CFPP Only	Est FY 21 Consolidated	Current Modified	Change
	Education & General					Carry Forward				
Beginning Balance	\$0	\$0	\$0	\$0	\$0	\$26,088,836	\$9,816,071	\$35,904,907	\$35,468,370	\$436,537
Revenues & Transfers In:										
1. State Appropriated Funds	\$75,643,791	\$29,390,671	\$105,034,462	\$109,132,599	(\$4,098,137)	\$0	\$0	\$0	\$0	\$0
2. Enhancement Trust Fund (Lottery)	\$12,055,846	\$0	\$12,055,846	\$10,542,913	\$1,512,933	\$0	\$0	\$0	\$0	\$0
3. Student Fee Trust Fund (Tuition)	\$42,298,775	\$0	\$42,298,775	\$45,798,775	(\$3,500,000)	\$0	\$0	\$0	\$0	\$0
4. Federal Grants Trust Fund (Education)	\$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
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7. Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10. Rent	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13. Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$129,998,412	\$29,390,671	\$159,389,083	\$165,474,287	(\$6,085,204)	\$0	\$0	\$0	\$0	\$0
15. Total Resources Available	\$129,998,412	\$29,390,671	\$159,389,083	\$165,474,287	(\$6,085,204)	\$26,088,836	\$9,816,071	\$35,904,907	\$35,468,370	\$436,537
Expenditures & Transfers Out:										
16. Salaries & Benefits	\$99,906,975	\$13,196,987	\$113,103,962	\$106,670,053	\$6,433,909	\$1,724,943	\$139,360	\$1,864,303	\$1,738,039	\$126,264
17. Other Personal Services (OPS)	\$8,297,787	\$303,526	\$8,601,313	\$8,709,475	(\$108,162)	\$1,166,020	\$0	\$1,166,020	\$1,624,771	(\$458,751)
18. Expenses	\$18,239,233	\$15,870,312	\$34,109,545	\$46,189,171	(\$12,079,626)	\$11,344,808	\$7,569,692	\$18,914,500	\$13,769,247	\$5,145,253
19. Other Capital Outlay (OCO)	\$1,156,928	\$19,846	\$1,176,774	\$1,449,473	(\$272,699)	\$967,157	\$49,672	\$1,016,829	\$2,123,093	(\$1,106,264)
20. Library Resources	\$1,148,924	\$0	\$1,148,924	\$1,207,550	(\$58,626)	\$0	\$0	\$0	\$0	\$0
21. Risk Management	\$528,616	\$0	\$528,616	\$528,616	\$0	\$0	\$0	\$0	\$0	\$0
22. Financial Aid	\$719,949	\$0	\$719,949	\$719,949	\$0	\$0	\$0	\$0	\$0	\$0
23. Debt Service	\$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
25. Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	\$0	\$1,786,019	\$0	\$1,786,019	\$4,630,020	(\$2,844,001)
27. Total Resources Used	\$129,998,412	\$29,390,671	\$159,389,083	\$165,474,287	(\$6,085,204)	\$16,988,947	\$7,758,724	\$24,747,671	\$23,885,170	\$862,501
Net Change	\$0	\$0	\$0	\$0	\$0	(\$16,988,947)	(\$7,758,724)	(\$24,747,671)	(\$23,885,170)	(\$862,501)
Statutory Carryforward Cash Reserve						(\$9,099,889)	(\$2,057,347)	(\$11,157,236)	(\$11,583,200)	\$425,964
Ending Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Previously Approved at the June 18, 2020 BOA Meeting)

University of West Florida
 Estimated Consolidated Operating Budget Summary
 For the Fiscal Year Ending June 30, 2021

	Est FY 21	Current Modified	Change	Est FY 21	Current Modified	Change	Est FY 21	Current Modified	Change
	Auxiliaries			Athletics			Student Activity		
Beginning Balance	\$38,003,873	\$34,895,053	\$3,108,820	\$534,474	\$358,021	\$176,453	\$1,799,566	\$1,596,747	\$202,819
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	\$1,476,430	\$2,604,012	(\$1,127,582)	\$277,000	\$277,000	\$0	\$0	\$300	(\$300)
7. Fees	\$22,619,439	\$23,019,316	(\$399,877)	\$4,860,000	\$4,860,000	\$0	\$3,258,060	\$3,266,500	(\$8,440)
8. Miscellaneous Receipts	\$3,611,801	\$1,957,803	\$1,653,998	\$944,000	\$899,000	\$45,000	\$0	\$0	\$0
9. Other Grants & Donations	\$0	\$32,351	(\$32,351)	\$0	\$0	\$0	\$0	\$0	\$0
10. Rent	\$398,009	\$393,305	\$4,704	\$5,550	\$5,550	\$0	\$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	\$3,627,599	\$5,866,173	(\$2,238,574)	\$0	\$0	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$31,733,278	\$33,872,960	(\$2,139,682)	\$6,086,550	\$6,041,550	\$45,000	\$3,258,060	\$3,266,800	(\$8,740)
15. Total Resources Available	\$69,737,152	\$68,768,014	\$969,139	\$6,621,024	\$6,399,571	\$221,453	\$5,057,626	\$4,863,547	\$194,079
Expenditures & Transfers Out:									
16. Salaries & Benefits	\$9,488,724	\$10,187,635	(\$698,911)	\$2,879,081	\$3,160,954	(\$281,873)	\$1,501,255	\$1,464,450	\$36,805
17. Other Personal Services (OPS)	\$3,234,706	\$3,170,470	(\$235,764)	\$404,761	\$424,461	(\$19,700)	\$788,898	\$757,400	\$31,498
18. Expenses	\$12,748,063	\$18,964,558	(\$5,916,495)	\$3,241,058	\$3,259,318	(\$18,260)	\$610,947	\$1,025,177	(\$414,230)
19. Other Capital Outlay (OCO)	\$242,000	\$547,166	(\$305,166)	\$0	\$86,971	(\$86,971)	\$0	\$10,000	(\$10,000)
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	\$1,382,292	\$1,770,000	(\$387,708)	(\$438,350)	(\$830,000)	\$391,650	\$368,882	\$339,771	\$29,111
26. Fixed Capital Outlay (FCO)	\$30,418	\$2,050,065	(\$2,019,647)	\$0	\$0	\$0	\$0	\$0	\$0
27. Total Resources Used	\$27,126,203	\$36,689,894	(\$9,563,691)	\$6,086,550	\$6,101,704	(\$15,154)	\$3,269,982	\$3,596,798	(\$326,816)
Net Change	\$4,607,075	(\$2,816,934)	\$7,424,009	\$0	(\$60,154)	\$60,154	(\$11,922)	(\$329,998)	\$318,076
Statutory Carryforward Cash Reserve									
Ending Balance	\$42,610,949	\$32,078,120	\$10,532,830	\$534,474	\$297,867	\$236,607	\$1,787,644	\$1,266,749	\$520,895

(Previously Approved at the June 19, 2020 BOT Meeting)

UWF Board of Trustees Meeting

Full Board Meeting

September 9, 2020

Issue/Agenda Recommendation: Action Item

Proposed Action: Approval of 2021-2022 Legislative Budget Request (LBR)

Background Information:

On June 10, 2020 the Board of Governors released the 2021-2022 State University System (SUS) LBR guidelines for the operating budget. The Board will meet on September 16, 2020 and is expected to review and approve LBRs then submit them to the Governor and Legislature.

Operating Budget Submission

The Board of Governors is requesting operating budget submissions for University of Distinction programs and other unique university issues. UWF proposes the following operating budget submissions that correspond to UWF's work plan focus on University of Distinction and Student Success.

1. UWF Cybersecurity – University of Distinction - Creating Florida's Cyber Coast - \$15,284,183

Building on UWF's established strengths and accomplishments, the University aims to advance Florida as the world's premier leader in cybersecurity workforce readiness and resiliency.

This will be accomplished through innovative and scalable academic and workforce development objectives as follows:

- Create a UWF Department of Cybersecurity, the first such department in a Florida university, to expand multidisciplinary cybersecurity curricula and research.
- Expand the UWF Center for Cybersecurity capabilities for education, workforce development, research and outreach.
- Develop competency-focused and high-impact learning programs to prepare students for cybersecurity careers.
- Target and incentivize diverse populations for cybersecurity careers and workforce development, including veterans and underrepresented groups.
- Implement programming for cybersecurity career readiness, student success and timely completion.
- Facilitate a cybersecurity community of practice and partnerships to expand career readiness and pipelines.

2. Student Success and Affordability - \$3,093,100

UWF is seeking funding to continue to support student success and develop talent to enhance the state's economy.

UWF requests supplemental scholarship funding to support Pell eligible and first-generation students. UWF must invest in a robust software (Campus Logic) that will transform the way we deliver and communicate financial aid by providing personalized communication, simplified forms, and understandable award letters in a mobile device friendly environment. The new software will enable enhancements and efficiencies for every aspect of the complex financial aid process.

Parent engagement and support is a key component to student success. Parent portals, webinar options and targeted communication are all tools that can more fully engage and equip parents who are striving to best support their college students.

Three transfer enrollment advisors will substantially improve and expand UWF's capacity to serve and support transfer students. Transfer enrollment advisors will serve as transfer transitional "coaches" and will be responsible for maximizing transfer course equivalencies to ensure the quickest time to graduation, establish a transfer student graduation plan, and assist with first semester registration shortly after admission to UWF. Adding Transfer Advisors will increase graduation rates for transfer students from FCS institutions.

3. Success in STEM for Florida's Economy - \$1,767,164

UWF requests funding to sustain and expand the pipeline for diverse STEM talent to fill critical jobs needs in the region and state. The majority of the SUS Programs of Strategic Emphases lie within STEM fields.

Faculty resources are crucial in order to expand these time and resource intensive programs. UWF's scope of expansion includes:

- Increasing the STEM Learning Living Communities (LLC) to 250 students and include Engineering majors;
- Hosting annual math, chemistry, engineering, and computer science bootcamps, modeled after the Bio Bootcamp;
- Building cornerstone courses in engineering and computer science modeled after Bioskills;
- Offering a two-semester sequence STEM for Life Seminar for all STEM FTIC students to ensure every FTIC student is engaged throughout their first year, which includes a common read and semester themes of College Survival Skills and Maximizing/Getting Involved in College;
- Redesigning other key STEM gateway courses to improve pass rates;
- Developing a Calculus program, with faculty course leads, that engages students in applications relevant to their major; and
- Engaging more students in undergraduate research beginning in their first year.

4. Developing Talent for Florida's Future - \$1,018,500

UWF seeks funding to sustain and expand proven programs to reach additional industry segments state-wide to provide opportunities for employers to fill needed positions.

The #iHireUWF marketing campaign improved the number and quality of employers recruiting and hiring UWF graduates. #iHireUWF was established in 2018 with non-recurring funds. The campaign focused on four academic programs of distinction: healthcare, cybersecurity/IT, engineering, and supply chain logistics. UWF student accomplishments and contributions to their respective fields were featured in the campaign which led to more employers expressing interest in hiring UWF graduates.

Phase Two of this campaign will focus on non-linear career paths and the employers who have hired graduates in majors not typically represented by their respective industries. Occupational outlook data also cite the need for non-linear discipline knowledge in fields of greatest workforce demand such as cybersecurity, healthcare, and engineering. By collecting and documenting additional student and employer success stories to be featured on the #iHireUWF site, UWF will highlight how it prepares students for a variety of careers through the use of high impact practices and other talent development initiatives. Students will benefit by having more employers engaged with their university.

Implementation Plan: LBRs were submitted to the BOG by their August 7, 2020 deadline pending approval of BOT. Submission will be updated with approval of BOT.

Fiscal Implications: No costs associated with the LBR submission.

Supporting documents:

- 2021-22 LBR Reporting Form I - UWF Cybersecurity - Universities of Distinction
- 2021-22 LBR Reporting Form II - UWF Cybersecurity - Universities of Distinction
- 2021-22 LBR Reporting Form I - UWF Student Success and Affordability
- 2021-22 LBR Reporting Form II - UWF Student Success and Affordability
- 2021-22 LBR Reporting Form I - UWF Success in STEM for Florida's Economy
- 2021-22 LBR Reporting Form II - UWF Success in STEM for Florida's Economy
- 2021-22 LBR Reporting Form I - UWF Developing Talent for Florida's Future
- 2021-22 LBR Reporting Form II - UWF Developing Talent for Florida's Future

Prepared by: Andrew Romer, Government Relations, 850-474-3345, aromer@uwf.edu

Facilitator/Presenter: Dr. Ed Ranelli, AVP External Affairs, 850-474-2200, eranelli@uwf.edu

**2021-2022 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II
(to be completed for each issue)**

University: University of West Florida
Issue Title: A Cyber Coast for Florida's Future

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	29.00	0.00	29.00
Other (A&P/USPS)	18.00	0.00	18.00
	-----	-----	-----
Total	47.00	0.00	47.00
	=====	=====	=====
<u>Salary Rate (for all positions noted above)</u>			
Faculty	\$3,875,030	\$0	\$3,875,030
Other (A&P/USPS)	\$1,147,148	\$0	\$1,147,148
	-----	-----	-----
Total	\$5,022,178	\$0	\$5,022,178
	=====	=====	=====
Salaries and Benefits	\$6,458,497	\$0	\$6,458,497
Other Personal Services	\$775,686	\$0	\$775,686
Expenses	\$3,550,000	\$0	\$3,550,000
Operating Capital Outlay	\$2,000,000	\$0	\$2,000,000
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$2,500,000	\$0	\$2,500,000
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$15,284,183	\$0	\$15,284,183
	=====	=====	=====

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	University of West Florida
Request Title:	A Cyber Coast for Florida's Future
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$15,284,183
Non-Recurring Funds Requested:	
Total Funds Requested:	\$15,284,183
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input checked="" type="checkbox"/>

- I. Description** – 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2020 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.

The University of West Florida has received national recognition for taking on a critical challenge facing Florida and our nation – cybersecurity workforce readiness.

In 2014, the University established the UWF Center for Cybersecurity. In short order, the Center guided the University in becoming a National Center of Academic Excellence in Cybersecurity (CAE-C), as designated by the National Security Agency and Department of Homeland Security in 2016, and received the unique designation as the CAE-C Regional Resource Center for the Southeast U.S. in 2017. In this role, UWF provides leadership to advance cybersecurity education and workforce development across the Southeast, supporting colleges and universities in Florida, Alabama, Georgia, South Carolina, Mississippi and Puerto Rico. This summer, UWF’s mission and role as the Southeast CAE-C Regional Hub expanded to include Kentucky, Mississippi, Tennessee, North Carolina and the U.S. Virgin Islands, and to enhance collaborations among

academia, industry and government partners. UWF serves as one of five NSA/DHS CAE-C Regional Hubs across the country.

UWF's Center for Cybersecurity has moved quickly to establish programs of excellence and has been recognized by the NSA as a model for how universities should structure their cybersecurity programs. Noteworthy achievements include the following:

- Collaborating with Hal Marcus College of Science and Engineering to establish Florida's first stand-alone B.S. degree in Cybersecurity and the first to be designated by the NSA and Department of Homeland as a National Center of Academic Excellence in Cyber Defense program.
- The Cybersecurity for All program to enhance cybersecurity workforce development. Through this program, UWF has enhanced cybersecurity workforce readiness for State of Florida personnel through partnerships with the Florida Department of Management Services and the Florida Department of State.
- The Florida Cyber Range, launched to enhance competency-focused, hands-on skills development via education, training and competitions.

Additional recognitions include:

- The Cybersecurity for All program was recognized among the 2020 Innovations in Cybersecurity Education by National CyberWatch Center.
- UWF received the NSF CyberCorps Scholarship for Service grant to prepare UWF students for cybersecurity work roles in executive federal agencies.
- The UWF Center for Cybersecurity Director, Dr. Eman El-Sheikh, was appointed as the higher education representative on the Florida Cybersecurity Task Force established by Governor Ron DeSantis.

The Opportunity

“Pensacola, Escambia County, and the Gulf Coast region have the unique opportunity to create the world’s best public and private sector cyber partnership, making the ‘Cyber Coast’ a recognized world leader in Cybersecurity.” --Brig. Gen. Gregory J. Touhill USAF (ret), First U.S. Chief Information Security Officer 2016-2017

The recession-resilient cybersecurity industry is exploding in Northwest Florida. Growth is limited only by availability of talent. The cybersecurity skills gap and shortage of skilled workforce are well-known problems. A cybersecurity jobs heat map, Cyber Seek, currently indicates more than 507,000 unfilled cybersecurity jobs across the country, with more than 23,000 unfilled jobs in Florida.

Northwest Florida is ahead of the curve as an emerging area of strength in cybersecurity with a job market that is outpacing the national average. In Pensacola, Corry Station houses the Navy's Center for Information Warfare Training, a classified school for NSA military personnel, and the National Cybersecurity and Communications Integration Center. The U.S. Cyber Command is developing a training center here as well. In Fort Walton Beach, Hurlburt Field has an education and training complex for Air Force Special Operations including cybersecurity. Many industry leaders in cybersecurity have offices and major contracts in Northwest Florida including Raytheon, Northrop Grumman, General Dynamics IT, Booz Allen Hamilton and Boeing Global.

With a significant increase in resources for cybersecurity talent development, UWF can be a catalyst for expanding the cybersecurity industry, attracting more high-wage jobs to the state, and winning national and global recognition for Florida's Cyber Coast.

The Plan

Building on UWF's established strengths and accomplishments, the University aims to advance Florida as the world's premier leader in cybersecurity workforce readiness and resiliency.

This will be accomplished through innovative and scalable academic and workforce development objectives as follows:

1. Create a UWF Department of Cybersecurity, the first such department in a Florida university, to expand multidisciplinary cybersecurity curricula and research.
2. Expand the UWF Center for Cybersecurity capabilities for education, workforce development, research and outreach.
3. Develop competency-focused and high-impact learning programs to prepare students for cybersecurity careers.
4. Target and incentivize diverse populations for cybersecurity careers and workforce development, including veterans and underrepresented groups.
5. Implement programming for cybersecurity career readiness, student success and timely completion.
6. Facilitate a cybersecurity community of practice and partnerships to expand career readiness and pipelines.

The Specifics

- 1. Create a UWF Department of Cybersecurity to expand multidisciplinary cybersecurity curricula and research**

In order to build and support the needed multidisciplinary curricula and research, the university requires cybersecurity faculty and staff who not only understand industry needs, but are flexible and resilient to the fast-paced changing nature of Cybersecurity. A multidisciplinary Cybersecurity program means that faculty should be recruited outside of Computer Science and Information Technology, where Cybersecurity programs are typically housed. Thus, a Department of Cybersecurity can provide the means to better build multidisciplinary curricula and better recruit multidisciplinary faculty, which are necessary to meet the state's cyber workforce needs.

The college currently has a B.S. degree program in Cybersecurity and a M.S. degree program in Cybersecurity, both of which are BOG programs of strategic emphasis. With a Department of Cybersecurity, UWF will have the capability to expand the degree programs to include security management, critical infrastructure security, homeland security, and other non-technical areas of Cybersecurity.

The multidisciplinary curricula will also include high impact practices. Therefore, we propose updating and expanding the UWF Battle Lab. The Battle Lab is a high-tech computing lab that supports student engagement, research, and outreach in network and system security.

We additionally propose creating a Cyber-Physical Systems lab and a Cyber Forensics lab for the curriculum. The Cyber-Physical Systems lab will introduce students to the Internet of Things devices, critical infrastructure, and sensor and communication systems which all interface the digital and physical domains. The Cyber Forensics lab is an environment where students investigate advanced cyber-crimes and the analysis and prevention of next-generation malware attacks.

The Department of Cybersecurity will support a Cybersecurity Honors program. High-impact practices such as undergraduate research experiences will also be required of honors Cybersecurity students. This program will produce honors Cyber graduates who are in high demand by employers and graduate schools.

To meet overall cybersecurity workforce needs, we propose to increase Cybersecurity and Cyber-related program enrollment – from approximately 750 students to over 1,500 students during a 5-year period. The resources needed to dramatically increase program enrollment, to support student success, and for UWF to become the premiere institution for Cybersecurity education are:

- Faculty and staff for a Department of Cybersecurity.
- Faculty to support an increase in sections of lower division courses and other courses impacted by Cybersecurity.
- Staff to support college infrastructure impacted by Cybersecurity.

- Success initiatives aimed at cybersecurity and cybersecurity-related students (see section 3).

2. Expand the UWF Center for Cybersecurity capabilities for education, workforce development, research and outreach

To address the demand for a well-qualified cybersecurity workforce for our region and state, UWF developed the Cybersecurity for All Program. This program significantly expands the cybersecurity workforce across the state and nation, and increases the number of qualified cybersecurity professionals, including among under-served and under-represented populations. The Program's innovative approach emphasizes:

- Development of core cybersecurity training courses that align with the NIST National Initiative for Cybersecurity Education (NICE) Cybersecurity Workforce Framework.
- Development of additional courses and modules to customize the program for various audiences, including K12 students and teachers, businesses, government agencies, military and veterans, and for emerging needs, including critical infrastructure, cloud security, Internet of Things and industrial control systems security.
- Online delivery of these training programs and courses that includes virtual, hands-on learning experiences using the Florida Cyber Range.
- Development of pathways for students who complete these courses to cybersecurity careers and degree programs.
- Expansion of the Cybersecurity Ambassadors program to increase cybersecurity awareness, interest and skills among diverse populations and build a strong, diverse talent pipeline.

The Florida Cyber Range provides cutting-edge competency-focused hands-on training and operations to detect and defend against cyber threats and attacks. The Florida Cyber Range provides a state-of-the-art, powerful, realistic training environment to support cyber exercises, operations and competitions for government, military and academia, and facilitate the development and testing of innovative cyber threat detection, defense and response solutions.

Through the Cybersecurity for All Program, the UWF Center for Cybersecurity partnered with the Department of Management Services to provide cybersecurity training for state personnel and enhance cybersecurity skills and resiliency across state agencies. The Center also partnered with the Florida Department of State to provide training for elections supervisors and IT personnel and enhance elections security, providing training in four major Florida cities to elections personnel from all counties ahead of the 2018 elections.

Continued investment in this program will allow us to continue to enhance cybersecurity preparedness, expand the cybersecurity workforce across the region, state and nation, and increase the number of qualified cybersecurity professionals.

Our region is also home to some of the most important Air Force bases in the country and expanding cybersecurity operations in both the Army and Air Force. UWF is seeking to expand UWF Center for Cybersecurity programs to support growing cybersecurity defense operations in Northwest Florida and increase program and certification offerings to current and recently discharged military members seeking to get into or improve their skills in the cybersecurity industry.

The UWF Center for Cybersecurity will establish a national model of workforce development by designing and delivering high impact learning practices through competency-focused, learner-centered, modular curricula. Educating and training existing and future workforce will involve:

- Designing and delivering competency-focused modular courses and scenario-based learning activities through Cybersecurity for All.
- Cutting-edge research incorporated into these courses.
- Using the Florida Cyber Range to integrate real-world, cyber attack and defense scenarios into learning experiences.
- Designing, developing, and offering competition-based activities to develop and enhance competencies for cybersecurity jobs.
- Designing and delivering courses for veterans and other under-represented groups to provide opportunities for them to enter, advance and prosper in cybersecurity work roles.
- Creating cybersecurity courses and competitions using the Florida Cyber Range for state and local government and small and medium businesses to assess their cyber readiness.
- Establishing a Security Operations Center with cutting edge software and hardware solutions that will attract local and regional businesses, government contractors and defense agencies to collaborate with UWF Center for Cybersecurity.

We propose the development of an immersive learning lab that will utilize virtual environments and artificial intelligence to enhance learning outcomes through adaptive student-centered educational experiences. A research lab will be established to enhance collaborations among UWF, SUS and other faculty that emphasize current, emerging and future cybersecurity technologies such as critical infrastructure protection, artificial intelligence, machine learning, quantum computing, grid infrastructure, autonomous surface and aerial vehicles, block chain technology, healthcare devices, IP protection and renewable energy security.

We will develop a national-level resource for scientific inquiry into cyber adversary tactics, techniques and procedures. The proposed architecture will allow multi-disciplinary study of cyber adversaries without requiring everyone have highly technical cyber expertise. This resource will attract cybersecurity researchers to UWF and Florida SUS institutions, encourage them to join or collaborate with UWF, enhance our position within the cybersecurity community and establish UWF as a national hub for cyber adversary research. This in turn will attract graduate and undergraduate students to the area who will, upon graduation, fill highly sought after cyber workforce roles.

3. Develop competency-focused and high-impact learning programs to prepare students for cybersecurity careers

The Cybersecurity for All program will leverage UWF's strong track record and national recognition in high-impact practices (HIPs) to enhance cybersecurity career readiness. Students will work on research projects with UWF faculty and industry mentors, and will engage in other HIPs, including internships, professional conferences, cyber competitions and competency-based skills development activities. UWF was one of the institutions selected to participate in the NSA/DHS Centers of Academic Excellence Pilot Program for developing and assessing competency-focused activities.

UWF offers several programs to encourage and support undergraduate and graduate research, including research support for students and faculty. UWF has strong research activities in a variety of cybersecurity research topics. Students will develop essential competencies and skills through hands-on activities using the UWF Battle Lab and the Florida Cyber Range. Students will participate in range-based exercises and cybersecurity competitions, which are critically important for cybersecurity career readiness. The activities will be mapped to competencies that align with the NICE Cybersecurity Workforce Framework work roles and CAE Knowledge Units.

4. Target and incentivize diverse populations for cybersecurity careers and workforce development including veterans, women and underrepresented groups

In order to reach a total enrollment of over 1,500 students in cybersecurity or related programs, UWF proposes the following:

- Offer multi-year scholarships to FTIC students to attend UWF to major in Cybersecurity.
- Establish 2+2 articulation agreements within Cybersecurity and Cybersecurity-related areas with each Florida and Alabama community and state colleges.
- Establish 2+2 articulation agreements with the military.

- Offer transfer students 2-year scholarships.
- Guarantee that each student in the program will have an opportunity to either complete an industry certification, an internship or an undergraduate research project in areas of Cybersecurity.
- Express admit each student in the program with a 3.0 GPA or better to their UWF online graduate program of choice.

The UWF Center for Cybersecurity developed the Cybersecurity for All program to provide training and workforce development opportunities to individuals and organizations, including military, veterans, industry and public sector. The Center will recruit veterans, women and underrepresented minorities from the area to participate in the Cybersecurity Fundamentals course offered through the Cybersecurity for All program and host events to provide awareness of the growing cybersecurity career opportunities in the area and attract them to UWF undergraduate and graduate cybersecurity programs. Veterans are very highly employable by the government, especially by DHS, DoD, NSA, FBI and CIA, as many of them have active, or can readily obtain, clearance. Attracting this population to UWF and providing them with foundational cybersecurity knowledge, skills, abilities and competencies will create a growing pipeline of future cybersecurity workforce. UWF is well suited to serve this population as we are ranked fifth in the nation as a military-friendly university and have a robust Military and Veterans Resource Center for military, dependents and veteran students.

5. Implement programming for cybersecurity career readiness, student success, and timely completion.

Northwest Florida’s lagging economy, high poverty and low educational attainment rate translate to many regional students who are highly capable, but severely financially disadvantaged, ethnically underrepresented and often first-generation in college. Financial assistance alone is not enough. Students must be engaged early and often to increase persistence, particularly during their first year. Thus, building a talent pipeline to the cybersecurity workforce requires coordinated, multipronged efforts to mentor, teach, prepare and engage specific student populations. Student engagement programs are founded on nationally-recognized model programs incorporating four key components:

- Academic and social integration,
- Knowledge and skill development,
- Support and motivation, and
- Monitoring and advising.

Faculty resources are crucial in order to expand these time and resource intensive programs. The positions outlined above will support UWF’s scope of expansion, which includes:

- Increasing the STEM LLC to include a multidisciplinary Cyber LLC
- Hosting an annual math boot camp
- Building skills courses within Cyber and Cyber-related programs
- Offering a two-semester sequence STEM for Life Seminar for all STEM FTIC students to ensure every FTIC student (including each cyber student) is engaged throughout their first year, which includes a common read and semester themes of College Survival Skills and Maximizing/Getting Involved in College
- Redesigning other key STEM gateway courses, that impact Cybersecurity and Cybersecurity-related programs, to improve pass rates
- Engaging more students in undergraduate research beginning in their first year, and

Faculty must engage and mentor students inside and outside of the classroom. Thus, a low faculty to student ratio is critical.

6. Facilitate a cybersecurity community of practice and partnerships to expand career readiness and pipelines

The program aims to develop a superior cybersecurity workforce through the creation of a scalable and sustainable community of practice. UWF will establish a Cybersecurity Alliance that brings together academia, government and industry to expand the cybersecurity workforce across the state and nation by disseminating best practices and engaging employers. Students will be encouraged to participate in the community of practice events to enhance professional and leadership development and career readiness. UWF will develop and expand the Cybersecurity Alliance, disseminate best practices, and engage additional employers across the state to build a scalable and sustainable community of practice and expanding cybersecurity workforce.

The program aims to increase the participation of women and underrepresented students through mentoring by cybersecurity faculty and professionals, K12 outreach and community engagement. UWF recently launched the Women in Cybersecurity (WiCyS) Florida Affiliate. Women cybersecurity professionals and WiCyS Florida members will be recruited to serve as career mentors for female students in the program. These mentors will provide guidance on career readiness and success and professional development and host regular networking and mentoring events. Existing K12 and community outreach initiatives, including the UWF Cybersecurity Ambassadors program, will be leveraged. The Ambassadors visit local area schools to enhance and promote cybersecurity awareness and UWF cybersecurity programs.

The program will involve several outreach activities to enhance cybersecurity workforce development across the state, which are outlined below:

- Annual Cybersecurity Career Fair to promote interest in cybersecurity careers, connect with employers, and learn about job and internship opportunities.
- K12 school visits and events to promote interest in cybersecurity programs and careers.
- Annual Florida Cyber Defense Competition.
- Florida Women in Cybersecurity Affiliate events across the state and annual Florida Women in Cybersecurity Conference.

Key Partners

The proposed initiatives will involve collaborations with key partners, including but not limited to:

AFCEA	AppRiver
BAE Systems	Booz Allen Hamilton
Corry Station	Defense Information Systems Agency
Department of Homeland Security / Cybersecurity and Infrastructure Security Agency	Department of Defense
Eglin Air Force Base & Air Force Research Labs	Florida Institute for Human & Machine Cognition
FloridaWest	Global Business Solutions Inc.
General Dynamics Information Technology	Hurlburt Field
Hixardt Technologies	IBM
IT Gulf Coast & ITEN WIRED	Jacobs
KPMG	MacAulay-Brown
National Flight Academy	National Security Agency
Naval Air Station Pensacola	Naval Education and Training Command
NAVSEA and Naval Surface Warfare Center	Navy Center for Information Warfare Training & Command
Navy Federal Credit Union	Navy Information Operations Command
Networks of Florida	Northrop Grumman
Raytheon	Regions
Space Florida	Trend Micro

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.

UWF's *A Cyber Coast for Florida's Future* proposal will significantly enhance cybersecurity workforce and economic development in Florida, and will establish Florida as a national leader in cybersecurity workforce development, resiliency and innovation. The Program will establish innovative, sustainable and scalable workforce development models and support the growth of qualified cybersecurity professionals.

The Program has many anticipated benefits, including:

- Increased number of qualified cybersecurity professionals across the region, state and nation
- Increased number of cybersecurity professionals with industry certifications needed for defense work roles
- Increased engagement in cybersecurity careers
- Increased number of students and professionals with core cybersecurity knowledge, skills and competencies in alignment with the NIST National Initiative for Cybersecurity Education (NICE) Cybersecurity Workforce Framework
- Increased number of students enrolled in cybersecurity courses and degree programs, including under-served and under-represented populations and minorities
- Increased number of pathways for students to pursue postsecondary cybersecurity education at UWF and other Florida institutions
- Increased cybersecurity awareness among K12 students and teachers
- Enhanced workforce development and economic development across the state
- Enhanced cybersecurity protection and resiliency
- Expanded multidisciplinary cybersecurity courses and programs that include innovative curricula and hands-on learning activities
- Enhanced visibility for Florida as a leader in cybersecurity workforce development and resiliency
- Expanded partnerships among business, government, military and educational partners

Key Metrics

- **Year-one accomplishment or success**

- Establish Multidisciplinary Cybersecurity degree programs and Department of Cybersecurity
 - Increase enrollment to 300 B.S. cyber, 70 M.S. cyber and 690 cyber-related degree programs; award 44 B.S. cyber degrees, 20 M.S. cyber degrees, and 150 cyber-related degrees
 - Provide 150 industry training courses, 60 industry certifications, and 20 industry training courses for veterans
- **Return on investment to the state**
 - Years 2 – 5: Enrollment in B.S. Cyber, M.S. Cyber, and Cyber-related degree programs increased to 1500; awarded degrees for Cyber and Cyber-related programs increased to 440
 - Years 2 - 5: Provide a total of 690 industry training courses, 285 industry certifications, and 110 industry training courses for veterans
- **Program improvement over time**
 - Increase number of degrees awarded in Cyber and Cyber-related programs to 440
 - 50 percent graduates of Cyber and Cyber-related programs received industry certification
 - Increase number of qualified cybersecurity professionals in years 1 – 2 to 230, and in years 3 – 5 to 285
- **Program elevation to excellence and prominence**
 - NSA/DHS Centers of Academic Excellence (CAE) Cyber Defense designation for B.S. in Cybersecurity program (maintain)
 - NSA/DHS CAE Regional Hub for the Southeast U.S. (maintain)
 - NSA/DHS CAE Cyber Defense designation for B.S. in IT program (achieve)
 - NSA/DHS CAE Cyber Defense designation for M.S. in Cybersecurity program (achieve)
 - ABET accreditation for B.S. in Cybersecurity and IT programs (achieve)
 - NSA/DHS CAE Cyber Operations designation for B.S. in Cybersecurity program (achieve)

Additional Metrics

1. Increase Enrollment in Cybersecurity and Related Programs

Program	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Cybersecurity, Bachelor's	237	300	365	410	450	500

Cybersecurity Master's	45	70	100	130	160	190
Other Cyber/IT programs	662	690	720	750	780	810

2. Increase Degrees Awarded in Cybersecurity and Related Programs

Program	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Cybersecurity, Bachelor's	22	44	66	88	105	130
Cybersecurity Master's	5	20	35	50	65	85
Other Cyber/IT programs	136	150	165	185	205	225

3. Increase the Number of Qualified Cybersecurity Professionals (certifications and trainings)

Program	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Cybersecurity for All training	120	150	150	180	180	180
Cybersecurity Industry Certification	15	60	60	75	75	75
Cybersecurity Veterans Program	15	20	20	30	30	30
Total	150	230	230	285	285	285

The Program will also contribute to the following Performance-Based Funding Metrics in the 2020 UWF Accountability Plan:

- Percent of Bachelor’s Graduates Enrolled or Employed (\$25,000+)
 - The Program provides dynamic training options that meet state and national workforce needs and allow faster transition to the job market.
- Median Wages of Bachelor’s Graduates Employed Full-time
 - Cybersecurity jobs command high salaries, averaging approximately \$80,000 for entry-level positions.
- Percentage of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis
- Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis
- Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices

III. Facilities *(If this issue requires an expansion or construction of a facility, please complete the following table.):*

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	University of West Florida
Request Title:	Developing Talent for Florida's Future
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$1,018,500
Non-Recurring Funds Requested:	
Total Funds Requested:	\$1,018,500
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Description -

1. Connecting Students with Employers

UWF seeks \$620,000 to sustain and expand proven programs to reach additional industry segments state-wide to provide opportunities for employers to fill needed positions.

UWF's Track Record

The [#iHireUWF](#) marketing campaign improved the number and quality of employers recruiting and hiring UWF graduates. #iHireUWF was established in 2018 with non-recurring funds. The campaign focused on four academic programs of distinction: healthcare, cybersecurity/IT, engineering, and supply chain logistics. UWF student accomplishments and contributions to their respective fields were featured in the campaign which led to more employers expressing interest in hiring UWF graduates.

The #iHireUWF campaign has generated more than 7,300 landing page views. To date, the campaign has yielded 90 new contacts and over 200 new job opportunities for students. Forty new employer consults have been requested from the landing page and over 1,600 new employers have registered on Handshake, the University's career management platform.

Specific Needs

Phase Two of this campaign will focus on non-linear career paths and the employers who have hired graduates in majors not typically represented by their respective industries. Occupational outlook data also cite the need for non-linear discipline knowledge in fields of greatest workforce demand such as cybersecurity, healthcare, and engineering. By collecting and documenting additional student and employer success stories to be featured on the #iHireUWF site, UWF will highlight how it prepares students for a variety of careers through the use of high impact practices and other talent development initiatives. Students will benefit by having more employers engaged with their university.

- Staff \$300,000 (includes benefits for 4 staff members with a Data Analyst to be shared with TRIO)
- OPS \$280,000 (student internships)
- Expense \$40,000

2. Student Centered Research that meets Workforce Needs

UWF requests \$198,500 to strengthen and expand undergraduate research opportunities.

The Office of Undergraduate Research is dedicated to research and student project awards. The office currently operates with a part-time director and office assistant.

UWF's Track Record

The OUR model helps prepare graduates for jobs in a changing economy. It provides large numbers of students in all disciplines with team-based, collaborative research experiences that address real-world problems. One faculty-student research project is designed to predict the onset of hypoxia in pilots using artificial intelligence and wearable sensors. UWF's undergraduate research opportunities cannot be found at many other universities, whether it is piecing together the story of America's first settlement, analyzing cybersecurity's role in national security, or working throughout the Gulf Coast to mitigate one of the worst oil spills in our nation's history. In all of these examples, the University's libraries are a central partner in undergraduate research.

OUR's innovative approach has not gone unnoticed. The Council on Undergraduate Research (CUR) has selected UWF to host the National Conference on Undergraduate Research (NCUR) in Spring 2022. At this annual three-day event, more than 4,000 students will travel to Pensacola from around the nation to present scholarly research and meet with corporate recruiters. This is the first time the conference will be held in the state of Florida. The event itself will also provide a significant economic impact to Pensacola and the surrounding region. The Haas Center estimates a direct economic benefit of \$1.4 million to the state. Materials from the University of Oklahoma which

hosted the conference in 2018 reported an estimated overall economic impact of \$2.5 million.

Since the Office of Undergraduate Research was opened, we have added six additional programs (over the original two) and original programming has grown significantly. Undergraduate research has emerged as a priority for UWF's new Metric 10/High Impact Practices.

Specific Needs

The requested funding will transition the part-time director to a full-time director position and establish two coordinators. The director will serve as facilitator for the 2022 national conference in Pensacola.

3. Workforce Preparation and Engagement

UWF requests \$200,000 to expand work study programs.

Work study provides part time employment to students with financial need, allowing them to earn money for education related expenses while gaining valuable work experience and skills. Approximately 6,000 UWF students (nearly half of total enrollment) are eligible to participate in work study; however, our limited federal and state allocations and support only about 250 positions each year.

UWF's Track Record

For the past five years, UWF has supplemented our limited allocations from the Federal Work Study Program and the Florida Work Experience Program to provide more work study opportunities to students. These positions include working in the university's libraries, tutoring center, writing lab, child development center, and other departments.

There is no doubt as to the effectiveness of these programs. Over the past five years, UWF work study participants have demonstrated a retention rate approximately 6% higher than the UWF overall retention rate and an approximately 4% higher 4-year graduation rate.

Specific Needs

Funding for campus internships to provide skills and career opportunities for UWF students.

II. Return on Investment -

Expected Outcomes in Support of SUS Strategic Goals

- Increase degrees awarded within programs of strategic emphasis

- Increase community and business workforce
- Strengthen quality & reputation of scholarship, research, and innovation
- Increase research activity and attract more external funding
- Increase community and business engagement
- Increase degree productivity and program efficiency
- Increase community and business workforce

III. Facilities

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	University of West Florida
Request Title:	Student Success and Affordability
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$3,093,100
Non-Recurring Funds Requested:	
Total Funds Requested:	\$3,093,100
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Description -

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 more than 85,000 graduates – and we have done it well. Eight-five percent of our students are from Florida and the majority of our graduates stay in the state when they have completed their studies.

At UWF, we see ourselves as a spirited community of learners, launching the next generation of big thinkers who will change the world. We believe we are living up to that vision.

Over the past few years UWF has excelled at providing increased access, opportunity and career readiness to our students by:

- Creating a robust culture around student success and investing in highly successful programs and initiatives. This focus has resulted in:
 - Improved academic progress rate by 23% over four years

- Improved 4-year graduation rate by 45% over four years
- Creating tailored student support opportunities for programs such as:
 - Argo 30—a financial aid program that provides full-ride scholarships to Pell-eligible students to cover financial gaps, allowing low-income students to graduate with no debt.
 - Anchor Down Mentor Program—a mentoring program that pairs first and second year students with an accomplished professional to mentor and prepare students for their professional and career goals.
 - Military and Veterans Resource Center—ranked by Victory Media as a top five in the nation Military Friendly school for five years in a row.
- Expanding online offerings to provide more accessibility to our students and get them into the workplace faster.

Recurring funding must be found for UWF to continue to support student success and develop talent to enhance the state’s economy.

1. Student Success – Opportunity and Affordability

UWF requests \$2,409,300 for scholarships and financial aid software to benefit students.

UWF’s Track Record

UWF has taken several steps to eliminate financial barriers by simplifying the financial aid process and increasing scholarships and grants.

UWF has invested one-time funding to develop several new scholarship programs that increase student success. UWF’s Office of Admissions awards merit-based scholarships which range from \$1,000 per year to “full rides.” These scholarships allow us to recruit and retain the best and brightest students from across the country. We implemented this merit-based scholarship program in fall 2017 and saw increased GPA and test scores for this incoming class along with a significantly increased retention rate in 2018 of 81.3%. We also offer micro grants to assist students in a specific stage of their education, such as moving from the freshman to sophomore year or students who are in their final semester. Micro grants also help students overcome unexpected circumstances such as a costly car repair or food insecurities. These micro grants fill in gaps so that students do not find it necessary to withdraw or enroll in a reduced course load, which delays graduation. UWF provided these scholarships primarily with the top three performance based funding UWF earned. After the 2020-2021 academic year, these funds will be exhausted and additional funds will be needed to continue to offer and expand these impactful scholarship programs.

Pell eligible and first-generation students encounter substantial financial, personal and academic barriers to degree attainment. UWF is launching the Argo 30 Guarantee in Fall

2019 to ensure that all Pell eligible, Florida residents will have enough gift aid (grants and scholarships) to cover 100% of the cost of tuition and mandatory fees for up to 30 credit hours per academic year. UWF also participates in the state’s First Generation Matching Grant program, but UWF has more eligible First-Generation students than this program can support. Additional funding will be committed to additional institutional dollars for First Generation scholarships and grants.

Providing complete and accurate information regarding available financial options and reducing student debt is a priority for UWF. The capability of our current tools is limited and they do not allow customized communication to UWF students.

Specific Needs

UWF requests supplemental scholarship funding to support Pell eligible and first-generation students. UWF must invest in a robust software (Campus Logic) that will transform the way we deliver and communicate financial aid by providing personalized communication, simplified forms, and understandable award letters in a mobile device friendly environment. The new software will enable enhancements and efficiencies for every aspect of the complex financial aid process.

- Staff \$259,300 (includes benefits for 3 staff members)
- Expense \$150,000 (software)
- Financial Aid \$2,000,000 (scholarships)

2. Expand Artificial Intelligence Communication Platforms for Student Success

UWF requests \$397,800 for enhancing student success with artificial intelligence software.

UWF’s Track Record

The Office of Undergraduate Admissions launched UWF’s first Artificial Intelligence (AI) software for undergraduate student recruitment in 2017 and was an early adopter of this type of software. This “chat bot” technology is cutting edge and resonates with “Gen Z”. The system, known to students as “Argie,” provides a conversational tool for students that responds to questions at any time and guides students through complex enrollment processes, such as completing the FAFSA, registering for orientation, learning about scholarships, and completing the next steps for enrolling. The system can also be used to “nudge” or gauge interest for various action items, helping to narrow down outreach to specific student populations and streamlining staff resources.

Only a few universities have taken the next step to incorporate chat bots into their student success initiatives, but these efforts have yielded very promising results.

Specific Needs

UWF will expand its chat bot system to enhance student success with the addition of 3 full-time staff members (\$173,800) and resources to enhance and maintain the system (\$224,000 in expense).

3. Parent Engagement

UWF requests \$71,500 for enhancing parent engagement for student success.

Parent engagement and support is a key component to student success. Parents, especially parents of First Generation students, are often unsure how best to support their college student. Freshman Orientation sees high attendance rates of parents/families. UWF plans to build on this participation by creating more resources and engagement opportunities developed specifically for parents. It is essential that parents are knowledgeable about the key processes at UWF such as registration and fee payment, important dates, have the resources available to support their student, and have access to information about topics such as transition to college, campus safety, financial literacy and housing.

Specific Needs

Parent portals, webinar options and targeted communication are all tools that can more fully engage and equip parents who are striving to best support their college students. The requested funding is for a communications coordinator that will be dedicated to this effort.

4. Transfer Student Success

UWF requests \$214,500 for enhanced transfer opportunities for students.

UWF's Track Record

The University of West Florida enrolls twice as many transfer students as freshman each year and has experienced a 5% increase in transfer students over the past five years. Although UWF has made great strides in launching pathway programs and has been working diligently to make the transfer transition as seamless as possible, resources need to be secured in order to expand and enhance our transfer programs.

Over the past two years, UWF has established several new recruitment initiatives and pathways for transfer students. The 2UWF pathway program has been established with five FCS institutions. The Argo Accelerate Pathway was established for all other transfer students attending a FCS or two-year college. In addition, UWF recently launched its first Honors Transfer Pathway with Santa Fe College, offering honors students at Santa Fe College automatic admission into the UWF Kugelman Honors program. Seventy-seven

students to date have enrolled in one of the UWF transfer pathway programs since March 2019.

These pathway programs include access to a UWF Pathways Advisor, who is dedicated to providing transfer students with support and course advising, as well as UWF degree planning while the students pursue their AA degree at an FCS or two-year institution. Students who choose to enroll in a UWF Transfer Pathway have access to their pathways advisor as early as their first semester of their AA degree.

Specific Needs

Three transfer enrollment advisors will substantially improve and expand UWF’s capacity to serve and support transfer students. Transfer enrollment advisors will serve as transfer transitional “coaches” and will be responsible for maximizing transfer course equivalencies to ensure the quickest time to graduation, establish a transfer student graduation plan, and assist with first semester registration shortly after admission to UWF. Adding Transfer Advisors will increase graduation rates for transfer students from FCS institutions.

II. Return on Investment –

Expected Outcomes in Support of SUS Strategic Goals

- Increase degree productivity and program efficiency
- Increase community and business workforce

Metric	Metric Title	Value 2020	Value 2024	Change	Excellence Pts 2020	Excellence Pts 2024
1	Percent of Bachelor’s Graduate Employed and/or Continuing their Education:	73	75	2	10	10
2	Median Wages of Bachelor Grads Employed:	40,900	43,000	2,100	10	10
3	Net Tuition & Fees per 120 Hours:	7,980	7,000	-980	10	10
4	Four Year Graduation Rate Full time FTIC:	35	50	15	0	10
5	Academic Progress Rate:	80	88	8	2	8
6	Bachelor’s Degrees in Strategic Emphasis:	59	60	1	10	10
7	University Access Rate:	39	42	3	9	10
8	Graduate Degrees in Strategic Emphasis:	57	60	3	8	10

9	Percent of Bachelor's Degrees without Excess Hours:	83	83	0	10	10
	Performance-Based Funding Metrics				69	88

III. Facilities

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

**State University System
Education and General
2021-2022 Legislative Budget Request
Form I**

University(s):	University of West Florida
Request Title:	Success in STEM for Florida's Economy
Date Request Approved by University Board of Trustees:	
Recurring Funds Requested:	\$1,767,164
Non-Recurring Funds Requested:	
Total Funds Requested:	\$1,767,164
Please check the request type below:	
Shared Services/System-Wide Request	<input type="checkbox"/>
Unique Request	<input type="checkbox"/>

I. Description -

Success in STEM for Florida's Economy

UWF requests \$1,767,164 to sustain and expand the pipeline for diverse STEM talent to fill critical jobs needs in the region and state. The majority of the SUS Programs of Strategic Emphases lie within STEM fields.

Northwest Florida is home to seven military bases, three major healthcare networks, and a growing Engineering-, Cyber-, and IT-related workforce, all with a critical need for STEM graduates. NWF's lagging economics, high poverty, and low educational attainment rate translate to regional students who are highly capable, but may be severely financially disadvantaged, ethnically underrepresented, and often first-generation in college. Financial assistance alone is not enough. Students must be engaged early and often to increase persistence, particularly during their first year. Thus, building a talent pipeline to the jobs of tomorrow requires coordinated, multipronged efforts to mentor, teach, prepare, and engage specific student populations. We propose to do this by expanding on successful, nationally recognized, UWF STEM first-year practices.

UWF's Track Record

Student engagement programs in the Hal Marcus College of Science and Engineering are founded on nationally-recognized model programs incorporating four key components:

- academic and social integration,
- knowledge and skill development,
- support and motivation, and
- monitoring and advising.

Federal grant funding from the National Institutes of Health (NIH), National Science Foundation (NSF), and Department of Education (DOE) seeded novel programs as three to five year pilots, where faculty built a STEM Living Learning Community (LLC) and established NSF SSTEM, Chem, and NIH MARC Scholars programs. The initial success of these initiatives led to additional student engagement programs such as Bio Bootcamp, offered to incoming Biology freshmen and a professional development course aimed at Biology freshmen called Bioskills. The college’s Summer Undergraduate Research Program (SURP) and Research Experience Away Program (REAP) provide summer research opportunities and skill development necessary for job competitiveness. Together, these programs are synchronized and designed to engage students in professional development, academic preparedness, and research activities at multiple points along their undergraduate careers.

Student Learning Community Programs	
Program	Description
STEM LLC	Residents are required to attend monthly STEMinars designed to provide academic, personal, and professional resources such as Learning Styles, Adjusting to College Life, Campus Resources, Building Resumes, Stress Management, Getting Involved in Undergraduate Research, etc. Residents are mentored by faculty in each of these areas.
Bio Bootcamp	One-week long boot camp where freshmen Biology majors are introduced to Biology I content as well as the necessary study skills for passing Biology I.
Bioskills	First year experience course with demonstrated increased retention and first year GPAs. Topics include study tips, test-taking tips, resources on campus, financial and career advice for students, health and wellness, and persistence in STEM.
Scholar programs	The Scholar programs are a learning community of students involved in an academic support program incorporating a STEM for Life Seminar (professional and academic development for 1 credit hour every semester for entire 4-years of undergraduate career), undergraduate research beginning in first year, and faculty mentoring.
SURP & REAP	These are summer research opportunities for undergraduate students. Students receive a stipend to work with faculty mentors on their research projects.

The results below provide conclusive evidence that the original proof of concept ideas have succeeded at retaining and graduating STEM students from *all* backgrounds.

APR and 4-Year Grad Rates				
Programs	APR	Projected or Actual 4-year Grad Rate	# student participants	# faculty
STEM LLC – Year 1	97%	70% on-track to graduate in 4 years	58	1
STEM LLC – Year 2	84%	---	94	2
Bio Bootcamp	83%	---	42	4
Bioskills	82%	---		
STEM Scholars	92%	88% (projected)	25	3
Chem Scholars	98%	83% (actual – over 7 years)	---	2
MARC Scholars	---	100% (actual)	15	2

In 2018, UWF was awarded a five-year Title III Strengthening Institutions grant to establish much needed student academic support systems for entry level STEM courses. Through this grant effort, peer led Chem Success sessions and Math Success sessions are now mandatory for all students enrolled in the first-year chemistry sequence. Additionally, peer coaching has been established to provide guidance and support from upper-division STEM students. Other departments such as Biology and Physics are implementing similar support systems.

These programs and courses are restricted in size and scope because of limited grant funding. For example, NIH-funding (MARC Scholars) ended in May 2019 and NSF-funding ended in May 2020. Continuing and expanding these first-year programs through recurring funding will further improve STEM academic progress rates and 4-year graduation rates.

Specific Needs

Faculty resources are crucial in order to expand these time and resource intensive programs. UWF's scope of expansion includes:

- Increasing the STEM LLC to 250 students and include Engineering majors;
- Hosting annual math, chemistry, engineering, and computer science bootcamps, modeled after the Bio Bootcamp;
- Building cornerstone courses in engineering and computer science modeled after Bioskills;
- Offering a two-semester sequence STEM for Life Seminar for all STEM FTIC students to ensure every FTIC student is engaged throughout their first year, which includes a common read and semester themes of College Survival Skills and Maximizing/Getting Involved in College;
- Redesigning other key STEM gateway courses to improve pass rates;

- Developing a Calculus program, with faculty course leads, that engages students in applications relevant to their major; and
- Engaging more students in undergraduate research beginning in their first year.

Faculty must engage and mentor students inside and outside of the classroom. Thus, a low faculty to student ratio is critical as summarized below.

RESOURCES FOR EXPANSION		
Program	Description of Workload	Resource Request
STEM LLC	Faculty to student ratio is 1:40. Faculty serve as mentors and receive one course reassignment each semester for mentoring LLC residents.	2 faculty lines; 5 PAL positions;
Math, Chemistry, Engineering, and Computer Science Bootcamps	One faculty member per area is needed to lead, plan, and organize the boot camps, develop instructional materials, and track students.	1 faculty line
Cornerstone courses – Engineering & Computer Science	Engineering and Computer Science are high enrollment disciplines. Each will offer 2-3 sections each semester.	2 faculty lines 4 graduate assistantships
STEM for Life Seminar one – year sequence	Eight sections per year are required to cover all incoming STEM FTIC students.	1 faculty line
Calculus Program	Calculus and calculus-based physics are included. Faculty will redesign and build an innovative approach to delivering calculus, primarily based on applications. The number of sections of calculus and calculus-based physics will increase. Calculus-based physics labs will also be redesigned.	4 faculty lines 6 graduate assistantships
Undergraduate research	Additional research capacity is needed to include increased numbers of STEM LLC residents and scholar participants.	2 faculty lines SURP budget REAP budget

Faculty \$1,167,164 (includes benefits for 8 Instructors and 4 assistant professors; also includes summer compensation for nine-month faculty)

OPS \$210,000 (graduate assistantships)

Expense \$90,000 (PAL positions, SURP, and REAP)

Library Materials \$300,000

II. Return on Investment –

Expected Outcomes in Support of SUS Strategic Goals

- Increase the number of degrees awarded within programs of strategic emphasis
- Increase community and business workforce

III. Facilities

	Facility Project Title	Fiscal Year	Amount Requested	Priority Number
1.				
2.				

2021-2022 Legislative Budget Request
Education and General
Position and Fiscal Summary
Operating Budget Form II
(to be completed for each issue)

University: University of West Florida
Issue Title: Developing Talent for

	<u>NON- RECURRING</u>	<u>RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	0.00	0.00	0.00
Other (A&P/USPS)	6.50	0.00	6.50
	-----	-----	-----
Total	6.50	0.00	6.50
	=====	=====	=====
Salaries and Benefits	\$498,500	\$0	\$498,500
Other Personal Services	\$280,000	\$0	\$280,000
Expenses	\$40,000	\$0	\$40,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
Work Study	\$200,000	\$0	\$200,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$1,018,500	\$0	\$1,018,500
	=====	=====	=====

**2021-2022 Legislative Budget Request
 Education and General
 Position and Fiscal Summary
 Operating Budget Form II
 (to be completed for each issue)**

University: University of West Florida
Issue Title: Student Success and Affordability

	NON- RECURRING	RECURRING	TOTAL
<u>Positions</u>			
Faculty	0.00	0.00	0.00
Other (A&P/USPS)	9.00	0.00	9.00
	-----	-----	-----
Total	9.00	0.00	9.00
	=====	=====	=====
Salaries and Benefits	\$719,100	\$0	\$719,100
Other Personal Services	\$0	\$0	\$0
Expenses	\$374,000	\$0	\$374,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$2,000,000	\$0	\$2,000,000
Special Category (Specific)	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----
Total All Categories	\$3,093,100	\$0	\$3,093,100
	=====	=====	=====

**2021-2022 Legislative Budget Request
 Education and General
 Position and Fiscal Summary
 Operating Budget Form II
 (to be completed for each issue)**

University: University of West Florida

Issue Title: Success in STEM for Florida's Economy

	<u>RECURRING</u>	<u>NON- RECURRING</u>	<u>TOTAL</u>
<u>Positions</u>			
Faculty	12.00	0.00	12.00
Other (A&P/USPS)	0.00	0.00	0.00
	-----	-----	-----
Total	12.00	0.00	12.00
	=====	=====	=====
Salaries and Benefits	\$1,167,164	\$0	\$1,167,164
Other Personal Services	\$210,000	\$0	\$210,000
Expenses	\$90,000	\$0	\$90,000
Operating Capital Outlay	\$0	\$0	\$0
Electronic Data Processing	\$0	\$0	\$0
Financial Aid	\$0	\$0	\$0
Special Category (Specific)	\$0	\$0	\$0
Library Materials	\$300,000	\$0	\$300,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	-----	-----	-----

Total All Categories

\$1,767,164	\$0	\$1,767,164
=====	=====	=====

UWF Board of Trustees

Full Board Meeting

September 9, 2020

Agenda Recommendation: Naming of the Department of Music

Proposed action: Accept Recommendation of the President to name the Department of Music: *The Dr. Grier Williams School of Music*

Background information: According to the UWF BOT 08.03-5/17 Policy Concerning Naming Opportunities, gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation or organization, as governed by state statute, requires a gift commitment of 25% or more of the total construction cost of the element.

The University may grant permanent or temporary naming recognition in connection with a University campus, building, facility, wing, college, school, department, center, institute, program or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set forth in this policy. In accordance with UWF BOT 08.03-5/17 Policy Concerning Naming Opportunities upon recommendation from President Saunders, this item is coming before the UWF Board of Trustees for approval.

An anonymous donor made a gift commitment of \$6 million to name the Department of Music honoring long-time music professor and former Department of Music Chair Dr. Grier Williams. We have received \$2,148,163 in cash gifts with the balance to be paid over time. This gift commitment meets the requirements for the naming of a school/department.

Recommendation: Approve the naming of the University of West Florida's Department of Music as *The Dr. Grier Williams School of Music*.

Implementation Plan: Implementation immediate upon BOT Board approval as required. Appropriate websites and other related materials to be updated with new program name.

Fiscal Implications: No additional funding is required for this implementation at this time.

Supporting documents: BOT 08.03-5/17 Policy Concerning Naming Opportunities; Memo: President's Acceptance of Naming Recommendation

Prepared by: Germaine Battist, Executive Assistant, Office of the Vice President for University Advancement, 474-3306; gbattist@uwf.edu

Presenter: Howard J. Reddy, Vice President for Advancement; President, UWF Foundation, Inc.

MEMORANDUM

TO: Dr. Martha D. Saunders, University President
Office of the President

DocuSigned by:
Martha Saunders 08/20/2020
D54A387C376848D...

FROM: Howard J. Reddy, Vice President for University Advancement

DocuSigned by:
Howard Reddy
AC63F3D0A08A440...

RE: Request Approval for Naming Opportunity:
The Dr. Grier Williams School of Music

08/20/2020

DATE: August 19, 2020

In compliance with the UWF Board of Trustees Policy Concerning Naming Opportunities (BOT-08.03-5/17), the Vice President for Advancement would like to request the President to approve and make a naming recommendation to the UWF Board of Trustees as follows:

An anonymous donor made a gift commitment of \$6 million towards the naming of the Department of Music as ***The Dr. Grier Williams School of Music***. We have received cash gifts of \$2,148,163 with the balance to be paid over time.

The implementation of the naming of this facility will be commensurate with the approval of the University President and the Board of Trustees.

Requirements for Naming (Ref: Naming Opportunity Policy BOT-08.03-5/17):

Gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation or organization, as governed by state statute, requires a gift of 25% or more of the total construction cost of the element.

The University may grant permanent or temporary naming recognition in connection with a University campus, building, facility, wing, college, school, department, center, institute,

program or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set forth in this policy. The Board of Trustees reserves the right to deny naming rights even if minimum requirements are met.

Naming proposals will be consistent with University policies and will not only reflect the donor's appropriate financial support, but also the donor's commitment to the mission, values and traditions of the University.

Naming recognition benefits conferred on a donor shall be provided after any requisite board approvals are obtained and no earlier than the execution of a gift agreement and receipt of first payment.

In appropriate instances, a naming may be granted for a predetermined fixed term, usually 3-10 years. At the end of the term, the naming recognition shall expire but may be renewed with the same or new name. The accompanying gift agreement should clearly specify the period of time for which the element will be named.



Policy

Board of Trustees Policy **BOT-08.03-05/17**

Policy Title: Policy Concerning Naming Opportunities

Originator: The University of West Florida Board of Trustees

Responsible Office: University Advancement

Reason for Policy/Purpose:

It is the intention of the University of West Florida (the "University") to honor and recognize outstanding support of and/or service to the University through the naming of elements, including but not limited to facilities, units, scholarships, and endowments that support the institutional mission. Naming recognition may be extended to individuals (living or deceased), corporations, foundations, and others. Accordingly, the Board of Trustees of the University of West Florida (the "Board of Trustees") has adopted this policy to set forth guidelines for naming opportunities at the University.

Policy Statement:

Guidelines

Upon recommendation of the University President, it is the responsibility of the Board of Trustees to consider the approval of certain naming opportunities that are presented for approval as per policy. Information will be presented by the Vice President for University Advancement to the University President and certified by the University of West Florida Foundation, Inc. (the "Foundation") Board of Directors regarding naming in recognition of financial support prior to consideration by the Board of Trustees.

Relationship to Florida Statutes

- The naming of any University element shall be in accordance with the provisions of Florida Law and applicable rules and regulations of the Board of Governors of the State University System. Accordingly, no building, facility or other element may be named on an honorary basis for any active State University System member, including but not limited to, staff, faculty, students or trustees. Additionally, the naming of any University facility must be approved by the Board of Trustees as a noticed, non-consent agenda item.
- Gift-related naming of campuses, buildings or facilities for an individual, corporation, foundation or organization, as governed by state statute, requires a gift of 25% or more of the total construction cost of the element.

General Policies

- The University may grant permanent or temporary naming recognition in connection with a University campus, building, facility, wing, college, school, department, center, institute, program or other major unit if the minimum requirements are met. The naming of these elements requires recommendation of the University President and the approval of the Board of Trustees as set

forth in this policy. The Board of Trustees reserves the right to deny naming rights even if minimum requirements are met.

- Any name recommended for consideration under these guidelines must be one that would bring distinction and honor to the University and must be consistent with the mission, values and traditions of the University.

Naming in Recognition of Outstanding Service

- University elements may be named in recognition of outstanding service by someone who has distinguished him/herself through significant contributions to the community, profession and/or the University. Non-gift related naming should be reserved for individuals who are of recognized accomplishment and character.
- Because of the public visibility and significance associated with such prestigious recognition, the University should only recognize those who have attained achievements of distinction and who are held in high esteem for their integrity and ethical standards as determined in the University's sole discretion.
- Prior to recommending a naming based on outstanding service to the University, the University President will seek the counsel of the Honorary Awards and Recognition Committee (HARC) when considering nominations for this recognition.

Naming in Recognition of Financial Support

- Naming proposals will be consistent with University policies and will not only reflect the donor's appropriate financial support, but also the donor's commitment to the mission, values, and traditions of the University.
- Naming recognition benefits conferred on a donor shall be provided after any requisite board approvals are obtained and no earlier than the execution of a gift agreement and receipt of first payment.
- In the case of a gift for a building or facility that is to be named with funds required for construction or renovation, naming rights may be requested once a charitable gift of sufficient magnitude has been received to commence the project.

Additional Naming Opportunities

- Additional naming opportunities may be approved at the sole discretion of the University President. These opportunities shall include campus spaces, such as classrooms, laboratories, seminar rooms, conference rooms, offices and other similar spaces. Prior to approving such an opportunity, the University President may, but is not required to, seek the advice of the Honorary Awards and Recognition Committee.
- The University President or the appropriate designee also has the sole discretion to approve other naming opportunities, including but not limited to scholarships, assistantships, fellowships, lectureships, professorships and chairs.
- A named fund may be established in response to an initial gift toward a good faith pledge.

- Naming of benches, fountains, gardens, walkways, theatre seats, and other such structures and spaces shall be addressed, developed and implemented on a case-by-case basis by staff with the approval of the President or his/her designee. The appropriate minimum gift level will be calculated based on a variety of factors, including but not limited to location, structure, scale and function.
- UWF Foundation shall have the latitude to approve a multi-year payment plan for the establishment of an endowment at the major gift level, as determined by the Foundation and the University, provided the full payment is received within a reasonable period of time from the execution of the gift agreement. All gift agreements shall contain language specifying that naming recognition is contingent on satisfaction of the donor's payment obligations.

Permanency of Names

At the University of West Florida, unless a fixed term is provided for by the gift agreement, every name assigned to a facility, activity or program is intended to be enduring. However, it is foreseeable that situations may arise whereby the University determines that the naming period has concluded.

Removal, Revocation or Renaming

The duration of a donor's or honoree's name ordinarily continues for as long as the campus element is in use in the same manner and for the same purpose for which the naming occurred. A recommendation to change or alter in any way the name of a previously named facility, activity or program must be initiated by the President and approved by the Board of Trustees. As naming authority lies with the Board of Trustees, so does the authority and responsibility to remove, revoke or rename. University representatives will make all reasonable efforts to inform the original donor/honoree and/or their designee(s) in advance of any changes of this nature.

Circumstances that may lead to consideration of a name removal, revocation or renaming may include, but shall not be limited to:

- Significant renovation or addition to a previously named space -- the replaced or renovated structure may be renamed in recognition of another donor. Appropriate recognition of prior donors and/or honorees shall be taken into consideration for recognition in nearby, adjacent or newly redeveloped areas.
- Any legal impropriety may result in naming revocation if disassociation is warranted and in the best interest of the University.
- A donor's inability to fulfill financial obligations associated with a gift for a named element will make the naming subject to reconsideration by the Foundation and the University.
- Actions by a person and/or company that are no longer in alignment with the University's mission and fundamental values and/or brings discredit to the University.
- If the University determines the named element has exceeded its useful life or the continued use has become impossible or impractical, demolition or the discontinuation of a program or activity may result.
- A corporation or individual has a name change.

Term Naming

Term or temporary naming of physical structures or other campus elements may be considered based on the length of period of naming and an assessment of market value associated with the element.

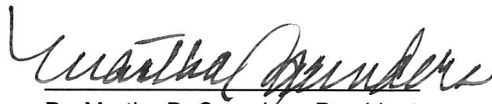
In appropriate instances, a naming may be granted for a predetermined fixed term, usually 3-10 years. At the end of the term, the naming recognition shall expire but may be renewed with the same or new name. The accompanying gift agreement should clearly specify the period of time for which the element will be named.

Other Considerations

- The University's Division of Advancement will work with the Foundation to ensure that naming related actions will be copied to University Archives for proper retention and preservation for archival and research purposes.
- The University of West Florida (UWF) Advancement Division and the UWF Foundation are responsible for the applicable donor recognition of gifts made to benefit the University.
- Each naming opportunity should take into consideration a sufficient budget to allow for fabrication and installation of lettering, signage, map updates and other appropriate designations. New signage, plaques or markers should conform to University policy and design standards relating to campus graphics and shall be coordinated through the University's Marketing and Creative Services.

The Vice President for University Advancement, in consultation with the University President, shall have the discretion to determine whether a deferred gift shall be considered in making a determination to name a building, facility or part thereof.

Approved:


Dr. Martha D. Saunders, President

6.13.17
Date

History: Adopted June 2011; amended May 2014; amended May 2017.

NAMING OPPORTUNITY	MINIMUM GIFT FROM DONOR (MATCH DOES NOT COUNT TOWARD MINIMUM)	COMMENT
CAMPUS FACILITIES		
Facility, Buildings, or Wings	25% of replacement cost (which must represent at least \$25,000 from donor)	REQUIRES BOARD OF TRUSTEES APPROVAL For existing facility, gift may be unrestricted (e.g. to support overall University needs) or go to endowment to support associated programs within the facility. For new facility, gift may be unrestricted, go to endowment to support associated programs within facility, or be designated to construction costs The same guidelines apply to athletic facilities.
MAJOR UNITS (NON-FACILITIES)		
Colleges	\$5 million	REQUIRES BOARD OF TRUSTEES APPROVAL At least 75% of gift must go to endowment to support College
Schools	\$1 million	At least 75% of gift must go to endowment to support School
Departments	\$1 million	At least 75% of gift must go to endowment to support Department
Centers	\$1 million	At least 75% of gift must go to endowment to support Center
Institutes	\$500,000	At least 75% of gift must go to endowment to support Institute
Programs (curricular or co-curricular)	\$250,000	At least 75% of gift must go to support Program
OTHER CAMPUS SPACES		
Classrooms, Laboratories, Seminar Rooms, Conference Rooms, Offices, and Similar Spaces	25% of replacement cost (which must represent at least \$25,000 from donor)	REQUIRES PRESIDENT APPROVAL For existing facility, gift may be unrestricted or go to endowment to support associated programs within the facility For new facility, gift may be unrestricted, go to endowment to support associated programs within facility, or be designated to construction costs
OTHER NAMING OPPORTUNITIES		
Distinguished Endowed Chair	\$2 million	REQUIRES PRESIDENT OR DESIGNEE APPROVAL Endowment for projected full salary/support of Chair
Endowed Chair	\$1 million	Endowment for salary/support of Chair
Endowed Professorship	\$300,000	Endowment for salary supplement/support of Professor
Term Professorship	\$200 K at \$40 K/year for 5 years	Term support for salary supplement/support of Professor
Endowed Lectureship	\$100,000	Endowment to support lectureship
Endowed Library Fund	\$50,000	Endowment to support Library
Endowed Assistantship/Fellowship	\$100,000	Endowment to support salary supplement for research, teaching, etc.
Endowed Scholarship	\$25,000	Endowment to support student scholarship
Term Scholarship	\$5,000 at \$1,000/yr. for five years	Term support for student scholarship

UWF Board of Trustees Meeting

Full Board

September 9, 2020

Issue/Agenda Recommendation: Update to approved Academic Calendars for 2020-2021 and 2021-2022

Proposed Action: Approval

Background Information:

On May 15, 2020 the University of West Florida submitted a response to the data request for the academic calendar years 2020-2021 and 2021-2022. We have since discovered adjustments need to be made for Summer 2021. The May 15th submission reflected the start date of May 10, 2021 for Summer 2021, however, we need to move that date out a week to account for end of term processing for Spring 2021. Spring 2021 ends on May 8, 2021 and grades are due on May 11, 2021. Summer 2021 should begin on May 17, 2021. Starting Summer 2021 prior to grades being due and end of term processing is not possible. Since the start date for Summer A has to be adjusted by a week, the remaining terms for Summer also required adjustment. Please see the updated proposed dates below.

Implementation Plan: Academic Year 2020-2021
Academic Year 2021-2022

Fiscal Implications: None

Supporting documents:

Updated Academic Calendars for 2020-2021 and 2021-2022

[http://pages.uwf.edu/aadocs/bot/Updated to Academic Calendars 2020-2022.pdf](http://pages.uwf.edu/aadocs/bot/Updated%20to%20Academic%20Calendars%202020-2022.pdf)

Board of Governors Regulation 8.001

[http://pages.uwf.edu/aadocs/bot/BOG Regulation 8.001.pdf](http://pages.uwf.edu/aadocs/bot/BOG%20Regulation%208.001.pdf)

Prepared by: Shana Gore, Executive Director for Enrollment Management and Services, sgore1@uwf.edu, 850-474-2398

Presenter: Shana Gore



11000 University Parkway
Building 18
Pensacola, FL 32514-5750
850.474.2224
registrar@uwf.edu

June 24, 2020

RE: Resubmission of Academic Calendar for the 2020/2021 and 2021/2022 Academic Year

On May 15, 2020 the University of West Florida submitted a response to the data request for the academic calendar years 2020/2021 and 2021/2022. We have since discovered adjustments need to be made for Summer 2021. The May 15th submission reflected the start date of May 10, 2021 for Summer 2021, however, we need to move that date out a week to account for end of term processing for Spring 2021. Spring 2021 ends on May 8, 2021 and grades are due on May 11, 2021. Summer 2021 should begin on May 17, 2021. Starting Summer 2021 prior to grades being due and end of term processing is not possible. Since the start date for Summer A has to be adjusted by a week, the remaining terms for Summer also required adjustment. Please see the updated proposed dates below.

2020 – 2021 Academic Calendar
Institution University of West Florida:

[Board of Governors Regulation 8.001, University Calendars](#), outlines the number of minimum days of classroom instruction and specific entry periods for fall, spring, and summer.

Exceptions to Policy

If your institution does not meet the minimum number of classroom instruction days, please attach a request for an exception to this requirement. Additionally, include an explanation and request if your institution has start dates that conflict with the period(s) listed in the regulation.

Academic Calendar for the 2020 – 2021 Academic Calendar Year

Please complete the dates for the specified points of each term in the following table:

Activity	Institutional Date(s)
Fall 2020: First Day of Class	08/24/2020
Fall 2020: Breaks (no classes)	09/07/2020; 11/11/2020; 11/26/2020 – 11/27/2020
Fall 2020: Last Day of Class	12/12/2020
Fall 2020: Commencement	12/12/2020
Spring 2021: First Day of Class	01/11/2021*
Spring 2021: Breaks (no classes)	01/18/2021; 03/07/2021 – 03/13/2021
Spring 2021: Last Day of Class	05/08/2021
Spring 2021: Commencement	05/08/2021
Summer “A” 2021: First Day of Class	05/17/2021**
Summer “A” 2021: Breaks (no classes)	05/31/2021; 07/05/2021
Summer “A” 2021: Last Day of Class	08/13/2021
Summer “B” 2021: First Day of Class	05/17/2021
Summer “B” 2021: Breaks (no classes)	05/31/2021
Summer “B” 2021: Last Day of Class	06/29/2021
Summer “C” 2021: First Day of Class	07/01/2021

Activity	Institutional Date(s)
Summer "C" 2021: Breaks (no classes)	07/05/2021
Summer "C" 2021: Last Day of Class	08/13/2021
Summer "D" 2021: First Day of Class	06/21/2021
Summer "D" 2021: Breaks (no classes)	07/05/2021
Summer "D" 2021: Last Day of Class	08/13/2021
Summer 2021 Commencement(s):	N/A

Academic Calendar for the 2021 – 2022 Academic Calendar Year

Please complete the dates for the specified points of each term in the following table:

Activity	Institutional Date(s)
Fall 2021: First Day of Class	8/23/2021
Fall 2021: Breaks (no classes)	09/06/2021; 11/11/2021; 11/25/2021 - 11/26/2021
Fall 2021: Last Day of Class	12/11/2021
Fall 2021: Commencement	12/11/2021
Spring 2022: First Day of Class	01/10/2022*
Spring 2022: Breaks (no classes)	01/17/2022; 03/14/2022 - 3/18/2022
Spring 2022: Last Day of Class	05/07/2022
Spring 2022: Commencement	05/07/2022
Summer "A" 2022: First Day of Class	05/16/2022**
Summer "A" 2022: Breaks (no classes)	05/30/2022; 07/04/2022
Summer "A" 2022: Last Day of Class	08/12/2022
Summer "B" 2022: First Day of Class	05/16/2022

Activity	University Date(s)
Summer "B" 2022: Breaks (no classes)	05/30/2022
Summer "B" 2022: Last Day of Class	06/28/2022
Summer "C" 2022: First Day of Class	06/30/2022
Summer "C" 2022: Breaks (no classes)	07/04/2022
Summer "C" 2022: Last Day of Class	08/12/2022
Summer "D" 2022: First Day of Class	06/20/2022
Summer "D" 2022: Breaks (no classes)	07/04/2022
Summer "D" 2022: Last Day of Class	08/12/2022
Summer 2022 Commencement(s):	N/A

Please remember to attach the request for an exception if required.

June 24, 2020

RE: Academic Calendar Exceptions

Academic Calendar for the 2020 – 2021 Academic Calendar Year

*We are requesting an exception to the start date of Spring 2021 to allow the semester to begin on a Monday. Beginning and ending the semester in the middle of the week impacts end of term processing. Additionally, delaying the start date allows more time prior to class to start to assist students with registration after the Winter Break.

**We are requesting an exception to the start date of Summer 2021 to allow time for end of term processing for Spring 2021. We need time to determine academic standing and to see if students have satisfied prerequisite requirements for Summer 2021 courses.

Academic Calendar for the 2021 – 2022 Academic Calendar Year

*We are requesting an exception to the start date of Spring 2022 to allow the semester to begin on a Monday. Beginning and ending the semester in the middle of the week impacts our end of term processing. Delaying the start date allows us time needed to complete End of Term Processes. Additionally, it allows us time to assist students with registration after the Winter Break.

**We are requesting an exception to the start date of Summer 2022 to allow time for end of term processing for Spring 2022. We need time to determine academic standing and to see if students have satisfied prerequisite requirements for Summer 2022 courses.

8.001 University Calendars

(1) Each university shall operate on a year-round calendar which provides two hundred twenty (220) days of classroom instruction including examinations, or two hundred ten (210) days of instruction excluding examinations. Upon request by the university, exceptions to this requirement may be approved by the Board of Governors and may include, but shall not be limited to, such matters as experimentation, innovation, research, energy conservation or more efficient utilization of resources.

(2) Unless an exception is granted by the Board of Governors, as appropriate, three (3) common entry periods shall be established so that the first day of classes will fall within each of the three (3) periods listed below:

- (a) The first three (3) weekdays after August 22;
- (b) The first three (3) weekdays after January 4;
- (c) The first three (3) weekdays after May 5.

(3) Each calendar shall also include the following:

- (a) Pre-established dates for issuing either certificates, diplomas, or degrees which will permit students to utilize the entry period which minimizes loss of time to students in completing the transfer between programs of institutions;
- (b) A summer program for teachers, school personnel and other students scheduled to begin no earlier than June 15 and close no later than August 15;
- (c) Additional periods throughout the fiscal year in which a student can begin a program.

(4) An official copy of the annual calendar adopted by each university shall be filed with the Board of Governors in a manner prescribed by the Chancellor.

(5) Due to its special structuring of terms, New College of Florida is exempted from the Spring term common entry period specified in Regulations 8.001(2)(b). The institution is to continue to meet other regulation expectations and to continue to work towards smooth transition for new or transfer students.

Authority: Section 7(d), Art. IX, Fla. Const.; History:--Former BOR Rule 6C-2.56, and 6C-8.01, 11-18-70, 12-17-74, 6-25-80, 8-11-85, 6-14-07.

UWF Board of Trustees Meeting

Full Board Meeting

September 9, 2020

Issue: Presidential Evaluation & Compensation**Proposed Action:** Approval of Presidential Evaluation and Compensation Recommendation

Background Information: In August, 2020, in keeping with the Presidential Evaluation Policy BOT-14.01-06/17 time schedule, the BOT Presidential Performance, Evaluation and Metrics (PPEM) Ad Hoc Committee provided a 2019-2020 Presidential Evaluation Trustee Survey and the following documents to each trustee so they could complete individual feedback on the President's performance.

- 2019 UWF Accountability Plan
- 2019-2020 Presidential Goals
- President's Scorecard 2019-2020
- 7/2019 – 6/2020 President's Self-Evaluation
- 2020-2021 Presidential Goals
- University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy

These documents are provided as supporting documents to this agenda item.

All twelve Trustees completed the Trustee Survey within the time provided and most offered specific comments and observations about the President's performance. The score range was 1 to 5 with 1 representing "Does Not Meet Expectations"; 3 representing "Meets Expectations"; and 5 representing "Exceeds Expectations".

The categories that each Trustee was asked to assign a score were as follows:

Strategic Direction: Academic Programming, Scholarship & Research

Strategic Direction: Community and Economic Engagement

Strategic Direction: Infrastructure

Strategic Direction: Learner Centered and Focused

Strategic Direction: Personnel Investment & Engagement

The PPEM Committee met on August 17, 2020, to review the 2019-2020 Presidential Evaluation Trustee Survey results and all supporting documentation and met on September 2, 2020 to finalize the 2019-20 Presidential Performance Evaluation Report being presented to the Board of Trustees today. After careful consideration of many factors and deliberation, the PPEM Committee determined the university has continued to thrive under President Saunders' leadership.

Recommendation: Approve the Presidential Performance Evaluation Report Prepared by the UWF Board of Trustees Presidential Performance, Evaluation and Metrics Ad hoc Committee and delegate authority to BOT Chair to submit an Evaluation Summary to the Board of Governors.

Implementation Plan: Upon Approval

Fiscal Implications: Any Approved Changes in Presidential Compensation

Supporting documents:

- 2019-20 Presidential Performance Evaluation Report prepared by the UWF BOT Presidential Performance Evaluation & Metrics Ad Hoc Committee *
- 2019-2020 Presidential Evaluation Trustee Survey Compiled Results *
- 2019 UWF Accountability Plan
- 2019-2020 Presidential Goals
- President's Scorecard 2019-2020
- 7/2019 – 6/2020 President's Self-Evaluation
- 2020-2021 Presidential Goals
- University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy

Prepared by: BOT Presidential Performance, Evaluation and Metrics Ad hoc Committee

Presenter: Dave Cleveland, BOT Chair

* Will be provided at the BOT meeting

2019-20 PRESIDENTIAL PERFORMANCE EVALUATION REPORT

PREPARED BY THE UWF BOARD OF TRUSTEES PRESIDENTIAL PERFORMANCE, EVALUATION AND METRICS AD HOC COMMITTEE

Per Presidential Evaluation Policy BOT-14.01-06/17; Section VI. Evaluation Period/Goal Setting/ Timeline (c) Annual Performance Evaluation Timeline 4. The Committee will evaluate the President's performance using the evaluative criteria and prepare an evaluation report containing an applicable compensation recommendation for the Board by September 1;

The Presidential Performance Evaluation and Metrics Ad hoc Committee submits the following report and recommendations for President Martha Saunders' 2019-20 annual performance evaluation. The Presidential Evaluation Policy requires that the President's performance evaluation take place according to a prescribed time schedule, culminating in the completion of this report and submission of the Committee's related recommendations to be acted upon by the full Board of Trustees at their September meeting. The Committee took great care in developing and following this schedule, so that, on an annual basis, the President's performance will be based on the academic year's Key Performance Indicators (i.e, the KPI's, as presented in the most recently updated Presidential Scorecard), as well as the most current Florida Board of Governors Performance-Based Metrics.

The totality of the recurring criteria that the Board of Trustees evaluates the President on includes 14 items:

- The BOG's Performance-Based Funding Metrics/Strategic Plan;
- Responsiveness to the BOG's strategic goals and priorities, and compliance with system-wide regulations;
- The President's self-evaluation report;
- The University's then-current strategic plan, university work plan, and accountability report;
- President's then-current goals;
- Responsible fiscal management of the University;
- Responsible supervision of key personnel;
- Positive governmental and community relations;
- Promotion of academic excellence and student success at the University;
- Promotion of ethical conduct at the University;
- Promotion of the reputation of the University;
- Promotion of advantageous relationship with University-affiliated entities;
- University Advancement & Fundraising;
- KPI's in the Presidential Scorecard.

In July, the Committee provided the President's Self-Evaluation with additional documentation, the Presidential Scorecard 2019-20, definitions for the scorecard, the UWF 2019 Accountability Plan, and a UWF Presidential Evaluation Survey to each Trustee, in order for them to complete individual feedback on the President's performance. These documents are attached to this report. All twelve Trustees currently serving completed the Trustee Survey within the time provided and most offered specific comments and observations about the President's performance. A compilation of the results of the Trustee Survey and comments are also provided. The score range was 1 to 5 with 1 representing "Does Not Meet Expectations", 3 representing "Meets Expectations", and 5 representing "Exceeds Expectations". All of these actions and documents assisted the PPEM committee in completing the task of evaluating the President in this third full fiscal year of her Presidency.

A synopsis of the scores assigned by the Trustees and the average in each category are provided below:

- **Strategic Direction:** Academic Programming, Scholarship & Research: 4.58 (Exceeds expectations)
- **Strategic Direction:** Learner-Centered and Focused: 4.83 (Exceeds Expectations)
- **Strategic Direction:** Infrastructure: 4.17 (Exceeds Expectations)
- **Strategic Direction:** Community and Economic Engagement: 4.08 (Exceeds Expectations)
- **Strategic Direction:** Personnel Investment & Engagement: 3.92 (Exceeds Expectations)

Total Average Score: 4.32 (Exceeds Expectations)

Progress, Improvements, Enhancements and Exceptional Leadership

The PPEM Committee met on August 17, 2020 to review all of the supporting documentation and the Trustee Survey results to make a recommendation to the Board of Trustees. After much deliberation and consideration, it was determined that the University has continued to thrive under the leadership of President Saunders. Examples of the progress, improvements, enhancements and exceptional leadership during this evaluation period include, but are not limited to the following:

- Mechanical Engineering students put ArgoTots Program in motion, helping children with disabilities.
- Florida SBDC at UWF won region of the year.
- NIH-funded MARC Scholars Program earned five-year renewal, expansion.
- UWF covered tuition and fees through Argo 30 Guarantee.
- Center for Cybersecurity launched Cybersecurity for All program to enhance workforce development.
- UWF launched a new personal safety app for students.
- UWF named a 'Great College to Work For' by ModernThink LLC, a strategic human capital consulting firm.
- UWF ranked in top 15 in U.S. News & World Report's Top Public Schools - Regional South Rankings.
- UWF welcomed third consecutive class of National Merit Finalists.
- Hal Marcus College of Science and Engineering celebrated the grand opening of state-of-the-art teaching laboratory facility.
- Seligman First Amendment Lecture Series hosted Carl Hiaasen.
- 'Miracle baby' was recipient of one of UWF's first Argo Spirit Scholarships.
- Hal Marcus College of Science and Engineering programs achieved accreditation from the respective Engineering and Computing Accreditation Commissions of ABET, the global accreditor of college and university programs in applied and natural science, computing, engineering and engineering technology.
- Cybersecurity director appointed to Florida Cybersecurity Task Force.
- UWF and IHMC announced the inaugural cohort for the state's first Ph.D. in Intelligent Systems and Robotics.
- UWF President Emeritus Dr. Judith Bense named to Florida Women's Hall of Fame.
- UWF earned the highest ranking to date on 'Best for Vets' list by the Military Times
- Computer science team earned first place in the regional computer programming contest.
- Longtime UWF supporters left a transformational legacy with \$2 million gift.
- UWF students developed a product to assist military dogs and their handlers.
- UWF hosted the inaugural Pensacola Mini Maker Faire.
- Athletics signed Andrews Institute as official sports medicine provider.

- The Center for Cybersecurity and Jikei College Group forged a new partnership to address global cybersecurity workforce shortage.
- UWF, UF researchers awarded grant to study issues facing Northwest Florida estuaries.
- College of Education and Professional Studies developed new Construction Management degree.
- UWF football won the NCAA DII national championship.
- UWF completed installation of STEAM public sculptures.
- UWF online programs received high marks in U.S. News & World Report rankings.
- UWF awarded approximately \$2.4 million grant to prepare the next generation of cybersecurity professionals.
- Assistant professor of anthropology selected for a Fulbright U.S. Scholar grant.
- The first lab in Laboratory Sciences Annex was named through a \$200k gift.
- Biology researcher earned grant to study retina regeneration in fish.
- Reed, Shinnick Named National Freshman & Coach of the Year by NCAA Division II.
- UWF earned a Gold-level Military Friendly Distinction.
- Donor gifted \$150,000 to support UWF Department of Music students, honoring director of strings.
- UWF opened the Commons Entrepreneurship Incubator.
- UWF honored local trailblazers who inspire and empower the community at annual awards.
- UWF partnered with JCPenney for Argos Suit Up!
- The UWF Camellia Garden was named an American Camellia Trail Garden, one of 57 in the U.S. and one of three in the state of Florida.
- MBA students earned first place in Small Business Institute's annual academic conference.
- President Saunders filmed videos to students, faculty, staff, alumni and community members to communicate about COVID-19.
- UWF manufactured and distributed 3D-printed face shields for healthcare workers.
- The Cyber Club placed second at the prestigious Southeast Collegiate Cyber Defense Competition.
- Haas Center released survey results on COVID-19's statewide economic impact.
- UWF launched summer courses fully-online.
- The College of Business developed the General Business and Professional Accountancy degrees online.

Challenges

In addition to her goals, President Saunders has faced several challenges during this time frame and her leadership has been exemplary.

Under extremely difficult circumstances, President Saunders has effectively led the University through the ongoing COVID-19 pandemic. In addition, President Saunders successfully executed virtually all of her 2019-20 stated goals while responding to the ongoing pandemic.

While the University is continuing to excel in the Board of Governors performance-based funding metrics, there are still hurdles to overcome. While UWF received a lower score this year (82), the institution received the most excellence points (75) since the inception of the program. The benchmarks for excellence are based on the Board of Governors 2025 System Strategic Plan goals and analysis of relevant data trends. If an institution begins the year with a high score and remains at a high score, it earns excellence points. President Saunders understands and articulates where our efforts must be placed to continue to increase our score and has placed focus on those areas.

President Saunders' response to the Complete Florida Plus Program issue was decisive and expedient. She has repeatedly stated that if the audit/reviews present issues, we will take responsibility and

address them. President Saunders has taken proactive actions to ensure appropriate measures are taken and guidelines are in place. Data was gathered in a timely and efficient manner through an independent review and necessary changes were made to ensure a similar situation does not occur in the future. This issue arose because administrative costs were not recovered on a timely basis, dating back to the previous administration.

Committee Recommendation

President Saunders continues to provide exceptional leadership, action and vision for the University, students, staff, faculty, the community and the state. The President's progress and results to-date merit payment of a Performance Incentive Payment contemplated in her Employment Agreement, particularly given the University's proactive response to the COVID-19 pandemic.

In regard to Section 4.2 of the President's Employment Agreement, the Board of Trustees is obligated to review the President's Base Salary on an annual basis.

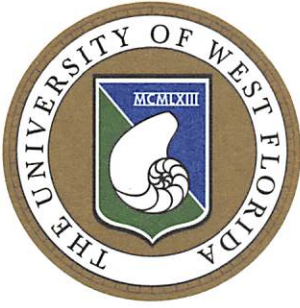
Despite President Saunders' exceptional performance this year, the committee is not recommending a change to her base salary on an annual basis for this evaluation period due to the current and anticipated budget cuts, primarily brought on by the COVID-19 crisis. In addition, President Saunders has communicated via the attached letter that even if offered, she would not accept an increase in her base salary, due to the current budgetary environment.

After careful consideration of all these factors and deliberation, the PPEM Committee made the following recommendations relative to the Performance Incentive Payment plan provided in President Saunders' Employment Agreement with the University:

- Pursuant to Presidential Compensation proposal and Section 5.1 of the Employment Agreement, President Saunders is eligible for a one-time Performance Incentive Payment up to and including twenty percent (20%) of her base salary.
- Whereas the Trustee Survey results reflect a composite score of 4.32 (on a scale of 5.0) across all 4 strategic directives of the University and reflect overwhelmingly positive comments and lists of accomplishments as presented herein and attached hereto, the Committee recognizes that the President's performance has clearly Exceeded Expectations and rises to the level to merit a Performance Incentive Payment of her base salary. Based on these results and merits, the committee strongly feels it can justify a 15% Performance Incentive Payment to her base salary. However, due to the current uncertain economic climate in which the institution is operating, the committee recommends a 7.5% performance incentive. As indicated by the President in the attached letter, the President plans to utilize any performance incentive payment to fund a donation to the Employee Emergency Assistance Fund. The committee commends her for this decision.
- The committee also recommends adding a clause to the President's Employment Agreement effective 1/1/2020, stating that additional compensation incentives may be considered and/or provided during other time periods in the year.

The Committee makes these recommendations with the full confidence and substantiated knowledge that the total compensation package, as improved and adjusted, is in keeping with previous market assessments, and is consistent with the Board's mission to compensate the President in a manner that is competitive, supports the accomplishment of the University's goals and strategic directives, and fairly rewards and incentivizes exemplary performance.

The PPEM Committee looks forward to the opportunity to discuss this report to the full Board of Trustees in September. Please do not hesitate to let Becky Luntsford, rluntsford@uwf.edu, know of any clarifications, questions or concerns.



Office of the President
11000 University Parkway
Pensacola, FL 32514-5750

August 31, 2020

Dave Cleveland, Chair
Board of Trustees
University of West Florida

Dear Chair Cleveland:

I wanted to memorialize elements of our discussion regarding the work of the UWF Presidential Performance, Evaluation, and Metrics (PPEM) Committee. To begin, I am deeply grateful for the steadfast support and encouragement you and all of the Trustees have provided me throughout a most challenging year. I appreciate also the Committee's thoughtful evaluation of my work. Any accomplishments that may be attributed to me are reflective of the considerable efforts of my executive leadership team and their talented staff. Any shortcomings will be my responsibility to correct and I pledge to do so with guidance from you and the Board.

Despite myriad external stressors, including a global pandemic, UWF has earned much to celebrate over the past year. Good things will continue to grow if we remain true to the mission of The University of West Florida. Indeed, there is no better cause to champion.

As we discussed previously, in view of the economic uncertainties we are facing, I respectfully request to forego any consideration of a salary increase for the coming year. It doesn't feel right for me to accept additional compensation when we simply do not know what the immediate future will bring. In addition, I ask that any performance incentive the Board wishes to grant to me be awarded instead to the Employee Emergency Assistance Fund. The heroic efforts of our employees in response to the pandemic have made UWF a safer place. We owe them our sincerest thanks.

I appreciate your consideration.

Sincerely yours,

Martha Saunders
President

Cc: Suzanne Lewis, Vice Chair

office 850.474.2200
fax 850.474.3131

uwf.edu

Default Report

2019-2020 Presidential Evaluation Trustee Survey

August 12, 2020 7:08 PM MDT

Answer Options for Strategic Direction: Learner Centered and Focused:

#	Field	Choice Count
1	5 -- Exceeds Expectations	83.33% 10
2	4	16.67% 2
3	3 -- Meets Expectations	0.00% 0
4	2	0.00% 0
5	1 -- Does not Meet Expectations	0.00% 0
		12

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Learner Centered and FocusedPlease take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.

Additional Comments for Strategic Direction: Learner Centered and FocusedPL...

All the goals met had positive impacts on our university this year and some I have seen first hand. The new addition for the 2 + 2 will open the door for new opportunities at UWF and as someone who worked in housing the change of direction for advertising and resident appreciation made a huge difference.

Martha is always ahead of the curve and has well laid out plans

Very good progress made in the operation of University housing. President Saunders has given this priority and the results show the effectiveness of her leadership and the individuals operating the program. The 2 + 2 program continues to advance but there is still a ways to go.

Very strong performance in this area, with several key goals met, even before the onset of the pandemic. The turnaround in housing occupancy was the result of intense effort and a comprehensive, well-executed strategy. In addition to the positive financial impact of the improved housing occupancy, a robust on-campus housing community will have a positive effect on student engagement and the metrics. Good job on activating the new Metric 10 (High Impact Practices). Success on this particular metric will have a compounding effect, as high impact practices will improve student performance in other key areas (graduation rate, employment, etc.).

The recruitment and retention of highly sought after, high achieving academic scholars has resulted in UWFs reputation rising within the SUS as an alternative to other schools and will further impact and grow the cadre of high caliber students seeking offers from UWF

President Saunders has done an amazing job of keeping on track with so many distractions. I felt we were on the cusp of taking UWF to a new level this year and I am sure although maybe not the same direction President Saunders will persevere through the pandemic and we will come out better for it. I can't imagine another leader in these times for UWF. Proud of the team that works so hard everyday. It's definitely a symbol of her leadership.

Dr. Saunders led her team to produce the desired results. She changed approaches, plans, and strategies as necessary to surpass the expectations of the faculty, staff, students, and the board of trustees. Her gregarious and focused leadership style persuaded people to achieve success in good and challenging times.

President Saunders response to the COVID-19 pandemic has been exemplary. University student housing utilization performance is outstanding.

No matter the challenge, Martha seems driven to finish early. She stays focused on the finish line and makes sure everyone under her understands the desired outcome.

Answer Options for Strategic Direction: Academic Programming, Scholarship and

Research

#	Field	Choice Count
1	5 -- Exceeds Expectations	66.67% 8
2	4	25.00% 3
3	3 -- Meets Expectations	8.33% 1
4	2	0.00% 0
5	1 -- Does not Meet Expectations	0.00% 0
		12

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Academic Programming, Scholarship and

Research Please take the time to provide further comments supporting and explaining

your evaluation of the President's performance regarding this strategic direction.

Additional Comments for Strategic Direction: Academic Programming,
Scholars...

Good direction but I believe if there was a focus for non-traditional and our of state scholarships it would cater to our non-traditional students and be more inclusive.

A good beginning to these new initiatives which will be important to the University in the long run. They will require careful oversight in the future which I feel confident that President Saunders will provide.

The PhD in Intelligent Systems and Robotics is a milestone achievement for UWF. Proactive and consistent efforts to fully utilize World Class Scholar funds will continue to pay dividends for years to come. These are the types of programs that don't just happen....leadership has to make them happen. Great job by President Saunders in promoting these programs, and getting them across the finish line.

The IMHC program is unique within the nation, one of only two other programs exist. That accomplishment, along with the recruitment of an outstanding director for the new PHD program has put UWF on the map in a highly sought after degree program.

The PhD in Intelligence Systems and Robotics is a great addition and the resources that have been brought to the table to make this successful are amazing. Great thought and execution of the program. I can't wait to see where we are at in 5 years on this program.

President Saunders continues to propose academic degree programs centered on forward-leaning high impact fields and professions. The IHMC recruiting and staffing priority is producing significant positive results.

The State of Florida has not met the required funding for our University to expand existing directions. This, unfortunately, is delaying some of the capital needs as well as being a barrier for program growth.

Answer Options for Strategic Direction: Personnel Investment & Engagement

#	Field	Choice Count
1	5 -- Exceeds Expectations	41.67% 5
2	4	33.33% 4
3	3 -- Meets Expectations	16.67% 2
4	2	8.33% 1
5	1 -- Does not Meet Expectations	0.00% 0
		12

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Personnel Investment & Engagement

Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.

Additional Comments for Strategic Direction: Personnel Investment & Engagem...

Martha is an excellent communicator

Good progress in this area; somewhat hampered by the ability to convene and celebrate staff and faculty achievements amidst the pandemic.

Employee moral at the University is solid

I think we could expand this program. I know a lot of folks worked extremely hard to ensure COVID did not shut our educational programming down. There were so many that I am sure were instrumental in transitioning from traditional classroom to online education. Also with the CFP Audit I know a few personally work many hours to accomplish what was needed. So for 2020 maybe do a spotlight of the month nominated by faculty and Voted on by the cabinet. Then may do something to team up with the community like WEAR or PNJ to do the highlight?

President Saunders continue to foster a culture of employee recognition and celebration which, in turn, creates enthusiasm and loyalty for UWF.

Maybe Covid-19, maybe something else.

I understand that before the pandemic that employee morale was probably at its highest level of at least the recent decades of UWF

Answer Options for Strategic Direction: Community and Economic Engagement

#	Field	Choice Count
1	5 -- Exceeds Expectations	41.67% 5
2	4	41.67% 5
3	3 -- Meets Expectations	8.33% 1
4	2	8.33% 1
5	1 -- Does not Meet Expectations	0.00% 0
		12

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Community and Economic Engagement

Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.

Additional Comments for Strategic Direction: Community and Economic Engagem...

Great job maintaining UWF's presence and expanding into larger-scale projects and events like NCUR.

The NCRU planning was successful, irregardless of whether the current covid 19 crisis will allow it to actually happen. The ArgoLabs project could be very rewarding but will need continuous emphasis to become a viable reality.

In addition to the achievement of the stated goals, President Saunders is active in the community as a speaker and board member. Also, her regularly published Guest Viewpoints in the PNJ, as well as her podcast interviews and social media posts, keep President Saunders actively engaged in the local area and economy, and establish her as a high-profile and highly respected community resource.

NCUR2022 is another major and significant accomplishment of President's Saunders drive to bring major/national recognition to the University that will result in recruiting efforts of both faculty and students, building solid foundations for undergraduate research programs that add value for faculty, staff and economic growth to the University.

Dr. Saunders's work in the Community and Economic Engagement realm makes a difference in the Northwest Florida Community. Featured stories in the local and regional mass media consistently reveal the power of UWF's engagement. She leads a cadre of people ready to serve, and their actions exhibit what the written plans convey.

President Saunders commitment to research and innovation is commendable. Outreach and engagement to the community and alums is on the right track.

Though we have good programs that expose our campus members, Martha is fairly invisible to the Pensacola community.

Answer Options for Strategic Direction: Infrastructure

#	Field	Choice Count
1	5 -- Exceeds Expectations	25.00% 3
2	4	41.67% 5
3	3 -- Meets Expectations	33.33% 4
4	2	0.00% 0
5	1 -- Does not Meet Expectations	0.00% 0
		12

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: InfrastructurePlease take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.

Additional Comments for Strategic Direction: InfrastructurePlease take the...

Good job with infrastructure maintenance and the direction of the projects are really beneficial to university operations and brand.

President Saunders has done a good job in advancing the initial planning in all of these areas. Budget restraints will place limitations on several but the Campus Master Planning Process is very important to the future of the University.

Completion and continuation of Infrastructure improvement goals are currently, and will continue to be, a heavy lift for President Saunders and her team in the wake of the current budget situation and the pandemic. Even more time, resources and effort will need to be directed at this issue in the months and years to come.

The President has continued to identify and seek out critical infrastructure programs that add to and establish firm foundations for the growth of the University. In particular the emphasis on the procurement program processes is indicative of her drive to achieve administrative excellence.

I think that the goals of streamlining procurement is important. In reviewing the information I'm concerned that we have some very antiquated systems and well I think the horsepower needs to be applied to overcome this. I would have rated a little higher but COVID delay caused a little lower rating.

Several goals are ongoing or underway. The results will be in the future; therefore, this is a meets expectations for 2020.

even if delayed, hope the master planning process uses experts' analyses of the future changing needs of students and others "on campus"

Additional Comments Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.

6. Additional Comments Please take the time to provide further comments su...

I really think Martha is one of the main reasons UWF continues to lead the pack

Overall, President Saunders' leadership has been excellent during the evaluation year. Many new initiatives have been launched which will play an important role in the University's future. The unexpected events such as the Covid 19 crisis have highlighted the President's and her team's leadership. She has responded to concerns surrounding the administration of the Complete Florida Plus Program with a commitment to provide effective oversight.

Despite a reduction in the BOG performance metrics from the highs of recent years, it was nonetheless a solid performance. In regard to the metrics, it was a year of transition...away from reliance on Improvement points, towards more consistent and sustainable performance, increasingly based on Excellence points. This has been a challenging year for the University, and Dr. Saunders has shown remarkable strength, tenacity and commitment to see UWF through a myriad of challenges. The fact that nearly all of her stated goals were already met, even before the onset of the pandemic, speaks to her goal-oriented management style and her tireless work ethic. Those attributes also left her well positioned to focus entirely on the closing and eventual re-opening of the campus due to the pandemic. Like almost every institution and facet of our lives, COVID-19 and its resulting community health, social and financial impacts have brought on unprecedented challenges for UWF. Dr. Saunders' leadership has been unflappable, as she has steered the University through these storms and challenges. The University owes her a debt of gratitude for the strong sense of commitment, loyalty, and strength she brings to the demands of each and every day. UWF is fortunate to have such a strong, decisive and determined leader at the helm during these incredibly challenging and difficult times.

FY19/20 is one of the most challenging, if not the most challenging in the history of UWF due to COVID-19. President Saunders has shown outstanding leadership in all aspects of leading and managing during such challenging times. From the students, to staff, faculty and the entire UWF community she has gone above and beyond to ensure the safety of all, and a continued focus on forward steps, not waiting for things to go back to what they were. A true indicator of leadership, not to just pause, but pursue what is next.

The President did a phenomenal job leading the University this year, especially in light of COVID-19. She was able to execute her goals even during the pandemic. Additionally, she responded quickly to the pandemic in instituting new policies and procedures for the University. She has done a great job in raising awareness of UWF to the community through her newspaper articles and community involvement.

6. Additional Comments Please take the time to provide further comments
SU...

I believe the President has done a great job leading the organization. She has an outstanding reputation in the community and is well liked by our Representatives and Senators in our Region. She is trusted by the BOG and has the respect by the DOE staff. I know we had an issue with CFP and obviously things were not as tight and right as they should have been. I was impressed with the way things were handled and the immediate corrective actions that were taken. It takes a strong leader to take ownership of a situation and I liked the comment, "If we did something wrong we will own it." The true character of a leader comes out not in times of greatness but in times of struggles. I feel that we are in good hands and although the tough road is still ahead of us, we have a driver that is alert and at the wheel navigating with informed actions from a great team.

I am delighted with Dr. Saunder's exceptional work in leadership, innovation, and community outreach. She continues to pursue what the University needs to grow and meet the needs of the students, the community, the state, and the nation. Her thoughtful and compassion for others makes her an ideal leader for the challenges the University faces today and in the future. In short, she knows how to add value every day by filling needs, interests, desires, and wants. Or she generates value by solving problems and challenges. Her profound insight keeps UWF marching forward to the next big thing.

President Saunders is our "energizer bunny." She keeps going and going and going... Her leadership is exemplary and her enthusiasm contagious. More importantly, her results are stellar. She persistently pushes UWF to greater excellence and has surrounded herself with a team which will reach a level of excellence unprecedented for the region.

THESE ARE STRANGE TIMES. WE CERTAINLY MUST ALLOW FOR THOSE GOALS AND EXPECTATIONS WHICH HAVE NOT BEEN MET DUE TO FUNDING SHORTFALLS AND COVID-19 DELAYS. MY OPINION IS THAT UWF IS FORTUNATE TO HAVE OUR CURRENT PRESIDENT. SHE IS THE RIGHT PERSON FOR THE TIME. GO ARGOS

Dr. Saunders demonstrates a very high level of inspirational leadership and effective management, and over years has acquired and retained very good administrative and faculty personnel. In the current pandemic challenges she has also been the right person at the helm in very troubled waters.

End of Report

UNIVERSITY OF WEST FLORIDA

UWF BOARD OF TRUSTEE APPROVAL 5/3/2019



STATE UNIVERSITY SYSTEM *of* FLORIDA
Board of Governors

INTRODUCTION

This report combines the previous Annual Accountability Report and University Work Plans into a single document more closely aligned with the Board of Governors' 2025 System Strategic Plan.

This document enhances the System's commitment to accountability and strategic planning by enabling comparisons between past goals and actual data to better assess performance, helping to foster greater coordination between institutional administrators, University Boards of Trustees, and the Board of Governors.

Once this Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

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MISSION STATEMENT

Our mission at UWF is to:

- Provide high-quality undergraduate and graduate education,
- Conduct teaching and research that services the body of knowledge, and
- Contribute to the needs of professions and society.

STATEMENT OF STRATEGY

Given your mission, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

The University of West Florida will continue to fulfill its mission to the community, region, and state by employing the following strategies:

1. Provide high-quality learning and co-curricular experiences that inspire students to become enlightened, engaged global citizens and successful professionals. UWF will align resources to deliver exceptional support services and learning opportunities that will ensure students have access, continuity, and success while earning degrees.
2. Attract, retain and develop high-quality diverse faculty and staff. Recognize, reward, and celebrate faculty and staff for their contributions to student development, scholarly or professional achievements, and community partnerships, as well as their contributions that support the success of the University. We embrace a culture of shared responsibility.
3. Build programs of distinction that enhance UWF's reputation for educational innovation and excellence. Develop and retain a culture that supports research and creativity. Augment and invest in academic and research programs that meet professional, personal, scholastic, and workforce needs. Optimize and refine internal and external support to promote teaching and learning activities, research, service, strategic innovation, and other scholarly endeavors that serve the greater good and the SUS Strategic Plan.
4. Strengthen and expand partnerships that multiply UWF's impact and visibility in the community as an educational, cultural, and economic center. Enhance the region's education, economy, culture, health, and well-being through endeavors beyond campus borders while attracting residents and visitors to campus. Inspire partnerships that open pathways to employment for UWF students and graduates and deepen community pride and value in UWF as a good neighbor and regional development catalyst.
5. Promote UWF's properties as desirable destinations for educational, cultural, professional, and personal activities. Invest in and steward UWF's natural, technical, intellectual and physical capital and infrastructure.

STRENGTHS, OPPORTUNITIES AND CHALLENGES *(within 3 years) What are your major capabilities, opportunities and challenges for improvement?*

UWF fulfills its institutional mission by building on the following strengths and opportunities:

Robust and comprehensive academic programming is available to UWF students. The majority of our undergraduate courses are taught by full-time faculty. We judiciously employ adjuncts in fields where applied knowledge will most benefit students. Seventy-two percent of undergraduate FTE are generated by full-time instructional personnel, and increases to 76 percent for upper-level classes. UWF has increased its STEM offerings in cybersecurity, engineering, and health, and has strategically selected more programs to be offered fully online or via synchronous delivery.

Located in a rural part of the state, UWF values **accessibility** for students who may be place bound or unable to travel easily to the Pensacola campus. We were early adopters of online delivery and more than 40 percent of our offerings now are online. Textbooks for all undergraduate courses are available for loan at the Pace Library, ensuring every student can have access to crucial learning resources at no cost. Our UWF Emerald Coast location in Fort Walton Beach, shared with NW Florida State College, provides seamless educational opportunities for students in that area. We are constantly refining financial aid strategies and packaging to ensure students with limited resources can graduate on time. Our focus on reducing financial barriers, providing proactive communication, and administering a transparent financial aid process makes certain that students and their families have every opportunity to make informed decisions about financial aid.

The **diversity** of our student body and our region has given UWF opportunities to demonstrate its excellence. For the third consecutive year in 2018, UWF won the Higher Education Excellence in Diversity Award (HEED) from Insight to Diversity Magazine. UWF launched a Cross Cultural Competency, Massive Open Online Course, in 2018 which is free and open for anyone to enroll. There are currently approximately 1,100 participants.

Community partners and regional resources offer opportunities to enhance the cultural and economic landscape of Northwest Florida. Our recent addition of a Ph.D. in Intelligent Systems and Robotics in partnership with the Florida Institute of Human and Machine Cognition is an example of combining institutional and community resources toward outcomes greater than the sum of their parts. Through the UWF Historic Trust, we engage students and faculty in preserving and sharing the rich history of our area. Our recently named Reubin O'D. Askew Institute for Multidisciplinary Studies has created a Citizen Science program engaging students in relevant environmental efforts. In addition, the Askew Institute has taken a leadership role in having our area named a National Heritage Site. Our 1,600-acre campus provides room for growth and is becoming a community destination.

Our military presence creates a substantial economic impact in Northwest Florida. Pensacola is home to the greatest percentage of retired military personnel of any city in the country. With nearly 25 percent of our student population identifying as military affiliated (dependent, active duty, or veteran), UWF has stepped up to provide services for this unique population. For the fifth consecutive year, UWF has been named in the top five in the nation on Victory Media's 2018 Military Friendly Schools list for the large public institutions category. This is the eleventh year UWF has been named a military friendly school.

UWF's Innovation Institute provides additional **agility** to quickly identify and establish partnerships with industry and agencies in order to confront challenges and take advantage of opportunities in the community and region.

Key challenges include comparatively low regional salaries compared to the rest of Florida and surrounding areas that may discourage graduates from remaining in the community. As the campus matures beyond the 50-year mark, critical deferred maintenance issues on the Pensacola campus pose a serious threat to UWF's ability to fulfill its mission.

KEY INITIATIVES & INVESTMENTS *(within 3 years) Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.*

1. ACCESS: UWF is dedicated to providing students access to high quality education regardless of their financial situation. We believe in helping students remove financial barriers to help them maintain satisfactory academic progress and complete their degrees on time. Online programming provides access for students needing flexibility in course scheduling. Currently more than 40 percent of our undergraduate courses and 80 percent of graduate courses are offered online.

More than 70 percent of UWF students receive financial assistance. We have expanded our work study program with increased funding and more job options, both on and off campus. Our “Argo 30 Guarantee” guarantees that all undergraduate, Pell eligible, Florida resident students will receive gift aid to cover the full cost of tuition and fees, up to 30 credit hours per academic year. We also revised our Admissions merit awards so that we are able to offer more scholarships to incoming students.

We continue to focus on reducing the cost of textbooks for our students by providing textbooks for all undergraduate courses through the Pace Libraries loan program and promoting OER initiatives with incentive grants. We are expanding programming on our Fort Walton Beach location with the addition of the B.A. in Communication and plan to add a B.S. in Computer Science at the appropriate time.

2. PROGRAMS OF EXCELLENCE: UWF is building signature programming. Our Center for Cybersecurity received National Security Agency designation as the National Center of Academic Excellence Regional Resource Center for the Southeast United States. UWF hosted the NSA’s Executive Leadership Forum, attracting the nation’s top cybersecurity leaders. Our efforts in additive manufacturing in concert with our Sea3D Laboratory bring together disciplines such as engineering, information technology, artificial intelligence, and art.

The Ph.D. in Intelligent Systems & Robotics, in partnership with Florida’s Institute for Human and Machine Cognition, is the first in Florida and one of only a handful in the United States. The program couples UWF’s strengths with the expertise of a world-class research center. Our archaeology program put UWF on the international map with the discovery of the first multi-year European settlement in North America. UWF’s B.A. in Maritime Studies is one of only six in the country. The UWF Historic Trust educates thousands of visitors annually with 32 properties in downtown Pensacola’s Historic District.

We are supporting safer schools by linking UWF’s expertise in behavioral science and a new 300-degree virtual simulator. UWF is positioned to provide training to School Resource Officers and Threat Assessment Teams.

3. STUDENT ACHIEVEMENT: UWF remains laser-focused on our students’ success as they matriculate through the university and move into their careers. Toward those ends, we are strengthening programming in four strategic areas: advising, high impact programming, career enhancement, and student support.

Example strategies include progress to degree/academic checkpoint follow-up with multiple support offices collaborating on outreach to students at risk. Student Accessibility Resources, Military and Veterans Resource Center, Athletic Student Support, TRiO Student Support, and First Year Advising all coordinate and report communication and outreach so it can be tracked as part of an aggressive early alert initiative. A university-wide steering committee focuses on increasing student access to high-impact learning opportunities and establishing hallmark student learning outcomes and activities.

The UWF Office of Career Development launched the iHireUWF campaign which features student and employer testimonials highlighting student accomplishments and workforce preparation, particularly in programs of distinction. Due to increased demand for mental health services during the 2017-18 academic year, UWF has revised the staffing plan for mental health workers on campus. Implementation of online training modules for faculty and staff will help them identify student mental health issues in their interactions with students and contact appropriate support and resources.

Graduation Rate Improvement Plan

This narrative subcomponent is in response to the “Florida Excellence in Higher Education Act of 2018” that revised section 1001.706(5), Florida Statutes, to require each university board of trustees to submit a comprehensive proposal to improve undergraduate four-year graduation rates to the Board of Governors for implementation beginning in the fall of 2018 academic semester.

1. Provide a brief update on the academic, financial, financial aid and curricular actions that your institution has implemented to encourage graduation in four years.

In a deliberate effort to increase the four-year graduation rate and reach the Florida State University System’s goals, UWF is focused on increasing the percentage of baccalaureate-seeking, resident undergraduates enrolled in 15 or more credit hours. While there was no change in the overall percentage from 2017 to 2018, our immediate efforts were deliberately directed towards first-year students through the First Year Advising Center. This fall, 30 percent of the 2018 cohort enrolled in 15 or more credit hours, compared to 29 percent from the prior year.

UWF students are more receptive to completing 30 hours of coursework between fall and summer each academic year. During fall 2017, 30 percent of the 2017 cohort attempted 15 credit hours and 40 percent did so during spring 2018. This is a considerable shift from previous years where 24 credits a year was the norm. From 2014-2015 to 2017-2018, the overall percentage of baccalaureate-seeking, resident undergraduates enrolled in 30 or more credit hours per academic year increased by 3.5 percent to 24.7 percent. These trends highlight an even greater opportunity to continue to focus on UWF’s “30 to Finish Campaign,” which encourages the completion of 30 hours of coursework between fall and summer each academic year.

To increase the percent of students enrolled in 15 or more credit hours by fall 2019, UWF’s Spring and Summer 2019 strategies include a review and potential update to the Undergraduate Progress to Degree Policy, continued development of the Degree in Three Program, enhanced credit hour alert notifications for summer and fall 2019 registration, continued focus on completion grant programs, and summer enrollment mini grant awards.

UWF is dedicated to providing students access to educational opportunities regardless of their financial situation. Our first priority is to assist students with financial need. UWF is helping students overcome financial barriers. The primary purposes of our financial aid program are to provide support to students, help them maintain satisfactory academic progress, and enable them to complete their degree at the lowest cost within four years.

Key Achievements for Last Year (2017 -2018)

STUDENT ACHIEVEMENTS

1. Abigail Megginson, a journalism and political science major, spearheaded the initiative for the University of West Florida Career Services and Student Government Association to partner with JCPenney to host the Argos SuitUp! Event, part of a national initiative that allows students to purchase discounted professional wear.
2. The University of West Florida robotics team finished second place in the annual IEEE SoutheastCon hardware competition, held April 19-22 in Tampa, Florida. The team's autonomous robot was only seconds slower than that of the winning team from the University of Alabama.
3. The University of West Florida welcomed three National Merit Finalists, Diana Hanks, Hannah Funk and Cara Womacks for Fall 2017.

FACULTY ACHIEVEMENTS

1. Dr. Peter Memiah, assistant professor of epidemiology and public health in the University of West Florida Usha Kundu, MD College of Health, received a yearlong fellowship to the PRIDE institute, (Programs to Increase Diversity Among Individuals Engaged in Health-Related Research)
2. University of West Florida biology professor, Dr. Alexis Janosik, worked with the National Oceanic and Atmospheric Administration to take an inventory of reef fish communities in the Gulf of Mexico.
3. The University of West Florida began offering its newest massive, open, online course, Cross-Cultural Competency. Cross-Cultural Competency is structured around the concepts of awareness, acceptance and respect.

PROGRAM ACHIEVEMENTS

1. The University of West Florida and the National Security Agency announced a partnership to enhance cybersecurity workforce development and create accelerated pathways toward completion of an undergraduate cybersecurity degree program.
2. The University of West Florida Division of Anthropology and Archaeology received the 2018 Daniel G. Roberts Award for Excellence in Public Historical Archaeology for the Tristan de Luna y Arellano project. The award was presented at the Society for Historical Archaeology's annual meeting, held Jan. 3-6, 2018, in New Orleans.
3. The University of West Florida launched the Center for Supply Chain Management Excellence in response to identified workforce needs throughout the region, state, and country.

INSTITUTIONAL ACHIEVEMENTS

1. In its inaugural season, the University of West Florida's football team played in the NCAA II Championship game, and head football coach Pete Shinnick was named the Division II National Coach of the Year.
2. The University of West Florida 50th Anniversary fundraising goal was exceeded with the historic \$8 million gift from Pensacola Attorney Fred Levin.
3. The University of West Florida formed a new Office of Military Engagement with Captain Chris Middleton, USN, Ret., named as the president's military liaison to military and defense organizations.

PERFORMANCE BASED FUNDING METRICS

1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	57.7	61.0	67.6	64.0	69.2
APPROVED GOALS	.	.	66	70.5	67	69	71	72	.
PROPOSED GOALS	70	71	72	73

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

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	32,900	35,400	36,700	36,000	36,800
APPROVED GOALS	37,500	38,500	39,500	40,500	.
PROPOSED GOALS	37,000	37,500	37,900	38,000

3. Average Cost to the Student [Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	15,120	15,460	16,440	12,850*	9,920
APPROVED GOALS	.	.	.	15,523	15,058	14,500	13,900	13,500	.
PROPOSED GOALS	9,250	9,150	9,100	9,000

Note*: Previous year data updated to reflect the change in methodology made by Board ODA staff to improve accuracy.

4. FTIC Four-Year Graduation Rate

	2010-14	2011-15	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22
ACTUAL	26.9	21.5	22.0	25.2	31.3
APPROVED GOALS	.	.	20	26	30	33	36	40	.
PROPOSED GOALS	33	36	41	45

5. Academic Progress Rate [Second Year Retention Rate with At Least a 2.0 GPA]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	64.6	64.8	70.1	74.6*	79.8
APPROVED GOALS	.	.	67	73.6	78	82	83	85	.
PROPOSED GOALS	82	84	86	87

Note*: Previous year data updated to reflect the change in GPA methodology made by Board ODA staff to improve accuracy.

Note: Metrics are defined in appendix. For more information about the PBF model visit:

http://www.flbog.edu/about/budget/performance_funding.php.

PERFORMANCE BASED FUNDING METRICS (CONTINUED)

6. Percentage of Bachelor’s Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	50.1	51.1	49.5	52.0	54.3
APPROVED GOALS	.	.	51	51.6	53.5	54.5	55	55	.
PROPOSED GOALS	57	58	58	59

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021
ACTUAL	40.5	41.6	41.3	39.2	39.6	38.1	.	.	.
APPROVED GOALS	.	.	41.0	41.0	38	39	40	42	.
PROPOSED GOALS	40	42	42

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	46.6	38.8	44.0	51.1	53.1
APPROVED GOALS	.	.	43.8	45.5	52.5	53.5	54.0	55.0	.
PROPOSED GOALS	55	55	56	56

9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	72.8	75.8	80.5	80.2	81.1
APPROVED GOALS	.	.	80.0	80.0	80.2	80.2	80.5	81.0	.
PROPOSED GOALS	81	81	82	82

10.1 Current BOT Choice: Adult (25+) Undergraduates Enrolled

	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022
ACTUAL	30.9	31.7	32.3	33.4	33.3
APPROVED GOALS	.	32	32.6	33	33	33	33	.	.
PROPOSED GOALS	33	33	33	33

10.2 Future BOT Choice: Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practice

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	.	.	22	31	35
APPROVED GOALS	33	37	41	45	.
PROPOSED GOALS	39	43	47	50

Note: This is a transition year for the BOT Choice metric (#10), so we are reporting data for both the current and future metrics. Metrics are defined in appendix. For more information about the PBF model visit: http://www.fibog.edu/about/budget/performance_funding.php

KEY PERFORMANCE INDICATORS

Teaching & Learning Metrics (from the 2025 System Strategic Plan that are not included in the PBF section)

Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	0	0	0	0	0
APPROVED GOALS
PROPOSED GOALS	1	1	2	2

Freshmen in Top 10% of High School Class

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	17	14	12	15	15
APPROVED GOALS	.	.	14	13	15	15	16	16	.
PROPOSED GOALS	15	16	16	16

Professional Licensure & Certification Exam First-time Pass Rates

CALENDAR YEAR	2014	2015	2016	2017	2018	2019 GOAL	2020 GOAL	2021 GOAL	2022 GOAL
Nursing	82	94	86	99	98	98	99	100	100
US Average	85	87	88	90	92

Time to Degree for FTICs in 120hr programs

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	4.7	4.5	4.6	4.5	4.5
APPROVED GOALS	.	.	4.6	4.6	4.5	4.4	4.3	4.3	.
PROPOSED GOALS	4.4	4.3	4.1	4.0

Six-Year FTIC Graduation Rates [Full- & Part-time students]

	2008-14	2009-15	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22
ACTUAL	50	47	48	42	43
APPROVED GOALS	.	.	51	43.4	44	47	50	53	.
PROPOSED GOALS	47	49	51	51

KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Bachelor's Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	1,924	1,926	2,144	2,202	2,305
APPROVED GOALS	.	.	2,000	2,305	2,350	2,410	2,480	2,560	.
PROPOSED GOALS	2,420	2,460	2,480	2,500

Graduate Degrees Awarded [First Majors Only]

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	674	792	814	829	1,063
APPROVED GOALS	.	.	790	892	950	1,050	1,100	1,150	.
PROPOSED GOALS	1,050	1,100	1,150	1,200

Percent of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	17	18	18	20	20
APPROVED GOALS	.	.	19	20	21	22	23	23	.
PROPOSED GOALS	23	24	24	24

Percentage of Adult (Aged 25+) Undergraduates Enrolled

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022
ACTUAL	31	32	32	33	33
APPROVED GOALS	.	.	32	32	33	33	33	33	.
PROPOSED GOALS	33	33	33	33

Percent of Undergraduate FTE in Online Courses

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	30	29	30	33	35
APPROVED GOALS	.	.	30	33	34	35	36	36	.
PROPOSED GOALS	35	36	36	36

KEY PERFORMANCE INDICATORS (CONTINUED)

Teaching & Learning Metrics

Percent of Bachelor's Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	36	38	40	41	45
APPROVED GOALS	.	.	39	40	41	42	43	43	.
PROPOSED GOALS	50	50	51	52

Percent of Graduate Degrees in STEM & Health

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	20	21	19	22	24
APPROVED GOALS	.	.	21	23	24	24	25	25	.
PROPOSED GOALS	25	26	26	26

Scholarship, Research and Innovation Metrics

National Academy Memberships

	2015	2016	2017	2018	2019	2020	2021	2022	2023
ACTUAL	0	0	0	0	0
APPROVED GOALS	.	.	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0

Faculty Awards

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
ACTUAL	0	0	0	0	0
APPROVED GOALS	.	.	0	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0

Total Research Expenditures (\$M)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	20	31	41	35*	41
APPROVED GOALS	.	.	.	39	37	38	38	39	.
PROPOSED GOALS	42	44	46	48

Note*: 2016-17 year was updated to reflect a correction to expenditure dollars from 40 to 35 based on HERD definition.

KEY PERFORMANCE INDICATORS (CONTINUED)

Scholarship, Research and Innovation Metrics

Percentage of Research Expenditures Funded from External Sources

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
ACTUAL	69	43	30	30	24
APPROVED GOALS	.	.	.	38	30	31	32	32	.
PROPOSED GOALS	31	32	33	34

Utility Patents Awarded [from the USPTO]

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	0	1	1	0	0
APPROVED GOALS	.	.	.	1	0	0	0	0	.
PROPOSED GOALS	0	0	0	0

Number of Licenses/Options Executed Annually

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	0	2	0	0	0
APPROVED GOALS	.	.	.	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0

Number of Start-up Companies Created

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
ACTUAL	0	0	0	0	0
APPROVED GOALS	.	.	.	0	0	0	0	0	.
PROPOSED GOALS	0	0	0	0

Institution Specific Goals

To further distinguish the university's distinctive mission, the university may choose to provide additional metric goals that are based on the university's own strategic plan.

1. Percent of Baccalaureate Graduates Completing 2+ "High Impact Practices"

2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
.	.	22%	31%	35%	39%	43%	47%	50%

ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level *(for all degree-seeking students at all campuses)*

	2014	2015	2016	2017	2018	2019	2020	2021	2022
UNDERGRADUATE									
ACTUAL	9,691	9,787	9,640	9,549	9,355
APPROVED GOALS	.	.	.	9,638	9,524	9,743	10,089	10,631	.
PROPOSED GOALS	9,473	9,741	10,093	10,509
GRADUATE									
ACTUAL	2,178	2,277	2,607	2,781	2,824
APPROVED GOALS	.	.	.	2,787	2,840	2,975	3,134	3,196	.
PROPOSED GOALS	3,065	3,259	3,386	3,579

Fall Headcount Enrollment by Student Type *(for all degree-seeking students at all campuses)*

	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 PLAN	2020 PLAN	2021 PLAN	2022 PLAN
UNDERGRADUATE									
FTIC	4,883	4,867	4,690	4,448	4,272	4,334	4,345	4,357	4,375
FCS AA Transfers	2,046	1,951	1,879	1,807	1,812	1,709	1,757	1,895	2,128
Other AA Transfers	297	263	312	332	390	355	361	370	374
Post-Baccalaureates	234	379	411	359	385	443	452	462	465
Other	2,231	2,327	2,348	2,603	2,496	2,633	2,826	3,010	3,168
Subtotal	9,691	9,787	9,640	9,549	9,355	9,473	9,741	10,093	10,509
GRADUATE									
Master's	2,020	2,026	2,289	2,437	2,498	2,737	2,944	3,086	3,289
Research Doctoral	158	251	318	344	326	328	315	300	290
Professional	0	0	0	0	0	0	0	0	0
Subtotal	2,178	2,277	2,607	2,781	2,824	3,065	3,259	3,386	3,579
TOTAL	11,869	12,064	12,247	12,330	12,179	12,538	13,000	13,479	14,088

Notes: This table reports the number of students enrolled at the university by student type categories. The student type for undergraduates is based on the Type of Student at Time of Most Recent Admission. The student type for graduates is based on the degree that is sought and the student CIP code. Does not include 'Unclassified' students who are not formally admitted into a degree program but are enrolled (e.g., dual enrolled high school students).

Percent of Baccalaureate-Seeking Resident Undergraduates Who Earned 15+ Credit Hours

(Fall terms only)

	2014	2015	2016	2017	2018	2019	2020	2021	2022
ACTUAL	11	12	13	15	16
APPROVED GOALS
PROPOSED GOALS	17	17	18	19

ENROLLMENT PLANNING *continued*

Actual & Planned FTE Enrollment by Residency & Student Level

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
RESIDENT										
LOWER	3,230	3,024	2,985	2,830	2,702	2,586	2,589	2,600	2,650	2,675
UPPER	4,601	4,491	4,587	4,731	4,810	4,895	4,898	5,000	5,107	5,275
GRAD I	1,061	1,127	1,108	1,266	1,312	1,301	1,518	1,620	1,709	1,849
GRAD II	74	71	102	131	139	120	119	119	119	115
TOTAL	8,966	8,712	8,781	8,959	8,963	8,902	9,124	9,339	9,585	9,914
NON-RESIDENT										
LOWER	334	413	399	405	420	382	395	407	412	424
UPPER	422	589	557	530	575	583	600	642	793	957
GRAD I	400	412	392	406	426	400	478	515	518	520
GRAD II	15	24	45	65	63	57	55	53	51	50
TOTAL	1,171	1,437	1,394	1,406	1,483	1,422	1,528	1,617	1,774	1,951
TOTAL										
LOWER	3,564	3,436	3,384	3,235	3,122	2,968	2,984	3,007	3,062	3,099
UPPER	5,024	5,080	5,144	5,262	5,385	5,478	5,498	5,642	5,900	6,232
GRAD I	1,461	1,539	1,501	1,672	1,737	1,701	1,996	2,135	2,227	2,369
GRAD II	89	95	147	196	202	177	174	172	170	165
TOTAL	10,137	10,150	10,176	10,365	10,446	10,324	10,652	10,956	11,359	11,865

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours that degree-seeking students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.

Percent of FTE Enrollment by Method of Instruction

	2013-14 ACTUAL	2014-15 ACTUAL	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 PLAN	2019-20 PLAN	2020-21 PLAN	2021-22 PLAN	2022-23 PLAN
UNDERGRADUATE										
Distance (80-100%)	30%	29%	30%	33%	35%	36%	37%	37%	38%	38%
Hybrid (50-79%)	15%	3%	3%	3%	3%	4%	2%	1%	1%	1%
Classroom (0-50%)	55%	68%	67%	64%	62%	60%	61%	62%	62%	62%
GRADUATE										
Distance (80-100%)	68%	70%	75%	81%	81%	82%	85%	85%	85%	86%
Hybrid (50-79%)	6%	3%	2%	2%	1%	1%	1%	1%	1%	<1%
Classroom (0-50%)	25%	27%	23%	18%	18%	16%	14%	14%	14%	14%

Note: Full-time Equivalent (FTE) student is a measure of instructional activity (regardless of fundability) that is based on the number of credit hours that degree-seeking students enroll. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Classroom/Traditional, is a course in which less than 50% of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time, space or both. This designation can include activities that do not occur in a classroom (i.e., labs, internships, practica, clinicals, etc.) – see SUDS data element #2052. **Percentages may not total 100 due to rounding.*

ACADEMIC PROGRAM COORDINATION

New Programs For Consideration by University in AY 2019-20

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2018 Accountability Plan list for programs under consideration for 2019-21.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Construction Management	15.1001	STEM	FAMU, FIU, UF, UNF	No	125	Fall 2019
Instructional Design & Technology	13.0501	STEM	None	Yes	120	Spring 2019
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Cybersecurity	11.1003	STEM	FIU	Yes	120	Spring 2019
Engineering	14.0101	STEM	FGCU, FPU	No	66	Spring 2019
Athletic Training	51.0913	Health	FIU, UCF, UNF, USF	No	40	Summer 2019
Data Science	11.0802	STEM	FIU, NCF, UCF, FAU	Yes	125	Summer 2019
International Affairs	45.0901	Global	FIU, FSU, UF, UNF	Yes	100	Fall 2019
DOCTORAL PROGRAMS						
Instructional Design & Technology	13.0501	STEM	FSU	Yes	160	Fall 2018

New Programs For Consideration by University in 2020-22

These programs will be used in the 2020 Accountability Plan list for programs under consideration for 2020-21.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Human Resource Management	52.1001	GAP	FIU	No	100	Fall 2020
Information Security Management	52.1299	STEM	None	No	100	Fall 2020
Civil Engineering	14.0801	STEM	FAMU, FAU, FGCU, FIU, FSU, UCF, UF, UNF, USF	No	40	Spring 2021
Materials Science	40.1001	STEM	None	No	50	Spring 2021
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Human Resources Management	51.1001	GAP	FIU	No	40	Fall 2021
Public Administration	44.0401	None	FAU, FGCU, FIU, FSU, UCF, UNF, USF	Yes	125	Fall 2021
DOCTORAL PROGRAMS						
Public Health	51.2201	Health	FIU, UF, FAMU, USF	Yes	125	Spring 2022
Nursing Practice	51.3818	Health	FAU, FGCU, FIU, FSU, UCF, UF, UNF, USF	No	30	Spring 2022



Performance Based Funding

1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

One Year After Graduation

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$25,000) somewhere in the United States. Students who do not have valid social security numbers and are not found enrolled are excluded. This data now includes non-Florida data from 41 states and districts, including the District of Columbia and Puerto Rico. Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP) and Florida Department of Economic Opportunity (DEO) analysis of Wage Record Interchange System (WRIS2) and Federal Employment Data Exchange (FEDES), and National Student Clearinghouse (NSC).

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

One Year After Graduation

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. This data does not include individuals who are self-employed, employed by the military, those without a valid social security number, or making less than minimum wage. This data now includes non-Florida data from 41 states and districts, including the District of Columbia and Puerto Rico. Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP) and Florida Department of Economic Opportunity (DEO) analysis of Wage Record Interchange System (WRIS2) and Federal Employment Data Exchange (FEDES), and National Student Clearinghouse (NSC).

3. Cost to the Student

Net Tuition & Fees
for Resident Undergraduates
per 120 Credit Hours

This metric is based on resident undergraduate student tuition and fees, books and supplies as calculated by the College Board (which serves as a proxy until a university specific alternative is finalized), the average number of credit hours attempted by students who were admitted as FTIC and graduated with a bachelor's degree for programs that requires 120 credit hours, and financial aid (grants, scholarships, waivers and third-party payments) provided to resident undergraduate students (does not include unclassified students). Source: State University Database System (SUDS), the Legislature's annual General Appropriations Act, and university required fees.

4. Four Year FTIC Graduation Rate

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. Source: State University Database System (SUDS).

5. Academic Progress Rate

2nd Year Retention
with 2.0 GPA or Above

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the Fall term following their first year with had a grade point average (GPA) of at least 2.0 at the end of their first year (Fall, Spring, Summer).
Source: State University Database System (SUDS).

6. University Access Rate

Percent of Undergraduates
with a Pell-grant

This metric is based the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term. Unclassified students, who are not eligible for Pell-grants, were excluded from this metric.
Source: State University Database System (SUDS).



7. Bachelor's Degrees within Programs of Strategic Emphasis

This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).
Source: State University Database System (SUDS).

8a. Graduate Degrees within Programs of Strategic Emphasis

This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).
Source: State University Database System (SUDS).

8b. Freshmen in Top 10% of High School Class
Applies only to: NCF

Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class.
Source: New College of Florida as reported to the Common Data Set.

BOG Choice Metric

9. Percent of Bachelor's Degrees Without Excess Hours

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory. Note: It is important to note that the statutory provisions of the "Excess Hour Surcharge" (1009.286, FS) have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. The performance funding metric data is based on the latest statutory requirements that mandates 110% of required hours as the threshold. In accordance with statute, this metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program).
Source: State University Database System (SUDS).

BOT Choice Metrics

10a. Percent of R&D Expenditures Funded from External Sources
FAMU

This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources.
Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).

10b. Bachelor's Degrees Awarded to Minorities
FAU, FGCU, FIU

This metric is the number, or percentage, of baccalaureate degrees granted in an academic year to Non-Hispanic Black and Hispanic students. This metric does not include students classified as Non-Resident Alien or students with a missing race code.
Source: State University Database System (SUDS).

10c. National Rank Higher than Predicted by the Financial Resources Ranking Based on U.S. and World News FSU

This metric is based on the difference between the Financial Resources rank and the overall University rank. U.S. News measures financial resources by using a two-year average spending per student on instruction, research, student services and related educational expenditures - spending on sports, dorms and hospitals doesn't count.
Source: US News and World Report's annual National University rankings.



10d. Percent of Undergraduate Seniors Participating in a Research Course NCF	This metric is based on the percentage of undergraduate seniors who participate in a research course during their senior year. Source: New College of Florida.
10e. Number of Bachelor Degrees Awarded Annually UCF	This metric is the number of baccalaureate degrees granted in an academic year. Students who earned two distinct degrees in the same academic year were counted twice; students who completed multiple majors or tracks were only counted once. Source: State University Database System (SUDS).
10f. Number of Licenses/Options Executed Annually UF	This metric is the total number of licenses and options executed annually as reported to Association of Technology Managers (AUTM). The benchmarks are based on UF's national rank among public & private institutions. Source: University of Florida.
10g. Percent of Undergraduate FTE in Online Courses UNF	This metric is based on the percentage of undergraduate full-time equivalent (FTE) students enrolled in online courses. The FTE student is a measure of instructional activity that is based on the number of credit hours that students enroll by course level. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Source: State University Database System (SUDS).
Number of Postdoctoral Appointees USF	This metric is based on the number of post-doctoral appointees during the Fall term of the academic year. A postdoctoral researcher has recently earned a doctoral (or foreign equivalent) degree and has a temporary paid appointment to focus on specialized research/scholarship under the supervision of a senior scholar. Source: National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).
Percentage of Adult Undergraduates Enrolled UWF	This metric is based on the percentage of undergraduates (enrolled during the fall term) who are at least 25 years old at the time of enrollment. This includes undergraduates who are not degree-seeking, or unclassified. Source: State University Database System (SUDS).

Preeminent Research University Funding Metrics

Average GPA and SAT Score	An average weighted grade point average of 4.0 or higher and an average SAT score of 1200 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X'). Source: State University Database System (SUDS).
Public University National Ranking	A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.



Freshman Retention Rate (Full-time, FTIC)	Freshman Retention Rate (Full-time, FTIC) cohorts are based on first-year undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent retained is based on those who are enrolled during the second fall term.
6-year Graduation Rate (Full-time, FTIC)	Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent Graduated is based on federal rate and does <u>not</u> include students who originally enroll as part-time students, or who transfer into the institution.
National Academy Memberships	National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.
Science & Engineering Research Expenditures (\$M)	Science & Engineering Research Expenditures, including federal research expenditures as reported annually to the National Science Foundation (NSF).
Non-Medical Science & Engineering Research Expenditures (\$M)	Total S&E research expenditures in non-medical sciences as reported to the National Science Foundation (NSF). This removes medical sciences funds from the total S&E amount.
National Ranking in S.T.E.M. Research Expenditures	The NSF identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, Social Sciences). The rankings by discipline are determined by BOG staff using the NSF WebCaspar database.
Patents Awarded (3 calendar years)	Total utility patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar year period. Due to a year-lag in published reports, Board of Governors staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".
Doctoral Degrees Awarded Annually	Doctoral research degrees awarded annually as reported annually by the Board of Governors. The Legislature excluded professional doctoral degrees from this metric. The 2016 Legislature amended this criteria to include professional doctoral degrees awarded in medical and health care disciplines.
Number of Post-Doctoral Appointees	The number of Postdoctoral Appointees awarded annually. This data is based on National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS). The timeframe used for the annual Preeminent evaluation is specified in the table's footnote.
Endowment Size (\$M)	This data comes from the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.



Key Performance Indicators

Teaching & Learning Metrics

Freshmen in Top 10% of HS Graduating Class	Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. Source: As reported by the university to the Common Data Set.
Professional/Licensure Exam First-time Pass Rates	The average pass rates as a percentage of all first-time examinees for Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy, when applicable. The average pass rate for the nation or state is also provided as a contextual benchmark. The Board's 2025 System Strategic Plan calls for all institutions to be above or tied the exam's respective benchmark. Note about Benchmarks: The State benchmark for the Florida Bar Exam excludes non-Florida institutions. The national benchmark for the USMLE exams are based on rates for MD degrees from US institutions.
Average Time to Degree for FTIC in 120hr programs	This metric is the number of years between the start date (using the student entry date) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year. Source: State University Database System (SUDS).
Six-Year Graduation Rates	The First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the <u>same</u> institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. Source: State University Database System (SUDS).
Bachelor's and Graduate Degrees Awarded	This is a count of first-major baccalaureate and graduate degrees awarded. First Majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In those cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Also included in first majors are "dual degrees" which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a "degree fraction" of 1.0. The calculation of degree fractions is made according to each institution's criteria. Source: State University Database System (SUDS).
Bachelor's Degrees Awarded To African-American and Hispanic Students	Race/Ethnicity data is self-reported by students. Non-Hispanic Black and Hispanic do not include students classified as Non-Resident Alien or students with a missing race code. Degree data is based on first-major counts only – second majors are not included. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).



Adult (Aged 25+) Undergraduates Enrolled Fall term	This metric is based on the age of the student at the time of their Fall term enrollment - not their age upon entry. As a proxy, age is based on birth year not birth date. Note: Unclassified students with a HS diploma (or GED) and above are included in this calculation. Source: State University Database System (SUDS).
Percent of Undergraduate FTE Enrolled in Online Courses	Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Source: State University Database System (SUDS).
Percent of Bachelor's And Graduate Degrees in STEM & Health	The percentage of baccalaureate degrees that are classified as STEM or Health disciplines by the Board of Governors in the Academic Program Inventory. These counts include second majors. Second Majors include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution's criteria. The calculation for the number of second majors rounds each degree CIP's fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline. Source: State University Database System (SUDS).
Scholarship, Research & Innovation Metrics	
National Academy Members	National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.
Faculty Awards	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows.
Total Research Expenditures (\$M)	Total expenditures for all research activities (including non-science and engineering activities) as reported in the National Science Foundation annual survey of Higher Education Research and Development (HERD).
Percent of R&D Expenditures funded from External Sources	This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources. Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).
Utility Patents Awarded	The number of utility patents awarded by the United States Patent and Trademark Office (USPTO) by Calendar year – does not include design, plant or other types.
Licenses/Options Executed	Licenses/options executed in the fiscal year for all technologies – as reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.
Number of Start-up Companies	The number of start-up companies that were dependent upon the licensing of University technology for initiation – as reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.

2019-20 PROPOSED PRESIDENTIAL GOALS

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Anticipated Outcomes
Add five full scholarships.	Pipeline of high achieving students Visibility
Implement Metric 10 data gathering.	Improve PB funding metric
Increase housing utilization.	Revenue Student retention Improve culture in RA program
Expand health and wellness services for students and employees (Healthy Campus 2030 and HealthyU).	Student and employee retention
Market cross-cultural programming.	Revenue Visibility
Increase 2+2 partnerships out of region.	Transfer enrollment Visibility

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Anticipated Outcomes
Launch Ph.D. in Intelligent Systems and Robotics.	Research funding Visibility
Launch new programming at UWF Emerald Coast.	Enrollment Regional presence
Continue recruitment of World Class Faculty.	Funded research Visibility
Increase online programming by three programs.	Enrollment Visibility Access

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Anticipated Outcomes
Expand employee recognition programming.	Employee retention

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Anticipated Outcomes
Develop plan for NCUR 2022.	<ul style="list-style-type: none"> Visibility Student recruitment Research opportunities Regional presence
Launch ArgoLabs at the Innovation Institute/Research.	<ul style="list-style-type: none"> Research engagements with industry, military and community Visibility Research funding
Develop and launch Florida alumni communication and engagement plan.	<ul style="list-style-type: none"> Alumni engagement Visibility Community engagement

UWF Strategic Direction: Infrastructure

Presidential Goal	Anticipated Outcomes
Launch and complete uwf.edu redesign.	<ul style="list-style-type: none"> Visibility Recruitment Revenue
Streamline and expedite procurement processes.	<ul style="list-style-type: none"> Efficiency
Complete event management software implementation and Google integration.	<ul style="list-style-type: none"> Revenue Visibility
Launch landscape master plan process, Phase 1 (pending funding).	<ul style="list-style-type: none"> Efficiency Visibility Student engagement Community engagement
Launch master planning process for 2021.	<ul style="list-style-type: none"> Efficiency Visibility Student engagement Community engagement

2019-20 PRESIDENTIAL SCORECARD

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
1	Applications Received from First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	6,032	▲	7,335
2	Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	40%	▼	31%
3	Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	46%	▲	53%
4	Average SAT Score for Newly Enrolled FTICs	Monitor	Summer/Fall 2019	1,195	▼	1,165
5	Average ACT Score for Newly Enrolled FTICs	▲	Summer/Fall 2019	24.5	▲	24.9
6	Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2019	3.9	▼	3.81
7	Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2019	12,850	▼	12,588
8	Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2019	13.8%	▲	14.8%
9	Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2019	60.1%	▼	60.0%
10	Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2019	32.9%	▼	32.8%
11	Percent of Enrolled Undergraduates Who Are 25 or Older (OLD BOG PBF #10)	Monitor	Fall 2019	33.4%	▼	32.0%
12	Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (NEW BOG PBF #10)	▲	2018-2019	34.8%	▲	38.2%
13	First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA \geq 2.0 (BOG PBF #5)	▲	2018-2019	79.8%	▲	80.3%
14	Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2018-2019	-22.8%	▼	-19.5%
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	▼	2018-2019	0.0%	—	0.0%
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	▼	2018-2019	0.0%	—	0.0%
17	Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2015-2019	31.3%	▲	34.8%

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
18	Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2013-2014	43%	▲	46%
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (BOG PBF#9)	▲	2018-2019	81.1%	▲	82.9%
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	▲	2018-2019	35.0%	▲	36.0%
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	▲	2018-2019	81.0%	▲	82.0%
22	University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2018	39.6%	▼	38.6%
23	Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2017-2018	\$36,800	▲	\$40,900
24	UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2018	91.2%	▲	93.1%
25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	▲	2018-2019	54.3%	▲	58.8%
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	▲	2018-2019	53.1%	▲	57.4%
27	Percent of Faculty Who Are Women	Monitor	Fall 2019	45.4%	▲	4.3%
28	Percent of Faculty Who Are Minorities	Monitor	Fall 2019	21.7%	▲	22.6%
29	Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2019	\$77,190	▲	\$79,816
30	Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2018-2019	67%	▬	67%
31	UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2018-2019	\$14.6M	▲	\$14.9M
32	UWF Total Research Expenditures (\$M)	▲	2018-2019	\$41M	▲	\$42M
33	Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1)	▲	2017-2018	69.2%	▲	73.20%
34	Average Staff Salary	▲	Fall 2019	\$54,385	▲	\$54,782

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
35	Percent of Staff Who Are Women	Monitor	Fall 2019	58.0%	▲	58.6%
36	Percent of Staff Who Are Minorities	Monitor	Fall 2019	21.5%	▲	22.2%
37	Total Annual Giving	▲	2018-2019	\$13.4M (Included Fred Levin Gift)	▼	\$5.2M
38	Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2018-2019	50.9%	▼	49.8%
39	Endowment	▲	2018-2019	\$73M	▲	\$74.4M
40	Percent of Alumni Who Are Donors	▲	2018-2019	2.8%	▲	3.5%

2020-21 PRESIDENTIAL GOALS

 = Proposed New or Revised Goal

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Anticipated Outcomes
Add 5 full scholarships	Recruit high-achieving students Visibility
Implement and track PBF funding Metric 10A	Increase employment of graduates
Increase campus housing utilization GOAL MET ✓	Student retention Increase graduation rate Strengthen campus life
100% housing utilization of total available beds	Student retention Increase graduation rate Strengthen campus life
Expand health and wellness services for students and employees	Student and employee retention
Align academic departments with transfer opportunities	Increase enrollment
Increase scholarship funding for UWF Emerald Coast	Strengthen presence in Fort Walton Beach

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Anticipated Outcomes
Expand Emerald Coast Programming	Increase enrollment Strengthen presence in FWB
Increase online programming	Increase enrollment Improve time to graduation
Launch BS in Construction Management	Increase enrollment Improve student employment
Launch MS in Athletic Training <i>Deferred due to Covid-19</i>	Increase enrollment Improve student employment

UWF Strategic Direction: Academic Programming, Scholarship and Research Continued

Presidential Goal	Anticipated Outcomes
Launch MA in International Affairs	Increase enrollment Improve student employment

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Anticipated Outcomes
Complete reorganization of division of student affairs	Streamline processes Strengthen student support
Hire additional world class faculty	Increase research funding Visibility

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Anticipated Outcomes
NCUR strategic planning and implementation	Strengthen campus facilities Strengthen community partnerships
Achieve & sustain 5% alumni engagement	Place us in top tier of peer institutions Strengthen donor support
Capital campaign feasibility study <i>Deferred due to Covid-19</i>	Increase financial support
Develop and implement external relations 3-year plan	Strengthen state/national relationships Increase research funding Increase state support

UWF Strategic Direction: Infrastructure

Presidential Goal	Anticipated Outcomes
Complete and launch landscape master plan phase I <i>Deferred due to funding</i>	Visibility Efficiency
Campus master plan approval and launch	Visibility Efficiency
Field house renovation <i>Deferred due to funding</i>	Increase event capacity

UWF Strategic Direction: Infrastructure Continued

Presidential Goal	Anticipated Outcomes
Create a plan for the re-opening of campus for approval by UWF BOT & SUS BOG <i>New goal</i>	Healthier and safer campus environment Enrollment Retention
Implement the plan, making needed adjustments as conditions change <i>New goal</i>	Healthier and safer campus environment Enrollment
Implement safety measures under the guidance of health officials <i>New goal</i>	Healthier and safer campus environment
Facilitate COVID-19 testing/tracing as needed <i>New goal</i>	Healthier and safer campus environment
Plan course delivery designed to keep students on track for graduation <i>New goal</i>	Progress to degree Retention
Develop budget strategies for any drop in revenue <i>New goal</i>	Fiscal health of the institution
Oversee fiscal management of CARES funds <i>New goal</i>	Student Retention Fiscal health of the institution
File claims with FEMA as allowed <i>New goal</i>	Fiscal health of the institution Strengthened infrastructure



Policy

UNIVERSITY POLICY BOT-14.01-06/17

POLICY TITLE: PRESIDENTIAL EVALUATION POLICY

EFFECTIVE DATE: JUNE 30, 2017

POLICY/PURPOSE: PRESIDENTIAL EVALUATION

To establish a policy concerning the annual evaluation of the University President.

RESPONSIBLE OFFICE: BOARD OF TRUSTEES

I. Purpose

This policy supplements Florida Board of Governors (“BOG”) regulations and provides guidelines for conducting the annual review and assessment of the President’s performance, goals, and compensation by the University of West Florida Board of Trustees (“Board”).

II. Responsibility

The Board is responsible for assessing the President’s performance, goals and compensation. The Board’s Presidential Performance Evaluation & Metrics Ad hoc Committee (“Committee”), as its members shall mutually decide and within the parameters of this policy, is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals and the President’s compensation to the full Board.

III. Principles

- a. The following principles will guide and inform the Presidential evaluation process:
 1. The review should derive from explicit values of the University;
 2. Clarify the Board’s expectations of the President and confirm specific annual goals for the President;
 3. The evaluation of the President is a non-delegable responsibility of the Board; while other viewpoints will be considered, specifically those of the faculty at the University, the Board will take direct responsibility for the evaluation;
 4. The evaluation process should be a reciprocal process that includes a self-evaluation from the President;
 5. The evaluation should focus on the how well the President advances the major institutional objectives of the University;
 6. A formal review should be conducted annually, immediately following the academic year. Informal evaluations should occur more frequently, in the form of informal conversations between the President and the Board chair;

7. The evaluation should facilitate the creation of goals for the coming year by the President in consultation with the Board.

IV. Evaluative Criteria

- a. **Recurring Criteria.** The Board shall evaluate the President based on certain criteria on an annual basis. This list of recurring criteria are meant to reflect core competencies of the office of the president, including:
 1. The BOG's Performance Based Funding Metrics/Strategic Plan;
 2. Responsiveness to the BOG's strategic goals and priorities, and compliance with system-wide regulations;
 3. The President's self-evaluation report;
 4. The University's then current strategic plan, university work plan, and accountability report;
 5. President's then current goals.
 6. Responsible fiscal management of the university;
 7. Responsible supervision of key personnel;
 8. Positive governmental and community relations;
 9. Promotion of academic excellence and student success at the University;
 10. Promotion of ethical conduct at the University;
 11. Promotion of the reputation of the University;
 12. Promotion of advantageous relationship with University affiliated entities;
 13. University Advancement & Fundraising;
 14. KPI's in the Presidential Scorecard.
- b. **Non-recurring criteria.** The evaluation may also include criteria, mutually agreed upon by the Board and the current President, that are designed to address the current needs and goals of the University. (For example, the Board and the current President could identify "increasing enrollment for university campuses by 1%" or "development of a portal for online resources" as non-recurring evaluation criteria).
- c. **Board Assessment.** Each Trustee is required to evaluate the President annually, using the form distributed at the beginning of each evaluation period.
- d. **BOG Assessment.** The chair of the Board shall request input from the Chair of the BOG, who may involve the Chancellor, during the annual evaluation process as set forth in BOG Regulation 1.001(5)(f).
- e. **Campus community assessment.** On a periodic basis, the input from current faculty, staff, students, and other constituents of the University may be sought for consideration.

V. Measurement

- a. **Using Criteria:** The Board will measure the president's performance during the evaluation period against each recurring and non-recurring criteria to determine whether the President's performance:
 1. Exceeded Expectations: Characterized by consistently superior achievement in the criteria area being evaluated. Performance at this level clearly demonstrates the President of the University of West Florida exceeded the Board's expectations regarding the evaluative criteria;

2. Met Expectations: Characterized as consistent achievement and reliable performance, demonstrating a high level of competency in the criteria being evaluated that has met the expectations of the Board.
 3. Below Expectations: Characterized as performance in the criteria being evaluated that has not met the expectations of the Board.
- b. Overall: The Board shall also evaluate the president's performance, as a whole, as Exceeding Expectations, Meeting Expectations, or Below Expectations.

VI. Evaluation Period/Goal Setting/Timeline

- a. Evaluation Period. The Board shall review the performance of the President on an annual basis. The evaluation period will be July 1 through June 30.
- b. Goal Setting
 1. On or before May 1 of each year, the President will submit his or her proposed goals and objectives for the upcoming evaluation period to include targets to meet state accountability measures and the University's strategic plan to the Board Chair and the Committee.
 2. The Committee will discuss the goals for the upcoming year with the President and present the proposed goals at next full Board meeting for discussion and approval.
 3. The Board Chair will conduct a mid-year review of the proposed goals with the President on or before January 30; if any of the goals require adjustment, they will be addressed with the Committee and then presented at the full Board meeting.
- c. Annual Performance Evaluation Timeline. For purposes of performance evaluation, the board shall use the following timeline as recommended target dates:
 1. On or before May 1 each year, the President shall initiate the annual review process for the fiscal year ending on June 30 of such year by preparing a self-appraisal of performance as President for submission to the Board Chair and evaluation by the Committee, and then for submission to the Board.
 2. Once the President has submitted the self-evaluation to the Board Chair, the Board Chair shall request the Chair of the BOG's input in the annual evaluation in accordance with IV.d.
 3. The Committee will evaluate the President's performance using the evaluative criteria and prepare an evaluation report containing an applicable compensation recommendation for the Board by September 1;
 4. Prior to the next Board meeting, the Chair shall meet with the President to discuss the Committee's report;
 5. Prior to the next Board meeting, the Chair shall send to the President and all members of the Board the self-evaluation and any supplemental information the Committee may have requested of the President and any supplemental information the Committee has developed.
 6. The Board shall complete the annual review and make any compensation award and/or adjustment for the contemplated under the President's Employment Agreement no later than September 30 of each year, commencing September 2017.

- VII. Outcomes.** After the Board's deliberation and action, minutes shall be published to document the review of the President's performance, goals and any adjustments to the President's compensation.

UWF Board of Trustees Meeting
September 9, 2020

Issue: Renewal of Employment Agreement for President Martha D. Saunders for Year 2021

Proposed Action: Approve renewal terms to the employment agreement for President Martha D. Saunders for the time period January 1, 2021 through December 31, 2021 and authorize the Chair of the UWF BOT to execute, on behalf of the BOT, an employment agreement with the President for the same time frame.

Background Information. Florida Board of Governors' (the "BOG") Regulation 1.001(5)(a), University Board of Trustees powers and Duties, provides that: "Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university, including the president, which may include but is not limited to: compensation and other conditions of employment...."

BOG Regulation 1.001(5)(c) provides, in relevant part, that "Renewals of presidential employment contracts shall be subject to confirmation by the Board of Governors and shall be limited to one-year terms."

Florida Statute s. 1001.706(6)(a) provides that the BOG shall confirm the presidential selection and reappointment by a university board of trustees as a means of acknowledging that system cooperation is expected.

President's Saunders initial employment agreement was a three (3) year term from January 1, 2017 through December 31, 2019. Last year an employment agreement was executed covering the period January 1, 2020 through December 31, 2020.

The proposed employment agreement covering the time period January 1, 2021 through December 31, 2021 represents the results of the negotiation of terms between Dr. Saunders and Chair Cleveland. On September 2, 2020, Chair Cleveland presented the employment agreement to the Presidential Performance Evaluation and Metrics Ad Hoc Committee. The committee unanimously approved the employment agreement.

Upon the BOT's approval, UWF Foundation approval of its funding obligations will be obtained. Additionally, Board of Governors' approval of the re-appointment of President Saunders will be sought; currently it is contemplated to be on the BOG's November meeting agenda.

Fiscal Implications. It is expected that the amounts necessary to pay the compensation described in the employment agreement are available in the University budget and no more of this amount than is allowed by Florida Statutes shall be paid from public funds. Compensation beyond the cap is funded by non-state funds through the University of West Florida Foundation, Inc.

Supporting documentation: Proposed Employment Agreement between the University of West Florida Board of Trustees and Dr. Martha D. Saunders, January 1, 2021 through December 31, 2021

Summary of Contract Terms

Prepared by: Pamela E. Langham, Esquire
General Counsel
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Facilitator/Presenter: Dave Cleveland, Chair
UWF Board of Trustees

Pamela E. Langham, Esquire
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PRESIDENT'S EMPLOYMENT AGREEMENT

This President's Employment Agreement (the "Agreement") is entered into by the University of West Florida Board of Trustees (hereinafter referred to as the "Board" or "the Board of Trustees"), a public body corporate of the State of Florida, and Dr. Martha D. Saunders (the "President" or "Dr. Saunders" or "Employee") and shall become effective on January 1, 2021. The Board and Dr. Saunders may hereinafter be collectively referred to as "the Parties."

RECITALS

WHEREAS, the Board, acting on behalf of the University of West Florida (the "University"), has the authority to select and employ the President of the University; and

WHEREAS, the Board has duly selected Dr. Saunders to continue serving as President of the University effective January 1, 2021 through December 31, 2021 and Dr. Saunders has accepted such offer subject to execution of this Agreement; and

WHEREAS, the Florida Board of Governors ratified this Agreement; and

WHEREAS, the parties desire to memorialize the terms and conditions of Dr. Saunders' employment as President of UWF in this Agreement.

NOW, THEREFORE, in consideration of mutual promises, covenants, and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1.0 Appointment as President

1.1 The Board of Trustees appoints and employs Dr. Martha D. Saunders to be President of the University and to serve as the Chief Executive Officer of the University subject to the laws of the State of Florida, the regulations and policies of the Florida Board of Governors, the regulations and policies

of the University, and the regulations, policies and supervision of the Board of Trustees. This appointment will be effective on the date set forth in Section 3.1 hereof.

- 1.2 The President shall perform all duties required by law, by University policy and regulation, by regulation of the Florida Board of Governors, those delegated to the President by the Board of Trustees, by this Agreement, and by custom and practice to be performed by a University president.

2.0 Best Efforts as President

- 2.1 The President agrees, subject to Section 2.3 below, to devote full-time attention and energies to the duties of President of the University.
- 2.2 The duties of the President shall be performed for all existing and future campuses of the University, and for and at such other place or places as the Board of Trustees deems appropriate to serve the interests, needs, business, or goals of the University.
- 2.3 The expenditure of reasonable amounts of time for personal or outside business, as well as non-University related charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the services required to be rendered to the University under the provisions of this Agreement, and provided such activities do not pose a conflict of interest or otherwise fail to comply with the requirements of Part III of Chapter 112 of the Florida Statutes (Code of Ethics for Public Officers and Employees), and applicable regulations or policies of the Board of Trustees or University.
- 2.4 The President shall not knowingly engage in any activity that may be

competitive with or adverse to the best interests of the University.

- 2.5 The President shall seek approval from the Board of Trustees prior to agreeing to serve on any board of directors or to engage in outside employment, business or professional activities subject to the provisions of applicable University policy and the Code of Ethics for Public Officers and or the successor policies or statutes thereto. Any and all income or other compensation earned by the President in connection with approved non-University outside activities shall be paid to and retained by the President, and such income or other compensation shall have no effect on the amount of salary, compensation, or benefits she is otherwise entitled to receive under this Agreement. The President shall use annual leave when attending to matters pertaining to such service if it is during normal work hours and requires a half day or more.

3.0 Term of Appointment; Evaluation

- 3.1 This appointment shall be for a term commencing on January 1, 2021 and ending on December 31, 2021. This appointment may be extended for additional one-year terms if the Parties agree, subject to confirmation of re-appointment by the Florida Board of Governors (this appointment plus any extension shall be referred to herein as the "Term"). This appointment is subject to termination prior to the end of the Term as provided for in this Agreement, and by the applicable laws of the State of Florida, the regulations and policies of the University, and the regulations and policies of the Florida Board of Governors.

- 3.2 On or before May 1 each year commencing May 1, 2021, the President shall provide the Chair of the Board of Trustees ("Chair") with a list of proposed goals and objectives for the fiscal year beginning on July 1, to include targets to meet state accountability measures and the University's strategic plan. The Board, or a committee thereof, and the President shall discuss the President's proposed goals and objectives for the next fiscal year, after which time the finalized goals and objectives will be presented to the full Board for consideration and approval.
- 3.3 On or before May 1 of each year commencing May 1, 2021, the President shall initiate the evaluation process for the fiscal year ending on June 30 of such year by preparing a self-appraisal of performance as President for submission to the Chair and evaluation by any applicable committee of the Board and then for submission to the Board of Trustees, in accordance with guidelines established by the Board of Trustees as the Board may deem appropriate. The President agrees to furnish any additional relevant information requested by the Chair to aid the Board of Trustees in its annual performance review of the President.
- 3.4 The performance of the Board of Trustees of any of its obligations under this Agreement shall be subject to and contingent upon the availability of funds appropriated by the legislature for the current and future periods, and, to the extent set forth in Section 5.2 hereof, is subject to and contingent upon the availability of funds provided by the University of West Florida Foundation (the Foundation).

4.0 Salary

- 4.1 For all services rendered by the President, the Board of Trustees shall pay her a salary at the base rate of Four Hundred Five Thousand Dollars (~~\$412,290.00 405,000.00~~) per year. This amount shall be payable according to the Board of Trustee's payroll policies and procedures and the pay plan applicable to the President's position, with applicable deductions, such as applicable taxes and benefits being withdrawn. The President shall be responsible for all income tax liability incurred as a result of this Agreement.
- 4.2 The President's salary shall be reviewed annually by the Board of Trustees in conjunction with the Board of Trustees' evaluation of job performance, as set forth in Section 3.3 of this Agreement, and shall be subject to adjustment in the Board's discretion. Additionally, the President shall be eligible for any salary increase generally applicable to University employees in her employment classification. Any adjustments granted pursuant to this paragraph shall be considered adjustments to the base salary described in Section 4.1.

5.0 Other Compensation

- 5.1 The Board of Trustees, at its sole discretion, may award an annual performance incentive of up to twenty percent (20%) of base salary to the President for achievement of performance incentive criteria set by the Board on an annual basis. The performance incentive criteria may include the annual goals and objectives agreed to pursuant to Section 3.2, the evaluation results pursuant to Section 3.3, the University's success in the

Board of Governor's performance-based funding plan, and/or other criteria established by the Board from time to time to reflect contemporary issues and concerns, strategic goals, and the current University work plan. Such annual performance incentive, if awarded, shall be paid to the President within 60 days of the date on which the performance incentive is approved by the Board.

- 5.2 During the Term of this Agreement and contingent upon the availability of funds, the Board shall not be responsible for, but authorizes and shall use its best efforts to cause the Foundation to contribute the portions of all payments provided for in this Agreement that exceed the limits set forth in Florida Statutes Section 1012.975.

6.0 Other Benefits

- 6.1 The President shall be eligible for all applicable State of Florida and University developed benefits authorized by the legislature or other authorized governing bodies based on her annual base salary, as may be limited by applicable law. The Board of Trustees further agrees that the President shall be entitled, at all times to all benefits applicable to executive service personnel in accordance with applicable provisions of University policy and Florida law.
- 6.2 The Board of Trustees authorizes a supplemental deferred compensation benefit equal to eighteen and nine-tenths percent (18.9%) of base salary during each year of service as President pursuant to this Agreement. This supplemental deferred compensation shall be in addition to regular state benefits and shall be contributed to a defined contribution 401(a) plan on

behalf of the President, subject to the limits under Internal Revenue Code Section 415(c). The President shall have the right to direct her own investments in the 401(a) plan, if desired. The supplemental deferred compensation shall be contributed to the 401(a) plan each payroll period, in accordance with regular payroll practices. Any portion of the supplemental deferred compensation that cannot be contributed to the 401(a) Plan due to the applicable limits shall be contributed instead to a qualified excess benefit arrangement under Internal Revenue Code Section 415(m).

- 6.3 The parties intend that all amounts payable under this Agreement comply with or are exempt from the provisions of Code Section 409A and the regulations thereunder, and this Agreement shall be interpreted and applied in accordance with such intent. Each payment hereunder shall be deemed a separate payment in a series of separate payments for purposes of Code Section 409A. Whenever the phrase "termination of employment" or a variation thereof is used in this Agreement, such term shall mean a "separation from service" within the meaning of Code Section 409A(a)(2)(A)(i). Notwithstanding the preceding provisions, the University shall have no obligation to the President for the tax consequences of any payment or benefit hereunder.
- 6.4 During the Term of this Agreement, the University shall pay or reimburse the President upon proper substantiation for the costs of a complete annual physical examination by a physician of the President's choice. Such payment or reimbursement will be made by the University to the extent the costs are not covered by the President's health insurance. Nothing

herein shall authorize the release to the University of the results of the examination or any other protected health information.

- 6.5 The President shall be entitled to the prevailing level of supplemental pay under applicable University policies designed to defray an employee's costs for a mobile phone and data device.

7.0 President's Housing

- 7.1 During the Term of this Agreement, the President shall receive an annual housing allowance of twenty-four thousand dollars (\$24,000) in lieu of the University providing a President's residence.

8.0 Automobile Allowance

- 8.1 During the Term of this Agreement, the President shall receive an annual automobile allowance of fourteen thousand dollars (\$14,000) for the use of her personal automobile in lieu of the University providing her with an automobile.

9.0 Expenses, Professional Dues, Meeting and Entertainment

- 9.1 During the Term of this Agreement, the President shall be reimbursed for reasonable and customary business expenses incurred by the President in furtherance of her duties hereunder, including but not limited to, reasonable expenses for travel (including for her spouse or companion when appropriate), meals, hotel accommodations, business related meetings and entertainment. and expenses incurred in connection with University-related professional or service organizations and activities, so

long as such reimbursement is consistent with applicable law and policy, upon submission by her of appropriate documentation thereof in compliance with applicable law and such policies and procedures relating thereto as the University or the Foundation may adopt from time to time.

- 9.2 It is understood that the President may travel extensively on behalf of the University and may enroll in frequent traveler programs. Discounts provided as a result of such memberships shall accrue to the University; accumulated "points" shall accrue to the President for business or personal use. When traveling on official business, the President is permitted to purchase business class airline tickets on flights lasting longer than four (4) hours in any one segment. A segment is defined as one take-off and landing.

10.0 Termination of the Agreement for Cause

- 10.1 Notwithstanding anything in this Agreement to the contrary, the parties agree that by a majority vote of the full Board, the Board of Trustees may terminate this Agreement at any time for cause." For this purpose, "cause" shall be defined as: (i) neglect or inattention by the President of the duties set forth in this Agreement or refusal or unwillingness to perform such duties in good faith and to the best of her abilities after reasonably specific written notice of such neglect or inattention has been given to the President and she has continued such neglect or inattention during a subsequent period specified by the Board not less than thirty (30) days following her receipt of the written notice from the Board of Trustees that she is not in compliance; (ii) material, significant or repetitive violation of

this Agreement; (iii) grave dishonesty that adversely affects the University; (iv) conviction, a plea of guilty, or a plea of nolo contendere to a felony or of a misdemeanor involving moral turpitude; (v) fraud or dishonesty in the preparation, falsification or alteration of documents or records; or (vi) commission of or participation in any act, situation, or occurrence by the President which brings the President into public disrepute, contempt, scandal or ridicule, or failure by the President to conform her personal conduct to conventional standards of good citizenship, with such conduct offending prevailing social mores and values and/or reflecting unfavorably upon University's reputation and overall primary mission and objectives, including but not limited to, acts of dishonesty, misrepresentation, fraud, or violence that may or may not rise to a level warranting criminal prosecution by the relevant authorities.

10.2 In the event of termination for cause by the Board of Trustees pursuant to this Article 10, the President's employment with the University and tenure status shall cease, and she shall not be entitled to any further employment, compensation or benefits from the University in any capacity except for compensation and benefits accrued with respect to service rendered to the date of termination and except for benefits required to be continued by law.

11.0 Termination of the Agreement Without Cause, Resignation, and Post-Employment Benefits

11.1 Notwithstanding anything in this Agreement to the contrary, the parties agree that upon a majority vote of the full Board, the Board of Trustees

may terminate the Agreement at any time prior to the expiration of the Term without cause (cause is defined in Section 10.1), provided that the President is given ninety (90) days prior written notice.

- 11.2 The President may resign and thereby terminate the Agreement at any time prior to the expiration of the Term, provided that the President gives ninety (90) days prior written notice to the Board of Trustees. This notice period may be waived by the Board of Trustees.
- 11.3 If the Agreement is terminated without cause as provided in Section 11.1, if the President resigns as provided in Section 11.2, or if the Agreement is not renewed at the end of the Term and expires in accordance with the provisions hereof, the Employee shall be offered the opportunity to return to a position as a tenured Professor in the University's Department of Communication.
- 11.4 If the Employee chooses to return to faculty status, the Employee's salary as Professor shall be \$242,205.92. This salary guarantee shall extend for five (5) years of satisfactory performance as a tenured faculty member; thereafter, the Employee's salary shall be determined to reflect the market and performance.
- 11.5 Employee's workload as a tenured Professor in the Department of Communication will be distributed as follows: teaching – ~~25%~~ 50%, research - 25%, and service – ~~50%~~ 25%. Her work assignments will be coordinated with the Chair of the Department of Communication where Employee is tenured professor as of the date of this Agreement. The University will make a one- time contribution of \$25,000 to fund a seed account to support her scholarly work.

- 11.6 If the Employee accepts the offer of employment under Section 11.3, she shall be eligible for a professional development leave immediately after her service ends as President and prior to commencing such new employment with the University. The length of this professional development leave shall be one (1) calendar year. During this leave period, if taken, the Employee's salary shall be equal to **one-hundred percent (100%)** ~~ninety percent (90%)~~ of the base salary in effect as President immediately preceding the leave.
- 11.7 If the Employee desires to extend the professional development leave for a period exceeding one calendar year, the University will extend the professional development leave for up to one additional calendar year, however, any professional development leave exceeding one year will be unpaid professional development leave.
- 11.8 During the period of professional development leave Employee shall develop and enhance her skills as described below:
- a. Retooling for the Classroom
 - i. Although Employee has continued to teach occasionally, her duties as an administrator for the past 20 years have limited her ability to be prepared to resume a primary role in instruction.
 - ii. Employee will consult with the Chair of the Department of Communication regarding the areas in which she shall update her knowledge.

- b. Research
 - i. Employee will revive her earlier work in crisis communication and identify salient areas of scholarship supported by the discipline.
 - ii. Employee will work toward attracting grants to support her research.
- c. Service and Consulting
 - i. Employee will continue the board memberships she may hold at the time her service as President ends, except for any board memberships that would normally be held by a sitting President.
 - ii. Employee will continue consulting activities in which she may be engaged at the time her service as President ends. The University acknowledges that these activities may also include paid externships, or paid administrative assignments. These activities, whether paid or unpaid, are designed to hone Employee's skills as a communication professional and refine her understanding of best practices in higher education. Should any of these activities require a commitment by Employee beyond the one calendar year professional development leave, Employee may take unpaid professional development leave as set forth in paragraph 11.7.

- iii. Employee will engage in other professional development activities that will enhance her knowledge and skills in the field.

11.9 During the professional development leave, Employee will receive financial support for professional development leave activities, including travel expenses and tuition costs up to a maximum of \$12,000. These funds will be administered through the Office of the Provost. All such expenditures shall conform to University policies and practices.

11.10 During the professional development level, Employee will observe and adhere to all UWF personnel policies, including but not limited to preparation and filing a report of any outside activities additional to those described in this Agreement.

11.11 Within thirty days after completion of professional development leave, Employee will report in writing to the Provost on her accomplishments during the professional development leave period.

11.12 The professional development leave shall be subject to return to work provisions as set forth in University Policy HR 19.00-2004/07.

12.0 Termination of Agreement Due to President's Death or Disability

12.1 Notwithstanding anything in this Agreement to the contrary, this Agreement shall terminate upon the President's death or "permanent disability" (as hereinafter defined). Such termination shall be deemed to have occurred for "cause" and the President's employment with the University and tenure status shall cease, and she shall not be entitled to any further employment, compensation or benefits from the University in

any capacity except for compensation and benefits accrued with respect to service rendered to the date of termination and except for benefits required to be continued by law. For purposes of this Agreement, "permanent disability" shall be defined as the President's inability to perform the duties set forth in Section 1.2 for a minimum of six (6) continuous months.

- 12.2 In the event of the President's death during the Term of this Agreement, her spouse or, if none, her estate, shall receive all accrued compensation and benefits as of the date of her death to the extent permitted by law.

13.0 Non-binding Mediation

- 13.1 The Board of Trustees and the President agree that if any dispute arises concerning this Agreement, they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the Board and the President agree that they will submit the dispute to non-binding mediation in Pensacola, Florida, in accordance with the Employment Arbitration Rules and Mediation Procedures of the American Arbitration Association then in effect. The University and the President will use their best efforts, to the extent permitted under Florida law, to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons determined in good faith to have a need to know. To the extent permitted under Florida law, they will use their best efforts to ensure that such persons do not further disclose any such information. The University and the President agree that

no mediator or arbitrator may have any material ongoing relationship with the University.

14.0 Notice

14.1 Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University:

Chairperson
University of West Florida Board of Trustees
11000 University Parkway
Pensacola, Florida 32514

If to the President:

Dr. Martha D. Saunders University of West Florida
11000 University Parkway, Building 10
Pensacola, Florida 32514

With a copy to:

Office of General Counsel
University of West Florida
11000 University Parkway, Building 10
Pensacola, Florida 32514

15.0 General Cooperation Covenant

15.1 Without limitation of the obligations specified in Sections 1 and 2 of this Agreement and applicable University rules, regulations, policies and procedures, the President agrees to cooperate fully in any reviews or investigation involving University matters in which she may possess

pertinent information. This obligation shall survive the expiration or earlier termination of this Agreement.

16.0 Entire Agreement: Modification

16.1 This Agreement constitutes the entire understanding of the parties and supersedes any and all prior or contemporaneous representations or Agreements, whether written or oral, between the parties. There are no other promises, understandings, obligations, inducements, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement.

16.2 This Agreement cannot be changed or modified unless accomplished in writing and signed by the parties. Any adjustments to base salary made pursuant to Section 4.2 above, and any awards of performance incentive compensation pursuant to Section 5.1 above, shall not be considered modifications of this Agreement, but shall be effective in accordance with the terms of such Section 4.2 or 5.1. as applicable.

17.0 Severability

17.1 The terms of this Agreement are severable, meaning that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable to the extent possible.

18.0 Governing Law and Forum

- 18.1 This Agreement shall be interpreted and construed in accordance with the laws of the State of Florida.
- 18.2 Notwithstanding any other terms and conditions of this Agreement, either party may bring an action for the sole and limited purpose of enforcing the terms and conditions of this Agreement in any court of competent jurisdiction. Venue shall be in Escambia County, Florida.

19.0 Understanding of the Agreement

- 19.1 Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms. Both parties have participated in the preparation of this Agreement. Therefore, the Agreement shall not be construed against or in favor of either party based upon which party was responsible for the drafting of the Agreement.

20.0 Public Disclosure of the Agreement

- 20.1 Both Parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, **Florida Statutes** or other provisions, and may, therefore, be subject to disclosure by and in the manner provided by law.

21.0 Waiver

21.1 No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.

22.0 Assignment

22.1 This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.

23.0 Execution and Counterparts

23.1 This Agreement may be executed in counterparts and by the parties on separate counterparts each of which, when so executed, shall constitute but one and the same instrument.

24.0 No Trust Fund

24.1 Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that the President acquires a right to receive payments from the University, such rights shall be no greater than the right of any unsecured, general creditor of the University.

25.0 Miscellaneous

25.1 The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board,"

"Board of Trustees" and "University," where applicable or appropriate, shall include or refer to any duly authorized board, committee, officer, or employee of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

THEREFORE, Dr. Martha D. Saunders and Mort O'Sullivan, Chair, an authorized representative of the University of West Florida Board of Trustees, have executed this Agreement on the dates appearing below.

ON BEHALF OF THE UNIVERSITY OF WEST FLORIDA BOARD OF TRUSTEES

David E. Cleveland ~~Mort O'Sullivan~~, Chair

Date

Dr. Martha D. Saunders

Date

Approved for form and legality:

**Pamela E. Langham, Esquire
General Counsel**

University of West Florida
One-Year Extension to Employment Agreement
For President Martha D. Saunders
Current Term: January 1, 2020- December 31, 2020
Proposed Extension Term:
January 1, 2021-December 31, 2021

Description	Proposed Terms
Term of Contract	One-year extension of the term, from January 1, 2021 to December 31, 2021 ("Term").
Compensation:	
Annual Base Salary	Under the new contract, the base salary for the Term will be \$412,290.00, representing her current salary. The base salary for the January 1, 2020 through December 31, 2020 contract was \$405,000.00. The difference in salary is due to a cost of living increase provided to all University employees in the Spring 2020. Otherwise unchanged. The opportunity for potential increases are determined annually by the Board of Trustees in conjunction with the Board's evaluation of job performance and eligibility for any salary increase generally applicable to University employees in her employment classification.
Annual Incentive Bonus	Unchanged. Annual Performance Incentive may be granted for annual achievement of performance incentive criteria set by the Board of Trustees in an amount of up to twenty percent (20%) of base salary.
Benefits/Expenses:	
Annual Retirement Supplement	Unchanged. Payment of a supplemental deferred compensation benefit equal to 18.9% of base salary during each year of service as President. This supplement is in addition to regular state benefits and contributed to a defined contribution 401(a) plan.
All Other Monetary Benefits During Term	Unchanged. Includes car and housing allowance, annual physical examination to the extent the costs are not covered by the President's health insurance, supplemental pay for mobile phone and eligibility for all applicable State of Florida and University developed benefits authorized by the legislature or other authorized governing bodies based on her annual base salary. The President is also entitled to all benefits applicable to executive service personnel in accordance with University policy and Florida law.
Provisions Upon Expiration of Term as President:	
One-Year Discretionary Professional Development Leave Upon Expiration of Term at 100% of President's Pay Level; Providing for an Additional One-Year Professional Development Leave Without Pay; Providing for Financial Support for Professional Development Leave Activities	The current agreement provides for a one-year discretionary professional development leave at the end of the Presidential term. The professional development leave may be extended for one additional calendar year at the President's discretion. However, any professional development leave exceeding one year will be unpaid. The new agreement provides a salary in the amount of 100% of the then-current salary level at the expiration of her term as President during the first one-year of professional development leave. Otherwise, consistent with current contract. During the period of professional development leave she shall develop and enhance her skills in research, service and consulting and retooling for the classroom. She will receive \$12,000.00 in financial support for professional development leave activities, including travel expenses and tuition costs.
Faculty Position Following End of Presidential Term or End of Discretionary Professional Development Leave; Faculty Position and Assignment Defined; Benefit for Scholarly Work.	Under the new contract, this faculty position will require the following faculty assignment: teaching-25%, research-25%, and service-50%. The current contract provides for the following faculty assignment: teaching 50%, research-25%, and service-25%. The additional service assignment acknowledges the President's ability to assist with fund raising during this period of time. Otherwise unchanged.
Other:	
Adjustment to Evaluation Cycle	Unchanged. 202

Approval Process and Execution of Amended Contract	Agreement on all terms is conditioned upon obtaining UWF Board approval of terms, UWF Foundation approval of its funding obligation, and approval of the extension by the Board of Governors, and upon mutual execution of a contract document with language carrying forward current contract provisions as amended per terms set forth in this Term Sheet.
Termination of the Agreement for Cause	Unchanged. The Board may terminate this Agreement at any time for cause. For neglect or inattention by the President, the Board is required to give specific written notice of such neglect or inattention and she may be removed for cause only after she has continued such neglect or inattention during a subsequent period specified by the Board not less than thirty (30) days following her receipt of the written notice from the Board of Trustees that she is not in compliance. Other acts of termination for "cause" for serious misconduct are defined by the contract without a required notice period.
Termination of the Agreement Without Cause	Unchanged. Ninety (90) days prior written notice if the Board or President terminates this Agreement at any time prior to the expiration of the Term

UWF Board of Trustees
Full Board
September 9, 2020

Issue: Resolutions in Recognition of Distinguished Service

Proposed Action: Adopt

Background Information:

Zenani Johnson, President of the Student Government Association loyally served the students, staff and faculty as a member of the Student Affairs Committee and on the University of West Florida Board of Trustees since April, 2019. Ms. Johnson’s term as SGA President and UWF Trustee ended in April, 2020.

UWF Graduate, Katerina Zaptokova, loyally served the University of West Florida Board of Trustees as a Student Assistant and a Graduate Assistant from August, 2016 until May, 2020.

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

Recommendation: Adopt

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents:

Resolutions will be read during the meeting and spread upon the pages of the minutes.

Prepared by: Becky Luntsford, Assistant Corporate Secretary, BOT

Presented by: Dave Cleveland, BOT Chair

UWF Board of Trustees Meeting

Full Board Meeting

September 9, 2020

Issue: FY 2019-2020 Final Operating Budget Summary Performance

Proposed actions: Informational

Background information:

The FY 2019-2020 Operating Budget Summary Performance provides a report at the end of the fiscal year with budget-to-actual results for each fund group.

Implementation: None.

Fiscal Implications:

An actual \$306.6 million revenue budget from all fund sources, or \$162.6 million in Education & General. A total expense actual performance of \$314.8 million spent, or \$152.4 million spent for Education and General.

Supporting documents:

FY 2019-2020 Operating Budget Summary, Final Year End

Prepared by:

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

Mr. Jeremy Ochoa, Assistant Controller, (850)-474-2023, jochoa@uwf.edu

Presenters:

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

University of West Florida
Consolidated BOT Approved Operating Budget Summary
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	Education & General	CFPP (E&G)	Carry Forward	CFPP (Carry Forward)	Auxiliaries	Athletics	Student Activity	Contracts & Grants	Financial Aid	Concessions	Technology	Board Approved Fees (Green Fee)	Total All Funds
Beginning Balance	\$0	\$0	\$32,202,009	\$6,496,134	\$36,461,345	\$683,944	\$1,533,597	\$8,565,124	\$4,759,233	\$450,602	\$1,803,259	\$329,099	\$93,284,347
Revenues & Transfers In:													
1. State Appropriated Funds	\$79,343,995	\$29,390,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$108,734,666
2. Enhancement Trust Fund (Lottery)	\$10,542,913	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,542,913
3. Student Fee Trust Fund (Tuition)	\$45,798,775	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,798,775
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$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	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$2,604,012	\$277,000	\$300	\$0	\$0	\$0	\$0	\$0	\$2,881,312
7. Fees	\$0	\$0	\$0	\$0	\$23,269,316	\$4,860,000	\$3,266,500	\$37,390	\$3,654,000	\$0	\$1,393,348	\$182,000	\$36,662,554
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$1,707,803	\$899,000	\$0	\$1,189,661	\$40,339,000	\$197,416	\$0	\$0	\$44,332,880
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$32,351	\$0	\$0	\$5,834,882	\$0	\$0	\$0	\$0	\$5,867,233
10. Rent	\$0	\$0	\$0	\$0	\$393,305	\$5,550	\$0	\$0	\$0	\$0	\$0	\$0	\$398,855
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,796,339	\$43,119,000	\$0	\$0	\$0	\$52,915,339
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,852,708	\$0	\$0	\$0	\$0	\$2,852,708
13. Other Revenue	\$0	\$0	\$0	\$0	\$5,866,173	\$0	\$0	\$374,758	\$847,000	\$0	\$33,400	\$6,000	\$7,127,331
14. Total Additions to Fund Balance	\$135,685,683	\$29,390,671	\$0	\$0	\$33,872,960	\$6,041,550	\$3,266,800	\$20,085,738	\$87,959,000	\$197,416	\$1,426,748	\$188,000	\$318,114,566
15. Total Resources Available	\$135,685,683	\$29,390,671	\$32,202,009	\$6,496,134	\$70,334,305	\$6,725,494	\$4,800,397	\$28,650,862	\$92,718,233	\$648,018	\$3,230,007	\$517,099	\$411,398,913
Expenditures & Transfers Out:													
16. Salaries & Benefits	\$94,313,735	\$13,138,650	\$5,197,783	\$76,997	\$9,255,771	\$3,117,519	\$1,442,760	\$6,215,633	\$0	\$0	\$0	\$0	\$132,758,848
17. Other Personal Services (OPS)	\$8,768,708	\$114,443	\$1,489,902	\$30,174	\$2,886,539	\$419,261	\$755,774	\$1,914,283	\$0	\$0	\$10,959	\$0	\$16,390,043
18. Expenses	\$29,923,052	\$16,137,578	\$5,482,939	\$4,874,390	\$16,454,921	\$3,111,259	\$544,095	\$12,610,046	\$91,980,703	\$97,416	\$533,197	\$177,500	\$181,927,096
19. Other Capital Outlay (OCO)	\$223,167	\$0	\$2,094,003	\$39,991	\$171,070	\$0	\$27,600	\$752,708	\$0	\$0	\$789,645	\$72,875	\$4,171,059
20. Library Resources	\$1,094,227	\$0	\$354,729	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,448,956
21. Risk Management	\$642,845	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$642,845
22. Financial Aid	\$719,949	\$0	\$0	\$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	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0	\$954,084	(\$557,773)	\$339,771	(\$356,379)	(\$479,703)	\$100,000	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$4,665,712	\$0	\$1,592,595	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,258,307
27. Total Resources Used	\$135,685,683	\$29,390,671	\$19,285,068	\$5,021,552	\$31,314,980	\$6,090,266	\$3,110,000	\$21,136,291	\$91,501,000	\$197,416	\$1,333,801	\$250,375	\$344,317,103
Net Change	\$0	\$0	(\$19,285,068)	(\$5,021,552)	\$2,557,980	(\$48,716)	\$156,800	(\$1,050,553)	(\$3,542,000)	\$0	\$92,947	(\$62,375)	(\$26,202,537)
Ending Balance	\$0	\$0	\$12,916,941	\$1,474,582	\$39,019,326	\$635,228	\$1,690,397	\$7,514,571	\$1,217,233	\$450,602	\$1,896,206	\$266,724	\$67,081,810

University of West Florida
 Consolidated Current Modified Operating Budget Summary
 Fourth Quarter
 For the Fiscal Year Ending June 30, 2020

	Education & General	CFPP (E&G)	Carry Forward	CFPP (Carry Forward)	Auxiliaries	Athletics	Student Activity	Contracts & Grants	Financial Aid	Concessions	Technology	Board Approved Fees (Green Fee)	Total All Funds
Beginning Balance	\$0	\$0	\$32,044,487	\$3,423,883	\$34,895,053	\$358,021	\$1,596,747	\$8,540,797	\$5,576,836	\$295,371	\$1,945,813	\$322,179	\$88,999,187
Revenues & Transfers In:													
1. State Appropriated Funds	\$79,687,187	\$29,390,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$109,077,858
2. Enhancement Trust Fund (Lottery)	\$10,597,654	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,597,654
3. Student Fee Trust Fund (Tuition)	\$42,951,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,951,560
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$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	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$2,604,012	\$277,000	\$300	\$0	\$0	\$0	\$0	\$0	\$2,881,312
7. Fees	\$0	\$0	\$0	\$0	\$23,019,316	\$4,860,000	\$3,266,500	\$37,390	\$5,483,566	\$0	\$0	\$0	\$36,666,772
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$1,957,803	\$899,000	\$0	\$1,189,661	\$40,337,162	\$197,416	\$1,393,348	\$182,000	\$46,156,390
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$32,351	\$0	\$0	\$5,834,882	\$0	\$0	\$0	\$0	\$5,867,233
10. Rent	\$0	\$0	\$0	\$0	\$393,305	\$5,550	\$0	\$0	\$0	\$0	\$0	\$0	\$398,855
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,796,339	\$41,234,485	\$0	\$0	\$0	\$51,030,824
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,852,708	\$0	\$0	\$0	\$0	\$2,852,708
13. Other Revenue	\$0	\$0	\$0	\$0	\$5,866,173	\$0	\$0	\$374,758	\$903,787	\$0	\$33,400	\$6,000	\$7,184,118
14. Total Additions to Fund Balance	\$133,236,401	\$29,390,671	\$0	\$0	\$33,872,960	\$6,041,550	\$3,266,800	\$20,085,738	\$87,959,000	\$197,416	\$1,426,748	\$188,000	\$315,665,284
15. Total Resources Available	\$133,236,401	\$29,390,671	\$32,044,487	\$3,423,883	\$68,768,013	\$6,399,571	\$4,863,547	\$28,626,535	\$93,535,836	\$492,787	\$3,372,561	\$510,179	\$404,664,471
Expenditures & Transfers Out:													
16. Salaries & Benefits	\$95,941,824	\$10,862,991	\$1,895,335	\$33,263	\$10,615,211	\$2,940,649	\$1,464,450	\$6,880,981	\$0	\$0	\$4,575	\$0	\$130,639,279
17. Other Personal Services (OPS)	\$8,831,356	\$356,334	\$1,553,049	\$30,477	\$3,793,556	\$403,568	\$757,400	\$2,008,334	\$0	\$0	\$5,503	\$0	\$17,739,577
18. Expenses	\$24,590,405	\$18,138,830	\$10,975,700	\$3,320,152	\$21,431,144	\$3,402,608	\$997,177	\$18,258,634	\$92,006,603	\$115,089	\$1,071,891	\$206,438	\$194,514,671
19. Other Capital Outlay (OCO)	\$1,436,439	\$32,516	\$1,997,813	\$39,991	\$545,666	\$44,700	\$10,000	\$1,046,204	\$0	\$0	\$1,065,080	\$72,875	\$6,291,284
20. Library Resources	\$1,182,379	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,182,379
21. Risk Management	\$528,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$528,616
22. Financial Aid	\$725,382	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$725,382
23. Debt Service	\$0	\$0	\$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	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0	\$1,840,000	(\$950,000)	\$350,000	(\$270,000)	(\$1,090,000)	\$100,000	\$10,000	\$10,000	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$4,039,390	\$0	\$2,065,754	\$0	\$0	\$512,146	\$0	\$0	\$0	\$0	\$6,617,290
27. Total Resources Used	\$133,236,401	\$29,390,671	\$20,461,287	\$3,423,883	\$40,291,331	\$5,841,525	\$3,579,027	\$28,436,299	\$90,916,603	\$215,089	\$2,157,049	\$289,313	\$358,238,478
Net Change	\$0	\$0	(\$20,461,287)	(\$3,423,883)	(\$6,418,371)	\$200,025	(\$312,227)	(\$8,350,561)	(\$2,957,603)	(\$17,673)	(\$730,301)	(\$101,313)	(\$42,573,194)
Statutory Carryforward Cash Reserve	\$0	\$0	(1) (\$11,583,200)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$11,583,200)
Ending Balance	\$0	\$0	\$0	\$0	\$28,476,682	\$558,046	\$1,284,520	\$190,236	\$2,619,233	\$277,698	\$1,215,512	\$220,866	\$34,842,793

University of West Florida
Consolidated Operating Actual Summary
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	Education & General	CFPP (E&G)	Carry Forward	CFPP (Carry Forward)	Auxiliaries	Athletics	Student Activity	Contracts & Grants	Financial Aid	Concessions	Technology	Board Approved Fees (Green Fee)	Total All Funds
Beginning Balance	\$0	\$0	\$32,044,487	\$3,423,883	\$34,895,053	\$358,021	\$1,596,747	\$8,540,797	\$5,576,836	\$295,371	\$1,945,813	\$322,179	\$88,999,187
Revenues & Transfers In:													
1. State Appropriated Funds	\$79,687,187	\$29,390,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$109,077,858
2. Enhancement Trust Fund (Lottery)	\$10,597,654	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,597,654
3. Student Fee Trust Fund (Tuition)	\$42,951,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,951,560
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$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	\$0	\$0
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$1,507,240	\$245,100	\$0	(\$11,510)	\$0	\$0	\$0	\$0	\$1,740,830
7. Fees	\$0	\$0	\$0	\$0	\$20,674,650	\$4,982,275	\$3,221,176	\$11,239	\$1,396,330	\$0	\$1,340,457	\$177,666	\$31,803,793
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$4,400,929	\$510,636	\$0	\$1,410,884	\$35,974,945	\$218,928	\$0	\$0	\$42,516,322
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,901,745	\$0	\$0	\$0	\$0	\$4,901,745
10. Rent	\$0	\$0	\$0	\$0	\$392,328	\$2,675	\$0	\$0	\$0	\$0	\$0	\$0	\$395,003
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,897,318	\$41,943,823	\$0	\$0	\$0	\$56,841,141
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,017,273	\$0	\$0	\$0	\$0	\$1,017,273
13. Other Revenue	\$0	\$0	\$0	\$0	\$4,046,215	\$666	\$0	\$425,337	\$250,324	\$0	\$59,012	\$11,775	\$4,793,329
14. Total Additions to Fund Balance	\$133,236,401	\$29,390,671	\$0	\$0	\$31,021,362	\$5,741,352	\$3,221,176	\$22,652,286	\$79,565,422	\$218,928	\$1,399,469	\$189,441	\$306,636,508
15. Total Resources Available	\$133,236,401	\$29,390,671	\$32,044,487	\$3,423,883	\$65,916,415	\$6,099,373	\$4,817,923	\$31,193,083	\$85,142,258	\$514,299	\$3,345,282	\$511,620	\$395,635,695
Expenditures & Transfers Out:													
16. Salaries & Benefits	\$94,200,468	\$10,283,352	\$1,547,253	\$150,624	\$9,467,689	\$2,940,253	\$1,417,732	\$6,879,785	\$0	\$0	\$4,575	\$0	\$126,891,731
17. Other Personal Services (OPS)	\$7,862,016	\$344,818	\$1,158,676	\$5,659	\$3,263,195	\$368,385	\$650,318	\$2,007,575	\$0	\$0	\$5,503	\$0	\$15,666,145
18. Expenses	\$22,039,377	\$15,009,038	\$6,737,871	\$2,204,101	\$14,457,218	\$3,225,329	\$547,481	\$13,765,001	\$83,719,470	\$79,320	\$664,550	\$83,257	\$162,532,013
19. Other Capital Outlay (OCO)	\$278,572	\$30,684	\$975,209	\$39,991	\$349,874	\$7,000	\$0	\$183,637	\$0	\$0	\$713,517	\$63,334	\$2,641,818
20. Library Resources	\$1,180,728	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,180,728
21. Risk Management	\$528,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$528,616
22. Financial Aid	\$719,949	\$0	\$0	\$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	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0	\$1,838,262	(\$949,878)	\$349,926	(\$260,373)	(\$1,082,854)	\$100,000	\$4,354	\$563	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$3,446,475	\$0	\$1,100,050	\$0	\$0	\$102,809	\$0	\$0	\$0	\$0	\$4,649,334
27. Total Resources Used	\$126,809,726	\$25,667,892	\$13,865,484	\$2,400,375	\$30,476,288	\$5,591,089	\$2,965,457	\$22,678,434	\$82,636,616	\$179,320	\$1,392,499	\$147,154	\$314,810,334
Net Change	\$6,426,675	\$3,722,779	(\$13,865,484)	(\$2,400,375)	\$545,074	\$150,263	\$255,719	(\$26,148)	(\$3,071,194)	\$39,608	\$6,970	\$42,287	(\$8,173,826)
Statutory Carryforward Cash Reserve	\$0	\$0	(1) (\$11,583,200)	(1) \$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$11,583,201)
Ending Balance	\$6,426,675	\$3,722,779	\$6,595,803	\$1,023,508	\$35,440,127	\$508,284	\$1,852,466	\$8,514,649	\$2,505,642	\$334,979	\$1,952,783	\$364,466	\$69,242,160

University of West Florida
Education & General
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Prior Quarter Modified Budget as of 03-31-2020	Current Modified Budget as of 06-30-2020	Change	Notes & Comments
Beginning Balance	\$0	\$0	\$0	\$0	
Revenues & Transfers In:					
1. State Appropriated Funds	\$108,734,666	\$109,132,599	\$109,077,858	(\$54,741)	EEFT for portion Amend #4 Health Insurance
2. Enhancement Trust Fund (Lottery)	\$10,542,913	\$10,542,913	\$10,597,654	\$54,741	From Appropriated Funds for EEFT portion Amend #4 Health Insurance
3. Student Fee Trust Fund (Tuition)	\$45,798,775	\$45,798,775	\$42,951,560	(\$2,847,215)	Reduction for FY19-20 SFTF Shortage
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	\$0	\$0	\$0	
7. Fees	\$0	\$0	\$0	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$165,076,354	\$165,474,287	\$162,627,072	(\$2,847,215)	
15. Total Resources Available	\$165,076,354	\$165,474,287	\$162,627,072	(\$2,847,215)	
Expenditures & Transfers Out:					
16. Salaries & Benefits	\$107,452,385	\$106,670,053	\$106,804,815	\$134,762	135 BTs: Multiple BTs from Exp for Summer Faculty & Staff Funding
17. Other Personal Services (OPS)	\$8,883,151	\$8,709,475	\$9,187,690	\$478,215	163 BTs: Multiple BTs from Exp for Summer Adjunct Faculty Funding
18. Expenses	\$46,060,630	\$46,189,171	\$42,729,235	(\$3,459,936)	320 BTs: \$2.8M Reduct for FY19-20 SFTF Shtg; Rem Xfer to Sal/Bene & OPS for Summer
19. Other Capital Outlay (OCO)	\$223,167	\$1,449,473	\$1,468,955	\$19,482	4 BTs: \$63k Incr for Chassis Equipment; \$38k Transfer to OPS for SFTF Bal Reduction
20. Library Resources	\$1,094,227	\$1,207,550	\$1,182,379	(\$25,171)	1 BT: Xfer to Exp for Education Supplies
21. Risk Management	\$642,845	\$528,616	\$528,616	\$0	
22. Financial Aid	\$719,949	\$719,949	\$725,382	\$5,433	1 BT: YE Adjustment for Application Fee
23. Debt Service	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	
25. Transfers	\$0	\$0	\$0	\$0	
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$165,076,354	\$165,474,287	\$162,627,072	(\$2,847,215)	
Net Change	\$0	\$0	\$0	(\$5,694,430)	
Ending Balance	\$0	\$0	\$0	(\$5,694,430)	

University of West Florida
Education & General
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Current Modified Budget as of 06-30-2020	Actuals as of 06-30-2020	Over /(Under) Estimated Budget	Encumbrances as of 06-30-2020	Notes & Comments
Beginning Balance	\$0	\$0	\$0	\$0	\$0	
Revenues & Transfers In:						No Variance Amounts Material Worth Noting
1. State Appropriated Funds	\$108,734,666	\$109,077,858	\$109,077,858	\$0	\$0	
2. Enhancement Trust Fund (Lottery)	\$10,542,913	\$10,597,654	\$10,597,654	\$0	\$0	
3. Student Fee Trust Fund (Tuition)	\$45,798,775	\$42,951,560	\$42,951,560	\$0	\$0	
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$0	
7. Fees	\$0	\$0	\$0	\$0	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$165,076,354	\$162,627,072	\$162,627,072	\$0	\$0	
15. Total Resources Available	\$165,076,354	\$162,627,072	\$162,627,072	\$0	\$0	
Expenditures & Transfers Out:						
16. Salaries & Benefits	\$107,452,385	\$106,804,815	\$104,483,820	(\$2,320,995)	\$0	P3 yrs Actuals Show an Incr and Non-reoccurring Allowed in CF
17. Other Personal Services (OPS)	\$8,883,151	\$9,187,690	\$8,206,834	(\$980,856)	\$0	
18. Expenses	\$46,060,630	\$42,729,235	\$37,048,415	(\$5,680,820)	\$2,275,474	\$2.8M Reduct for FY19-20 SFTF Shtg
19. Other Capital Outlay (OCO)	\$223,167	\$1,468,955	\$309,256	(\$1,159,699)	\$106,013	\$1M Cybersecurity Reserved for Future Years
20. Library Resources	\$1,094,227	\$1,182,379	\$1,180,728	(\$1,651)	\$0	
21. Risk Management	\$642,845	\$528,616	\$528,616	\$0	\$0	
22. Financial Aid	\$719,949	\$725,382	\$719,949	(\$5,433)	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	
25. Transfers	\$0	\$0	\$0	\$0	\$0	
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$165,076,354	\$162,627,072	\$152,477,618	(\$10,149,454)	\$2,381,487	
Net Change	\$0	\$0	\$10,149,454	\$10,149,454		
Ending Balance	\$0	\$0	\$10,149,454			

**University of West Florida
Education & General
Fourth Quarter
For the Fiscal Year Ending June 30, 2020**

	Actuals as of 06-30-2017	Actuals as of 06-30-2018	Actuals as of 06-30-2019	Actuals as of 06-30-2020
Beginning Balance	\$0	\$0	\$0	\$0
Revenues & Transfers In:				
1. State Appropriated Funds	\$102,116,475	\$122,071,538	\$111,364,135	\$109,077,858
2. Enhancement Trust Fund (Lottery)	\$8,492,718	\$7,054,953	\$8,437,288	\$10,597,654
3. Student Fee Trust Fund (Tuition)	\$42,251,185	\$43,580,388	\$43,707,460	\$42,951,560
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	\$0	\$0	\$0
7. Fees	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0
9. Other Grants & Donations	\$0	\$0	\$0	\$0
10. Rent	\$0	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0
13. Other Revenue	\$562,578	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$153,422,956	\$172,706,879	\$163,508,883	\$162,627,072
15. Total Resources Available	\$153,422,956	\$172,706,879	\$163,508,883	\$162,627,072
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$91,970,669	\$93,065,978	\$98,287,584	\$104,483,820
17. Other Personal Services (OPS)	\$8,534,550	\$6,259,027	\$8,647,389	\$8,206,834
18. Expenses	\$32,544,709	\$43,301,946	\$37,150,868	\$37,048,415
19. Other Capital Outlay (OCO)	\$645,391	\$608,515	\$298,107	\$309,256
20. Library Resources	\$1,190,203	\$1,196,257	\$1,193,030	\$1,180,728
21. Risk Management	\$495,813	\$451,881	\$547,363	\$528,616
22. Financial Aid	\$719,949	\$719,949	\$719,949	\$719,949
23. Debt Service	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$0	\$529,666	\$5,939	\$0
27. Total Resources Used	\$136,101,284	\$146,133,219	\$146,850,229	\$152,477,618
Net Change	\$17,321,672	\$26,573,660	\$16,658,654	\$10,149,454
Ending Balance	\$17,321,672	\$26,573,660	\$16,658,654	\$10,149,454

University of West Florida
 Carry Forward
 Fourth Quarter
 For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Prior Quarter Modified Budget as of 03-31-2020	Current Modified Budget as of 06-30-2020	Change	Notes & Comments
Beginning Balance	\$38,698,143	\$35,468,370	\$35,468,370	\$0	
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	\$0	\$0	\$0	
7. Fees	\$0	\$0	\$0	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$0	\$0	\$0	\$0	
15. Total Resources Available	\$38,698,143	\$35,468,370	\$35,468,370	\$0	
Expenditures & Transfers Out:					
16. Salaries & Benefits	\$5,274,780	\$1,738,039	\$1,928,598	\$190,559	21 BTs: Multiple Incr & Xfers from OPS to Clr Defs from Summer Sals
17. Other Personal Services (OPS)	\$1,520,076	\$1,624,771	\$1,583,526	(\$41,245)	23 BTs: Multiple Xfers to Sal & Bene to Clr Defs from Summer Sals
18. Expenses	\$10,357,329	\$13,769,247	\$14,295,852	\$526,605	58 BTs: \$1M Xfer frm FCO to Rtn B54; \$325k to FCO B547 Port & Rsch Lab; Rem Clr Defs
19. Other Capital Outlay (OCO)	\$2,133,994	\$2,123,093	\$2,037,804	(\$85,289)	11 BTs: \$220k Decr to Exp Motorola & B58 Gen; \$125k Incr for Netwk Infrs & Facil Mgnt
20. Library Resources	\$354,729	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	
25. Transfers	\$0	\$0	\$0	\$0	
26. Fixed Capital Outlay (FCO)	\$4,665,712	\$4,630,020	\$4,039,390	(\$590,630)	9 BTs: \$1M Xfer to Exp to Rtn B54 Improv; \$325k Hal Marcus B547 Port and Resrch Lab
27. Total Resources Used	\$24,306,620	\$23,885,170	\$23,885,170	\$0	
Net Change	(\$24,306,620)	(\$23,885,170)	(\$23,885,170)	\$0	
Statutory Carryforward Cash Reserve	\$0	(\$11,583,200)	(\$11,583,200)		
Ending Balance	\$14,391,523	\$0	\$0	\$0	

University of West Florida
Carry Forward
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Current Modified Budget as of 06-30-2020	Actuals as of 06-30-2020	Over /(Under) Estimated Budget	Encumbrances as of 06-30-2020	Notes & Comments
Beginning Balance	\$38,698,143	\$35,468,370	\$35,468,370	\$0	\$0	
Revenues & Transfers In:						No Variance Amounts Material Worth Noting
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	
6. Sales of Goods & Services	\$0	\$0	\$0	\$0	\$0	
7. Fees	\$0	\$0	\$0	\$0	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$0	\$0	\$0	\$0	\$0	
15. Total Resources Available	\$38,698,143	\$35,468,370	\$35,468,370	\$0	\$0	
Expenditures & Transfers Out:						
16. Salaries & Benefits	\$5,274,780	\$1,928,598	\$1,697,877	(\$230,721)	\$0	
17. Other Personal Services (OPS)	\$1,520,076	\$1,583,526	\$1,164,335	(\$419,191)	\$0	
18. Expenses	\$10,357,329	\$14,295,852	\$8,941,972	(\$5,353,880)	\$1,171,259	\$1M Budg Rtn from FCO for B54; Rem Var to Maintain 7% Holdback Rqmt
19. Other Capital Outlay (OCO)	\$2,133,994	\$2,037,804	\$1,015,200	(\$1,022,604)	\$249,941	Spending Down to Maintain 7% Holdback Rqmt
20. Library Resources	\$354,729	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	
25. Transfers	\$0	\$0	\$0	\$0	\$0	
26. Fixed Capital Outlay (FCO)	\$4,665,712	\$4,039,390	\$3,446,475	(\$592,915)	\$485,493	
27. Total Resources Used	\$24,306,620	\$23,885,170	\$16,265,859	(\$7,619,311)	\$1,906,693	
Net Change	(\$24,306,620)	(\$23,885,170)	(\$16,265,859)	\$7,619,311		
Statutory Carryforward Cash Reserve	\$0	(\$11,583,200)	(\$11,583,200)	\$0	\$0	
Ending Balance	\$14,391,523	\$0	\$7,619,311			

University of West Florida
Carry Forward
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	Actuals as of 06-30-2017	Actuals as of 06-30-2018	Actuals as of 06-30-2019	Actuals as of 06-30-2020
Beginning Balance	\$56,440,147	\$51,981,449	\$40,063,770	\$35,468,370
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	\$0	\$0	\$0
7. Fees	\$0	\$0	\$0	\$0
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0
9. Other Grants & Donations	\$0	\$0	\$0	\$0
10. Rent	\$0	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0
13. Other Revenue	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$0	\$0	\$0	\$0
15. Total Resources Available	\$56,440,147	\$51,981,449	\$40,063,770	\$35,468,370
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$4,141,918	\$13,931,135	\$5,043,359	\$1,697,877
17. Other Personal Services (OPS)	\$1,116,193	\$3,581,737	\$1,479,996	\$1,164,335
18. Expenses	\$14,495,935	\$17,724,672	\$11,547,646	\$8,941,972
19. Other Capital Outlay (OCO)	\$1,907,741	\$1,717,259	\$1,694,570	\$1,015,200
20. Library Resources	\$0	\$59,860	\$115,319	\$0
21. Risk Management	\$0	\$0	\$0	\$0
22. Financial Aid	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Transfers	\$0	\$0	\$0	\$0
26. Fixed Capital Outlay (FCO)	\$82,238	\$1,418,422	\$1,356,487	\$3,446,475
27. Total Resources Used	\$21,744,025	\$38,433,085	\$21,237,377	\$16,265,859
Net Change	(\$21,744,025)	(\$38,433,085)	(\$21,237,377)	(\$16,265,859)
Statutory Carryforward Cash Reserve	\$0	\$0	\$0	(\$11,583,200)
Ending Balance	\$34,696,122	\$13,548,364	\$18,826,393	\$7,619,311

University of West Florida
Auxiliaries
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Prior Quarter Modified Budget as of 03-31-2020	Current Modified Budget as of 06-30-2020	Change	Notes & Comments
Beginning Balance	\$36,461,345	\$34,895,053	\$34,895,053	\$0	
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	\$2,604,012	\$2,604,012	\$2,604,012	\$0	
7. Fees	\$23,269,316	\$23,019,316	\$23,019,316	\$0	
8. Miscellaneous Receipts	\$1,707,803	\$1,957,803	\$1,957,803	\$0	
9. Other Grants & Donations	\$32,351	\$32,351	\$32,351	\$0	
10. Rent	\$393,305	\$393,305	\$393,305	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	
13. Other Revenue	\$5,866,173	\$5,866,173	\$5,866,173	\$0	
14. Total Additions to Fund Balance	\$33,872,960	\$33,872,960	\$33,872,960	\$0	
15. Total Resources Available	\$70,334,305	\$68,768,013	\$68,768,013	\$0	
Expenditures & Transfers Out:					
16. Salaries & Benefits	\$9,255,771	\$10,187,635	\$10,615,211	\$427,576	44 BTs: Multiple BTs to Clear Deficits & Cover Sal & Bene for Summer Staff
17. Other Personal Services (OPS)	\$2,886,539	\$3,470,470	\$3,793,556	\$323,086	44 BTs: Multiple BTs to Clear Deficits & Cover Summer CE Prgms
18. Expenses	\$16,454,921	\$18,664,558	\$21,431,144	\$2,766,586	82 BTs: \$1.48M Incr FLVC Resid for IT Related Exps; \$939k Incr for OCLC Exp; Rem to Clr Defs
19. Other Capital Outlay (OCO)	\$171,070	\$547,166	\$545,666	(\$1,500)	1 BT: Reallocate to Expense for Consulting Encumbrance
20. Library Resources	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	
25. Transfers	\$954,084	\$1,770,000	\$1,840,000	\$70,000	Transfer Out Incrs to Reimburse Financial Aid Scholarships
26. Fixed Capital Outlay (FCO)	\$1,592,595	\$2,050,065	\$2,065,754	\$15,689	2 BTs: \$35k Incr B547 Port Pcola; \$20k Decr to Closeout ERCCD Classroom Expansion
27. Total Resources Used	\$31,314,980	\$36,689,894	\$40,291,331	\$3,601,437	
Net Change	\$2,557,980	(\$2,816,934)	(\$6,418,371)	\$3,601,437	
Ending Balance	\$39,019,325	\$32,078,119	\$28,476,682	\$3,601,437	

University of West Florida
Auxiliaries
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Current Modified Budget as of 06-30-2020	Actuals as of 06-30-2020	Over /(Under) Estimated Budget	Encumbrances as of 06-30-2020	Notes & Comments
Beginning Balance	\$36,461,345	\$34,895,053	\$34,895,053	\$0	\$0	
Revenues & Transfers In:						
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	
6. Sales of Goods & Services	\$2,604,012	\$2,604,012	\$1,507,240	(\$1,096,772)	\$0	Difference Due to Re-mapping of Catefories for FY19-20 Budget
7. Fees	\$23,269,316	\$23,019,316	\$20,674,650	(\$2,344,666)	\$0	Fee Revenue Down Compared to Projected, but Still Higher than PY
8. Miscellaneous Receipts	\$1,707,803	\$1,957,803	\$4,400,929	\$2,443,126	\$0	Difference Due to Re-mapping of Catefories for FY19-20 Budget
9. Other Grants & Donations	\$32,351	\$32,351	\$0	(\$32,351)	\$0	
10. Rent	\$393,305	\$393,305	\$392,328	(\$977)	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	
13. Other Revenue	\$5,866,173	\$5,866,173	\$4,046,215	(\$1,819,958)	\$0	Difference Due to Re-mapping of Catefories for FY19-20 Budget
14. Total Additions to Fund Balance	\$33,872,960	\$33,872,960	\$31,021,362	(\$2,851,598)	\$0	
15. Total Resources Available	\$70,334,305	\$68,768,013	\$65,916,415	(\$2,851,598)	\$0	
Expenditures & Transfers Out:						
16. Salaries & Benefits	\$9,255,771	\$10,615,211	\$9,467,689	(\$1,147,522)	\$0	Actuals Show an Increase over Prior 3 Years due to Raises & Benefits Incr
17. Other Personal Services (OPS)	\$2,886,539	\$3,793,556	\$3,263,195	(\$530,361)	\$0	
18. Expenses	\$16,454,921	\$21,431,144	\$14,457,218	(\$6,973,926)	\$714,925	Actuals are Consistent with Prior 3 Years Actual Performance
19. Other Capital Outlay (OCO)	\$171,070	\$545,666	\$349,874	(\$195,792)	\$34,937	
20. Library Resources	\$0	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	
25. Transfers	\$954,084	\$1,840,000	\$1,838,262	(\$1,738)	\$0	
26. Fixed Capital Outlay (FCO)	\$1,592,595	\$2,065,754	\$1,100,050	(\$965,704)	\$55,690	
27. Total Resources Used	\$31,314,980	\$40,291,331	\$30,476,288	(\$9,815,043)	\$805,552	
Net Change	\$2,557,980	(\$6,418,371)	\$545,074	\$6,963,445		
Ending Balance	\$39,019,325	\$28,476,682	\$35,440,127			

**University of West Florida
Auxiliaries
Fourth Quarter
For the Fiscal Year Ending June 30, 2020**

	Actuals as of 06-30-2017	Actuals as of 06-30-2018	Actuals as of 06-30-2019	Actuals as of 06-30-2020
Beginning Balance	\$25,904,062	\$27,611,420	\$29,687,597	\$34,895,053
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	\$1,676,272	\$1,753,584	\$1,726,871	\$1,507,240
7. Fees	\$18,347,536	\$20,229,571	\$19,989,609	\$20,674,650
8. Miscellaneous Receipts	\$3,876,746	\$3,864,118	\$3,986,219	\$4,400,929
9. Other Grants & Donations	\$0	\$1,120,928	\$2,133,934	\$0
10. Rent	\$336,099	\$441,072	\$370,587	\$392,328
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0
13. Other Revenue	\$3,300,458	\$3,819,045	\$3,840,283	\$4,046,215
14. Total Additions to Fund Balance	\$27,537,111	\$31,228,318	\$32,047,503	\$31,021,362
15. Total Resources Available	\$53,441,173	\$58,839,738	\$61,735,100	\$65,916,415
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$8,068,694	\$8,635,876	\$8,522,742	\$9,467,689
17. Other Personal Services (OPS)	\$3,133,886	\$3,027,687	\$2,995,522	\$3,263,195
18. Expenses	\$12,437,664	\$13,491,418	\$12,315,924	\$14,457,218
19. Other Capital Outlay (OCO)	\$512,242	\$144,015	\$432,346	\$349,874
20. Library Resources	\$0	\$0	\$0	\$0
21. Risk Management	\$0	\$0	\$0	\$0
22. Financial Aid	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Transfers	\$520,436	\$1,277,760	\$1,494,224	\$1,838,262
26. Fixed Capital Outlay (FCO)	\$1,156,831	\$2,575,385	\$1,079,290	\$1,100,050
27. Total Resources Used	\$25,829,753	\$29,152,141	\$26,840,048	\$30,476,288
Net Change	\$1,707,358	\$2,076,177	\$5,207,455	\$545,074
Ending Balance	\$27,611,420	\$29,687,597	\$34,895,052	\$35,440,127

University of West Florida
Athletics
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Prior Quarter Modified Budget as of 03-31-2020	Current Modified Budget as of 06-30-2020	Change	Notes & Comments
Beginning Balance	\$683,944	\$358,021	\$358,021	\$0	
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	\$277,000	\$277,000	\$277,000	\$0	
7. Fees	\$4,860,000	\$4,860,000	\$4,860,000	\$0	
8. Miscellaneous Receipts	\$899,000	\$899,000	\$899,000	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	
10. Rent	\$5,550	\$5,550	\$5,550	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$6,041,550	\$6,041,550	\$6,041,550	\$0	
15. Total Resources Available	\$6,725,494	\$6,399,571	\$6,399,571	\$0	
Expenditures & Transfers Out:					
16. Salaries & Benefits	\$3,117,519	\$3,160,954	\$2,940,649	(\$220,305)	30 BTs: Multiple BTs to Move to Clr Budgeted Expense and Cash Deficits
17. Other Personal Services (OPS)	\$419,261	\$424,461	\$403,568	(\$20,893)	26 BTs: Multiple BTs to Move to Clr Budgeted Expense and Cash Deficits
18. Expenses	\$3,111,259	\$3,259,318	\$3,402,608	\$143,290	49 BTs: Multiple BTs from Sal/Benefits, OPS and Cash to Clr Deficits
19. Other Capital Outlay (OCO)	\$0	\$86,971	\$44,700	(\$42,271)	5 BTs: \$70k Decr Bdgt to Clr Deficits; \$21k Incr to Modify Scorers Tbls for COVID-19
20. Library Resources	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	
25. Transfers	(\$557,773)	(\$830,000)	(\$950,000)	(\$120,000)	\$100k Trans-In from Concess for Coca Cola Ann Sponsor Fee; Rem Reimb Scholarshps
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$6,090,266	\$6,101,704	\$5,841,525	(\$260,179)	
Net Change	(\$48,716)	(\$60,154)	\$200,025	(\$260,179)	
Ending Balance	\$635,228	\$297,867	\$558,046	(\$260,179)	

University of West Florida
Athletics
Fourth Quarter
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	BOT Approved FY2019-2020 Budget	Current Modified Budget as of 06-30-2020	Actuals as of 06-30-2020	Over /(Under) Estimated Budget	Encumbrances as of 06-30-2020	Notes & Comments
Beginning Balance	\$683,944	\$358,021	\$358,021	\$0	\$0	
Revenues & Transfers In:						
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	
6. Sales of Goods & Services	\$277,000	\$277,000	\$245,100	(\$31,900)	\$0	
7. Fees	\$4,860,000	\$4,860,000	\$4,982,275	\$122,275	\$0	
8. Miscellaneous Receipts	\$899,000	\$899,000	\$510,636	(\$388,364)	\$0	\$300K from Foundation Not Sent due to Total Expenses Trimmed
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	
10. Rent	\$5,550	\$5,550	\$2,675	(\$2,875)	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$666	\$666	\$0	
14. Total Additions to Fund Balance	\$6,041,550	\$6,041,550	\$5,741,352	(\$300,198)	\$0	
15. Total Resources Available	\$6,725,494	\$6,399,571	\$6,099,373	(\$300,198)	\$0	
Expenditures & Transfers Out:						No Variance Amounts Material Worth Noting
16. Salaries & Benefits	\$3,117,519	\$2,940,649	\$2,940,253	(\$396)	\$0	
17. Other Personal Services (OPS)	\$419,261	\$403,568	\$368,385	(\$35,183)	\$0	
18. Expenses	\$3,111,259	\$3,402,608	\$3,225,329	(\$177,279)	\$89,513	
19. Other Capital Outlay (OCO)	\$0	\$44,700	\$7,000	(\$37,700)	\$44,618	
20. Library Resources	\$0	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	
25. Transfers	(\$557,773)	(\$950,000)	(\$949,878)	\$122	\$0	
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$6,090,266	\$5,841,525	\$5,591,089	(\$250,436)	\$134,131	
Net Change	(\$48,716)	\$200,025	\$150,263			
Ending Balance	\$635,228	\$558,046	\$508,284			

**University of West Florida
Athletics
Fourth Quarter
For the Fiscal Year Ending June 30, 2020**

	Actuals as of 06-30-2017	Actuals as of 06-30-2018	Actuals as of 06-30-2019	Actuals as of 06-30-2020
Beginning Balance	\$834,215	\$847,040	\$704,064	\$358,021
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	\$329,707	\$232,953	\$261,111	\$245,100
7. Fees	\$4,943,220	\$5,062,622	\$4,957,894	\$4,982,275
8. Miscellaneous Receipts	\$859,375	\$831,242	\$745,667	\$510,636
9. Other Grants & Donations	\$0	\$0	\$0	\$0
10. Rent	\$4,996	\$4,691	\$5,455	\$2,675
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0
13. Other Revenue	\$10,000	\$0	\$166	\$666
14. Total Additions to Fund Balance	\$6,147,298	\$6,131,508	\$5,970,293	\$5,741,352
15. Total Resources Available	\$6,981,513	\$6,978,548	\$6,674,357	\$6,099,373
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$2,269,319	\$2,675,501	\$2,694,994	\$2,940,253
17. Other Personal Services (OPS)	\$379,971	\$429,951	\$435,119	\$368,385
18. Expenses	\$3,109,217	\$3,427,268	\$3,543,840	\$3,225,329
19. Other Capital Outlay (OCO)	\$19,569	\$74,081	\$0	\$7,000
20. Library Resources	\$0	\$0	\$0	\$0
21. Risk Management	\$0	\$0	\$0	\$0
22. Financial Aid	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Transfers	\$356,397	(\$332,318)	(\$357,616)	(\$949,878)
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0
27. Total Resources Used	\$6,134,473	\$6,274,483	\$6,316,337	\$5,591,089
Net Change	\$12,825	(\$142,975)	(\$346,044)	\$150,263
Ending Balance	\$847,040	\$704,065	\$358,020	\$508,284

University of West Florida
Student Activities
Fourth Quarter
For the Fiscal Year Ending June 30, 2020

	BOT Approved FY2019-2020 Budget	Prior Quarter Modified Budget as of 03-31-2020	Current Modified Budget as of 06-30-2020	Change	Notes & Comments
Beginning Balance	\$1,533,597	\$1,596,747	\$1,596,747	\$0	
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	\$300	\$300	\$300	\$0	
7. Fees	\$3,266,500	\$3,266,500	\$3,266,500	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$3,266,800	\$3,266,800	\$3,266,800	\$0	
15. Total Resources Available	\$4,800,397	\$4,863,547	\$4,863,547	\$0	
Expenditures & Transfers Out:					
16. Salaries & Benefits	\$1,442,760	\$1,464,450	\$1,464,450	\$0	
17. Other Personal Services (OPS)	\$755,774	\$757,400	\$757,400	\$0	
18. Expenses	\$544,095	\$1,025,177	\$997,177	(\$28,000)	2 BTs: Reduce Exp to Rtn Funds for Argo Marching Band
19. Other Capital Outlay (OCO)	\$27,600	\$10,000	\$10,000	\$0	
20. Library Resources	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	
25. Transfers	\$339,771	\$339,771	\$350,000	\$10,229	2 BTs: Incr Tranx-Out for Grant Pay for Argo Marching Band Instruments
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$3,110,000	\$3,596,798	\$3,579,027	(\$17,771)	
Net Change	\$156,800	(\$329,998)	(\$312,227)	(\$17,771)	
Ending Balance	\$1,690,397	\$1,266,749	\$1,284,520	(\$17,771)	

University of West Florida
Student Activities
Fourth Quarter
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	BOT Approved FY2019-2020 Budget	Current Modified Budget as of 06-30-2020	Actuals as of 06-30-2020	Over /(Under) Estimated Budget	Encumbrances as of 06-30-2020	Notes & Comments
Beginning Balance	\$1,533,597	\$1,596,747	\$1,596,747	\$0	\$0	
Revenues & Transfers In:						No Variance Amounts Material Worth Noting
1. State Appropriated Funds	\$0	\$0	\$0	\$0	\$0	
2. Enhancement Trust Fund (Lottery)	\$0	\$0	\$0	\$0	\$0	
3. Student Fee Trust Fund (Tuition)	\$0	\$0	\$0	\$0	\$0	
4. Federal Grants Trust Fund (Education)	\$0	\$0	\$0	\$0	\$0	
5. Federal Grants Trust Fund (Discretionary)	\$0	\$0	\$0	\$0	\$0	
6. Sales of Goods & Services	\$300	\$300	\$0	(\$300)	\$0	
7. Fees	\$3,266,500	\$3,266,500	\$3,221,176	(\$45,324)	\$0	
8. Miscellaneous Receipts	\$0	\$0	\$0	\$0	\$0	
9. Other Grants & Donations	\$0	\$0	\$0	\$0	\$0	
10. Rent	\$0	\$0	\$0	\$0	\$0	
11. U.S. Grants	\$0	\$0	\$0	\$0	\$0	
12. City, County & State Grants	\$0	\$0	\$0	\$0	\$0	
13. Other Revenue	\$0	\$0	\$0	\$0	\$0	
14. Total Additions to Fund Balance	\$3,266,800	\$3,266,800	\$3,221,176	(\$45,624)	\$0	
15. Total Resources Available	\$4,800,397	\$4,863,547	\$4,817,923	(\$45,624)	\$0	
Expenditures & Transfers Out:						No Variance Amounts Material Worth Noting
16. Salaries & Benefits	\$1,442,760	\$1,464,450	\$1,417,732	(\$46,718)	\$0	
17. Other Personal Services (OPS)	\$755,774	\$757,400	\$650,318	(\$107,082)	\$0	
18. Expenses	\$544,095	\$997,177	\$547,481	(\$449,696)	\$2,387	
19. Other Capital Outlay (OCO)	\$27,600	\$10,000	\$0	(\$10,000)	\$10,000	
20. Library Resources	\$0	\$0	\$0	\$0	\$0	
21. Risk Management	\$0	\$0	\$0	\$0	\$0	
22. Financial Aid	\$0	\$0	\$0	\$0	\$0	
23. Debt Service	\$0	\$0	\$0	\$0	\$0	
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0	\$0	
25. Transfers	\$339,771	\$350,000	\$349,926	(\$74)	\$0	
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0	\$0	
27. Total Resources Used	\$3,110,000	\$3,579,027	\$2,965,457	(\$613,570)	\$12,387	
Net Change	\$156,800	(\$312,227)	\$255,719			
Ending Balance	\$1,690,397	\$1,284,520	\$1,852,466			

**University of West Florida
Student Activities
Fourth Quarter
For the Fiscal Year Ending June 30, 2020**

	Actuals as of 06-30-2017	Actuals as of 06-30-2018	Actuals as of 06-30-2019	Actuals as of 06-30-2020
Beginning Balance	\$1,353,087	\$1,079,467	\$1,398,092	\$1,596,747
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	\$9,498	\$3,803	\$353	\$0
7. Fees	\$3,224,054	\$3,276,458	\$3,239,663	\$3,221,176
8. Miscellaneous Receipts	\$12,438	\$0	\$178	\$0
9. Other Grants & Donations	\$0	\$0	\$0	\$0
10. Rent	\$0	\$0	\$0	\$0
11. U.S. Grants	\$0	\$0	\$0	\$0
12. City, County & State Grants	\$0	\$0	\$0	\$0
13. Other Revenue	\$0	\$0	\$0	\$0
14. Total Additions to Fund Balance	\$3,245,990	\$3,280,261	\$3,240,194	\$3,221,176
15. Total Resources Available	\$4,599,077	\$4,359,728	\$4,638,286	\$4,817,923
Expenditures & Transfers Out:				
16. Salaries & Benefits	\$1,440,746	\$1,236,746	\$1,374,596	\$1,417,732
17. Other Personal Services (OPS)	\$786,648	\$754,587	\$777,272	\$650,318
18. Expenses	\$674,453	\$651,389	\$615,230	\$547,481
19. Other Capital Outlay (OCO)	\$62,167	\$5,500	\$0	\$0
20. Library Resources	\$0	\$0	\$0	\$0
21. Risk Management	\$0	\$0	\$0	\$0
22. Financial Aid	\$0	\$0	\$0	\$0
23. Debt Service	\$0	\$0	\$0	\$0
24. Expenditures From Carry Forward	\$0	\$0	\$0	\$0
25. Transfers	\$555,596	\$313,415	\$274,441	\$349,926
26. Fixed Capital Outlay (FCO)	\$0	\$0	\$0	\$0
27. Total Resources Used	\$3,519,610	\$2,961,637	\$3,041,539	\$2,965,457
Net Change	(\$273,620)	\$318,624	\$198,655	\$255,719
Ending Balance	\$1,079,467	\$1,398,091	\$1,596,747	\$1,852,466

UWF Board of Trustees Meeting

Full Board

September 9, 2020

Issue/Agenda Recommendation: Performance Based Funding Metrics Update

Proposed Action: Informational

Background Information:

Dr. George Ellenberg will provide a brief update on the Metrics.

Implementation Plan: None

Fiscal Implications: None

Supporting documents: [PowerPoint](#)

Prepared by: George Ellenberg, Provost and Senior Vice President
gellenberg@uwf.edu, 474-2035

Presenter: George Ellenberg, Provost and Senior Vice President



UNIVERSITY *of*
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Metrics Update

George Ellenberg

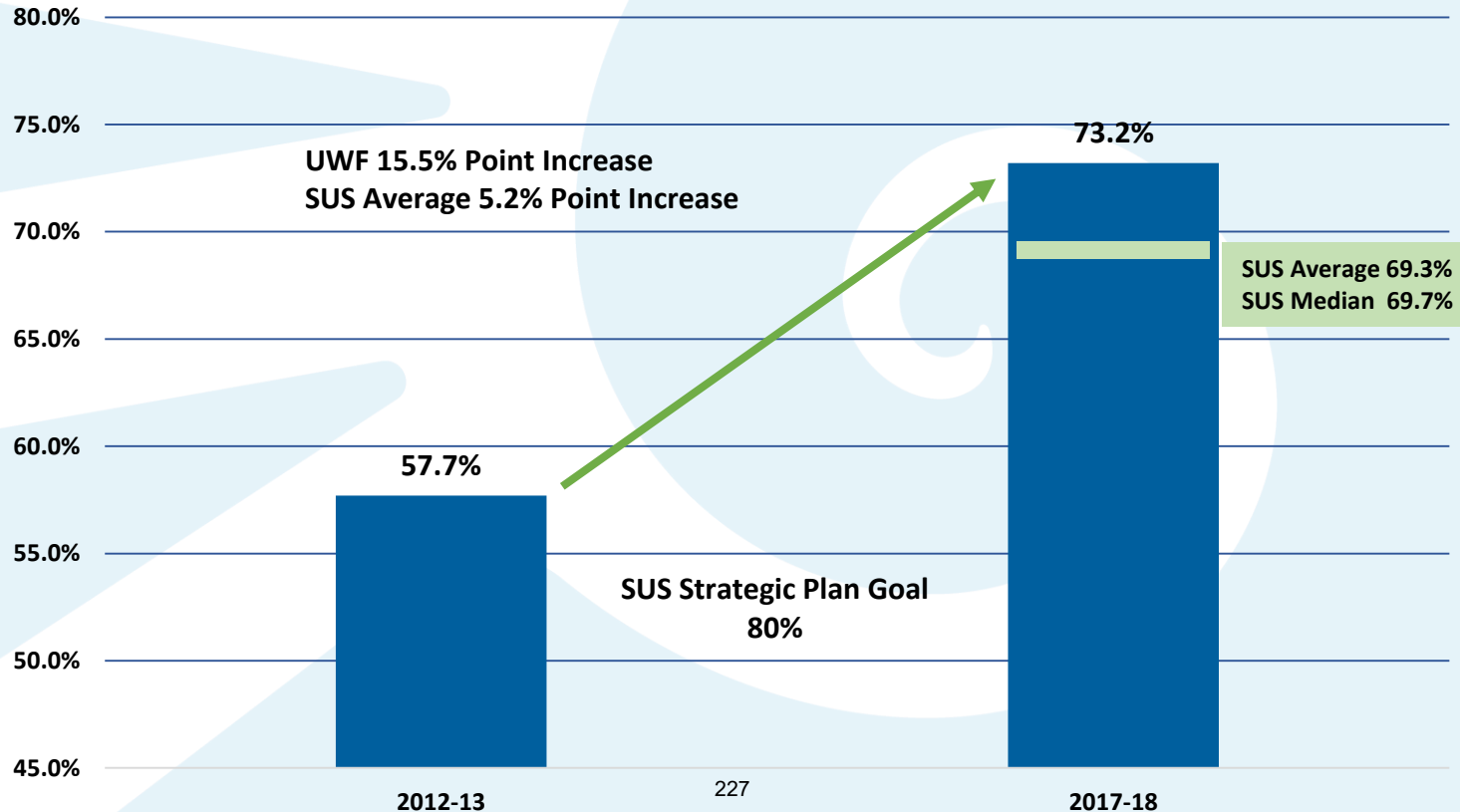
Provost and Senior Vice President

September 9, 2020

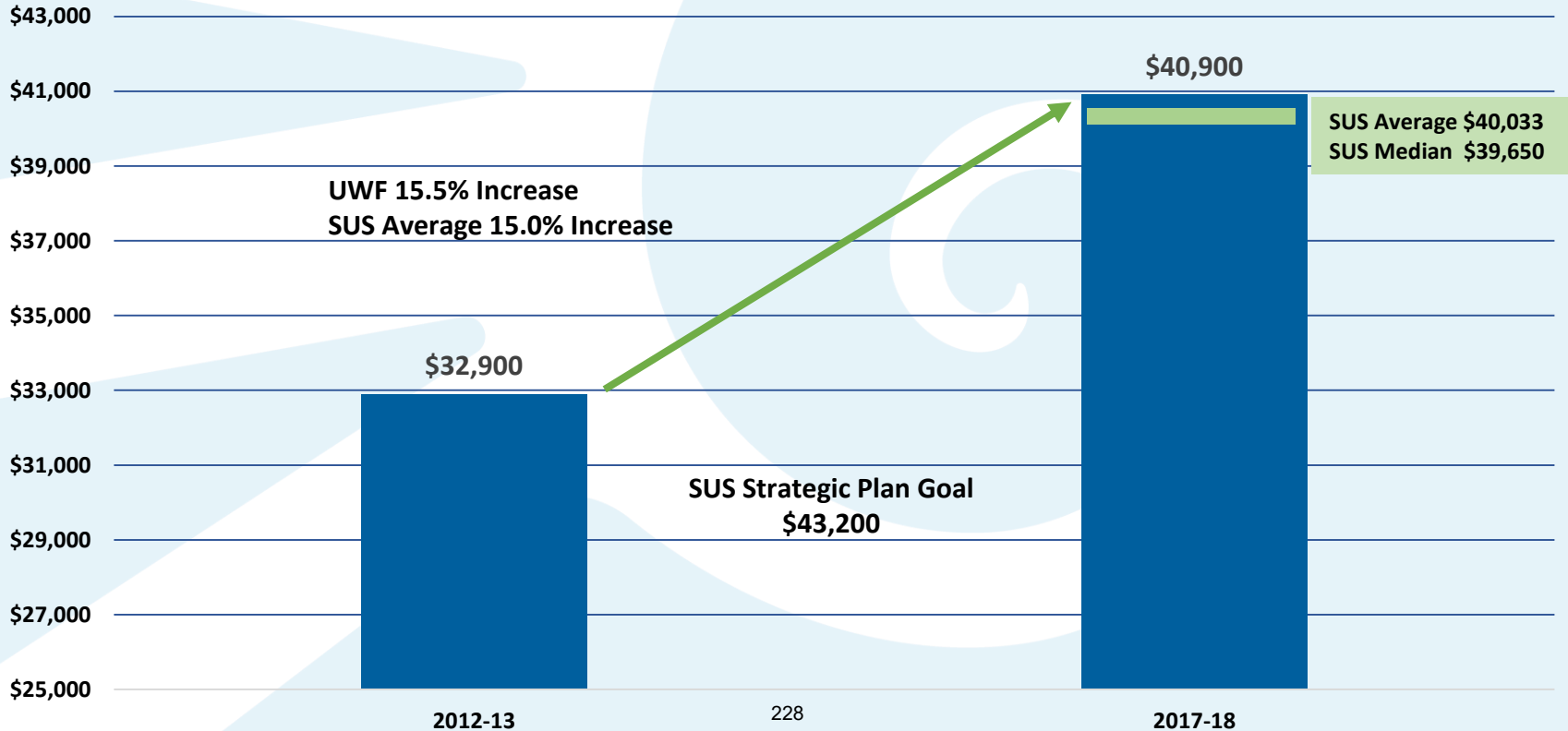
UWF's Key Successes

- Increase in overall points with 75 in excellence and 62 in improvement compared to last year's 72 and 55 respectively.
- Increased excellence points from 54 in 2014 to 75 in 2019.
- Excellence points in 9 of the 10 metrics.
- 10s in excellence points on 5 of the 10 metrics.
- Only SUS institution to score 10 excellence points on both Metric 1 and Metric 2.
- Metric 1: Highest percentage in the SUS.
- Metric 2: Second highest in the SUS trailing only the University of Florida.
- Achieved our highest retention rate of 80.3% of students earning a GPA of 2.0 or higher.

Metric 1 – UWF Percent of Bachelor's Graduates Employed or Enrolled



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



Metric 4

- 4-Year Graduation Plan implemented in 2016.
- Each cohort is exclusive and focuses on hours attempted vs hours earned.
- Strategies implemented require time to realize outcomes.
- UWF's mission in providing student access adds complexity to the implementation of strategy.
- Investment from the extra “Top 3” money was one-time funding.

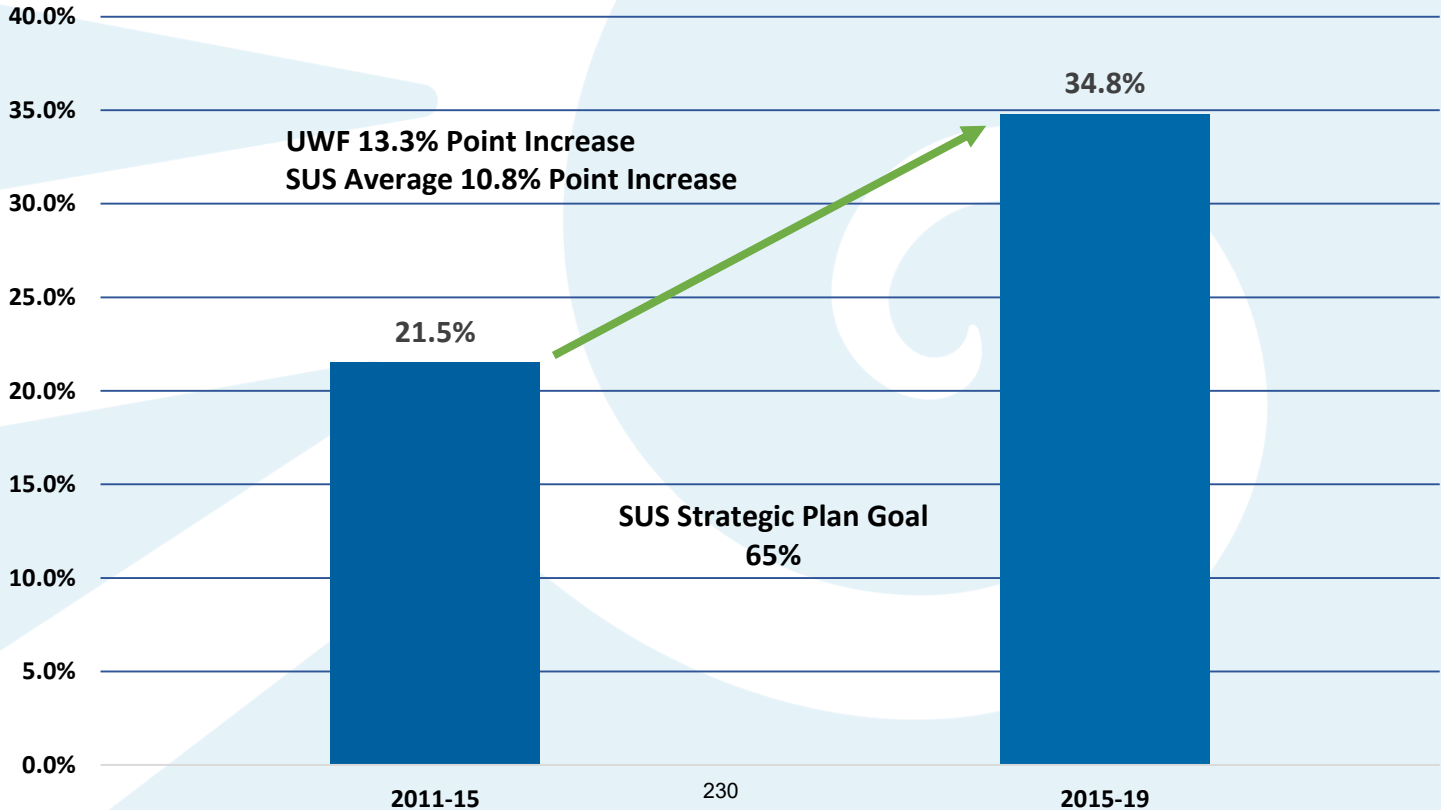
Metric 5

- Students often use UWF for program prerequisites prior to enrolling elsewhere.
- Difficulties are similar with Metric 4.

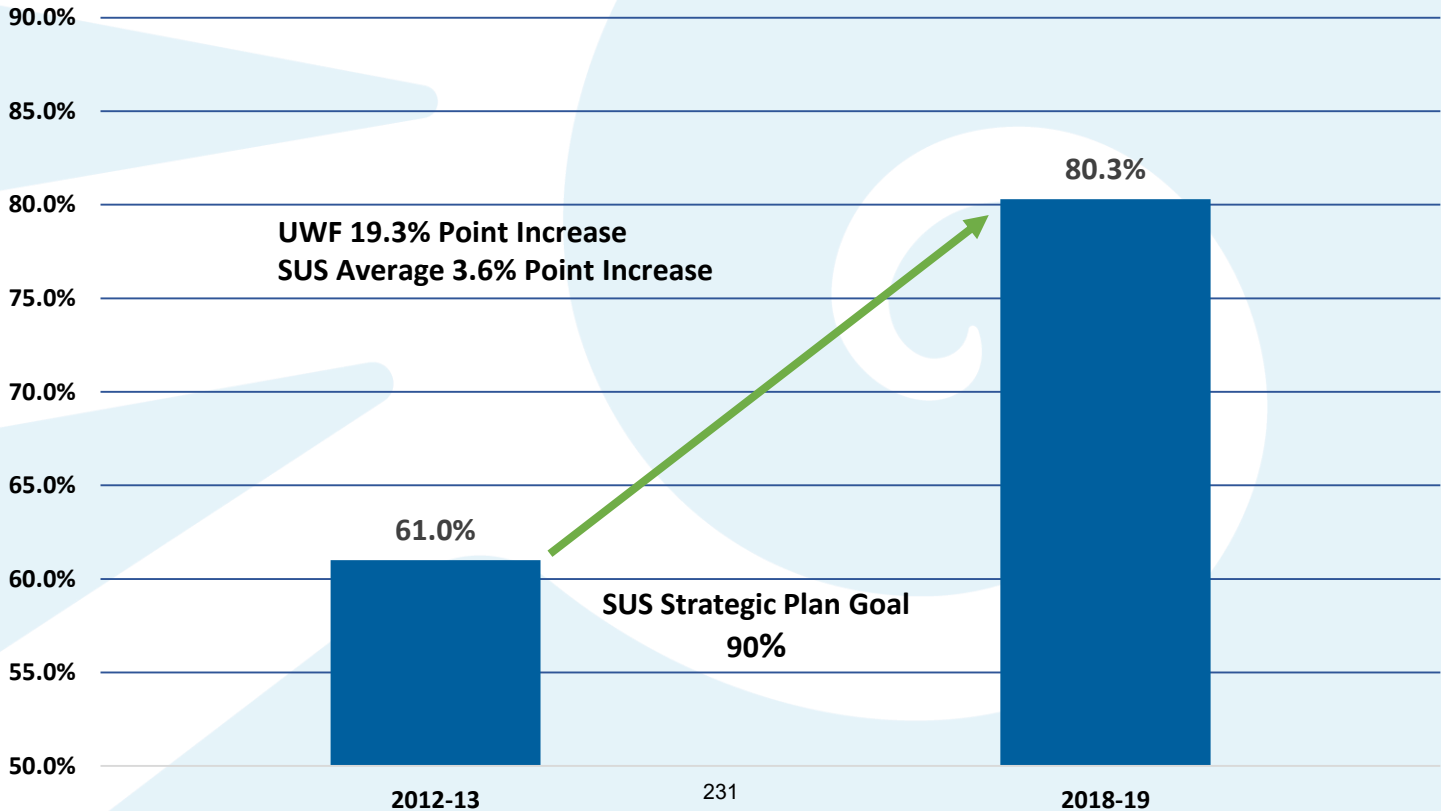
BOG Changes in Methodology and Metrics

- Changes with measuring methodology and metrics by BOG and legislation presents challenges to UWF's strategies.

Metric 4 – UWF Full-Time FTIC Four-Year Graduation Rate



Metric 5 – UWF Academic Progress Rate 2nd Year Retention w/GPA 2.0 or Above



Institutional Investment

- Beginning with Fiscal Year 2021-22, a threshold of 60-points is established as the minimum number of total points needed to be eligible for the institutional investment. *BOG Reg. 5.001 amended 3-25-2020*

State Investment

- Beginning with the Fiscal Year 2021-22 appropriation, any institution with a score lower than 70 points shall submit a student success plan to the Board of Governors for consideration at its August/September meeting that specifies the activities and strategies for improving the institution's performance metrics in order to be eligible for 50 percent of their proportional amount of the state's investment. *BOG Reg. 5.001 amended 3-25-2020*

Metric 1 and 2: Percent of Bachelor's Graduates Enrolled or Employed

- Beginning in fiscal year 2021-2022, BOG will move to using the State Wage Interchange System (SWIS) replacing the Wage Record Interchange System (WRIS2). There will be a new threshold of earning at least \$30,000 replacing the current \$25,000.
- All 50 states have signed this agreement for shared information.

Two New Metric Requirements

- Pell 6-Year Graduation Rate – Beginning in fiscal year 2021-2022, a 6-year graduation rate for students who are awarded a Pell Grant in their first year will be added to the metrics.
- Beginning in fiscal year 2021-2022, a 2-year graduation rate for Associate in Arts transfer students.
- Details of the methodology have not been released by BOG staff.

UWF Board of Trustees Meeting

Full Board

September 9, 2020

Issue/Agenda Recommendation: Foreign Interference in University Research

Proposed Action: Informational

Background Information:

Dr. Matthew Schwartz will discuss issues related to foreign interference in university research, including interest in this issue from State and federal parties, as well as the recent and ongoing UWF response to this developing issue.

Implementation Plan: None

Fiscal Implications: None

Supporting documents: PowerPoint

Prepared by: Dr. Matthew Schwartz, Assistant Vice President of Research Administration
mschwartz@uwf.edu, 474-2824

Presenter: Dr. Matthew Schwartz, Assistant Vice President of Research Administration



Research Administration
and Engagement
UNIVERSITY *of* WEST FLORIDA

Foreign Interference in University Research

*Matthew Schwartz, Assistant VP of Research
Administration*



Foreign Interference in University Research – Recent History

- FL SUS VP of Research Meetings
- Events in the News
 - USF-Moffit
 - [Moffitt Cancer Center shakeup: CEO and others resign over China ties](#)
 - UF
 - [University of Florida also a target in foreign research scandal](#)
 - Harvard
 - [Harvard chemistry chief's arrest over China links shocks researchers](#)
 - Texas A&M University
 - <https://www.justice.gov/usao-sdtx/pr/texas-professor-and-nasa-researcher-arrested-charges-related-china-s-talents-program>



NEWS / HEALTH

University of Florida also a target in foreign research scandal

In a scenario similar to last month's revelations about Moffitt Cancer Center, four UF faculty members were found to have ties with foreign recruitment programs.



Century Tower rises at the center of the University of Florida campus, where four medical school researchers recently were found to have had foreign research ties that violated university rules. University of Florida.

By Justice Griffin
Published Jan. 11
Updated Jan. 13

FBI FEDERAL BUREAU OF INVESTIGATION

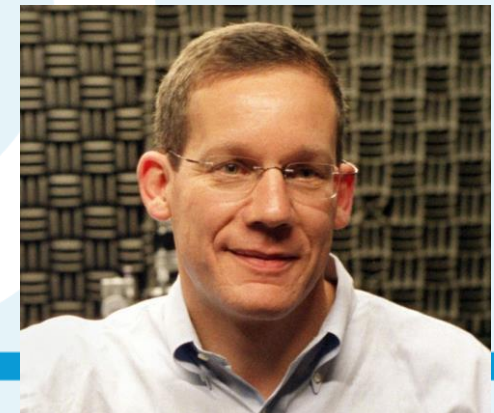
Knoxville News

Researcher at University of Tennessee Arrested for Wire Fraud and Making False Statements About Affiliation with a Chinese University

Anming Hu, a researcher at the University of Tennessee, Knoxville, has been arrested for wire fraud and false statements.
Feb. 27, 2020

Full Press Release

Facebook Twitter YouTube Email





- Theft/transfer of intellectual property (IP) to foreign or domestic agents
- Undisclosed conflict of interest
- Undisclosed conflict of commitment
- Potential for ethnic and racial targeting



- Federal and State Interest
 - US Senate Permanent Subcommittee on Investigations
 - Senator Rick Scott*
 - FL House Select Committee on the Integrity of Research Institutions*
 - Federal sponsors, including National Institutes of Health (NIH), National Science Foundation (NSF), Department of Defense, and Department of Energy
 - FL Board of Governors
 - Governor Alan Levine and VPs of Research
 - * - **requested and received responses from UWF**



- Coordinated by Research Administration and Engagement (RAE) on behalf of President and Provost, with significant input from:
 - General Counsel
 - Human Resources
 - Compliance
 - Internal Auditing
 - Information Technology Services
 - Academic Affairs
 - Center for Cybersecurity



Foreign Interference in University Research – UWF Activities (recent and current)

1. Integration of issues into ongoing revision of UWF Conflict of Interest and Outside Activity disclosure forms, policies, and procedures
2. Held informational meetings with US District Attorney and Federal Bureau of Investigation
 - UWF GC, ITS, Academic Affairs, and RAE
3. Added to UWF RAE website of new guidance on Disclosing International Activities ([link](#))

RESEARCH ADMINISTRATION & ENGAGEMENT

Return to Research and Strategic Innovation

University Research

Funding Opportunities

IRB & Compliance

- Conflict of Interest (COI)
- Effort Reporting
- Export Control
- Institutional Animal Care & Use Committee (IACUC)
- Institutional Review Board (IRB)
- Research Misconduct
- Responsible Conduct in Research (RCR)
- Reporting a Concern or Complaint

Disclosing International Activities

Forms & Resources

About Us

Principal Investigator Grant Handbook

[PI Handbook](#)

Featured Links

- [Division of Research and Strategic Innovation](#)
- [Office of Undergraduate Research \(OUR\)](#)
- [Explore Research Further!](#)
- [Research Matters Newsletter](#)

Research Administration & Engagement

Bldg. 11/Rm. 110
11000 University Pkwy.
Pensacola, FL 32514

Disclosing International Activities and Relationships

The University of West Florida values and encourages international research, collaboration and scholarship that are an integral part of UWF's contribution to regional, state and international communities. The University is equally committed to adhering to regulatory requirements and being a good steward of state and federal agencies' resources in executing UWF's mission.

Within U.S. federal agencies and university communities, there is growing concern regarding certain agreements and activities between university faculty members and various foreign universities and institutions, the existence of which may have a negative impact on federal agencies' funding decisions for individual researchers. Of particular concern are the cases where researchers are not disclosing these relationships and activities to their university or to U.S. federal agencies that support their work.

The recent message from the funding agencies is clear: **investigators and their universities must completely disclose all foreign activities to their federal funding sponsors.**

In an effort to support the UWF research community and to enable our faculty and staff to successfully navigate international relationships and activities, we are sharing guidance on university and federal agency requirements regarding foreign engagements by university faculty.

- [+ What are Federal Agencies Saying?](#)
- [+ What International Relationships and Activities Must be Disclosed?](#)
- [+ How to Disclose Foreign Activities to UWF](#)
- [+ Disclosing Foreign Activities to NIH](#)
- [+ Disclosing Foreign Activities to NIH as Other Support](#)
- [+ Disclosing Foreign Activities to NIH as Foreign Component](#)
- [+ Disclosing Foreign Affiliations to NIH in Biosketch](#)
- [+ Disclosing Foreign Activities to NSF, DOE, DOD, and Most Other Federal Agencies](#)
- [+ Disclosing Foreign Activities as Current and Pending Support](#)
- [+ Disclosing Foreign Affiliations in Biosketch](#)

(*This page is adapted from the University of Florida's Research site: <https://research.ufl.edu/foreign-activities-disclosure.html>*)



Foreign Interference in University Research – UWF Activities (recent and current)

1. Integration of issues into ongoing revision of UWF Conflict of Interest and Outside Activity disclosure forms, policies, and procedures
2. Held informational meetings with US District Attorney and Federal Bureau of Investigation
 - UWF GC, ITS, Academic Affairs, and RAE
3. Added to UWF RAE website of new guidance on Disclosing International Activities ([link](#))
4. Held informational presentation to UWF Chairs and Directors by UWF RAE and FBI personnel
5. RAE communication with federal research sponsors on disclosure process



1. Continued participation in UWF and FL SUS responses to requests from state and federal bodies
2. UWF has rolled out new outside activity and conflict of interest forms, processes, and procedures (summer 2020)
3. Informational campaign re: disclosures for all UWF faculty and staff
4. Support faculty and staff meeting existing and new requirements of federal research sponsors (NIH, NSF, etc.)



Research Administration
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Questions?

*Matthew Schwartz, Assistant VP of Research
Administration*

