



**AGENDA**  
**THE UNIVERSITY OF WEST FLORIDA**  
**BOARD OF TRUSTEES**  
**Presidential Performance Evaluation and Metrics Ad hoc Committee**  
**Virtual Meeting via Zoom**

**July 21, 2021**  
**3:00 p.m. CT**

**University of West Florida**  
**Crosby Hall, Building 10, Room 131**  
**11000 University Parkway, Pensacola, Florida**

*This is a public meeting. Please follow the instructions below to join the Zoom Meeting*  
<https://uwf.zoom.us/j/87406755394?pwd=eXlFT1h4cEVZbVFweHJDc05xT0RtZz09>

*Meeting ID: 874 0675 5394; Passcode: 748614*

**Call to Order/Roll Call** . . . . . Suzanne Lewis, Chair

**Chair's Greeting** . . . . . Suzanne Lewis, Chair

**Public Comment**

- I. Approval of May 25, 2021 BOT Presidential Performance Evaluation & Metrics Committee Minutes
- II. Report from Immediate Past Board of Trustees Chair Dave Cleveland
- III. Review of the Draft 2020-2021 UWF Presidential Evaluation Trustee Survey
- IV. Review of the Presidential Performance Evaluation & Metrics Committee Timeline

**Other Business**

**Adjournment**

DRAFT Minutes

Presidential Performance Evaluation Metrics Teleconference Ad hoc Committee

UWF Board of Trustees

UWF Crosby Hall, Building 10, Room 224

May 25, 2021

*The public was provided the opportunity to join the 5/25/2021 Presidential Performance Evaluation & Metrics Ad Hoc Committee Teleconference Meeting virtually. Joining instructions were publicly noticed on the UWF BOT website.*

<https://uwf.zoom.us/j/83255355556?pwd=RFIHUJlBtMVoxUVlGeE1HenkyMzV1QT09>

*Meeting ID: 832 5535 5556; Passcode: 029750*

Chair Suzanne Lewis welcomed everyone and called the meeting to order at 4:00 p.m.

Committee Chair Suzanne Lewis, Trustee Bob Jones, Trustee Jill Singer and BOT Chair Dave Cleveland joined by phone.

Others attending: President Martha Saunders; Provost and Senior Vice President, Dr. George Ellenberg; Howard Reddy, Vice President for Advancement; Dr. Ed Ranelli, Associate Vice President for External Affairs; Jamie Sprague, Associate Vice President, Human Resources; Keith King and Christophe Lizen, Institutional Research; Anamarie Mixson, Director, Office of the President; and Becky Luntsford, Assistant Corporate Secretary to the BOT.

Chair Lewis called for public comment. There was none.

**AGENDA ITEMS:**

**I. 2020-2021 President's Self Evaluation: Presidential Goals, Presidential Scorecard**

Chair Lewis asked President Saunders to make comments on her goals report.

President Saunders provided the committee with an overview of her 2020-2021 goals. She explained that she reached her goals in collaboration with her Cabinet. She mentioned that enrollment has grown and increased every semester over the past two years. She said she was proud that the university has made it through COVID and the administration is looking forward to the fall. The university's budget has been stabilized and President Saunders explained that the university is moving into the next year in good position and she is very proud of the university staff and the way they have faced and overcome adversities this past year.

Chair Lewis discussed the President's goals that had to be adjusted midyear due to the pandemic but have now all been met.

Chair Lewis opened the floor to other trustees who may have questions or comments for the President.

BOT Chair Cleveland explained that he was so proud of Dr. Saunders and her cabinet's robust list of accomplishments even during a pandemic. He went on to state that the President's reports are excellent. The goal report includes a hyperlink supporting each and every goal. The detail and work that goes into her goals are so impressive and helpful to the Committee and the Board.

Trustee Jill Singer echoed Chair Cleveland's accolades and shared her gratitude to the President and her team's leadership during the unprecedented last year. She noted that the President and the cabinet have focused on all aspects of the university including academia, the infrastructure, the students' success, and a great place to work for staff and faculty. The President's ability to continue to focus on positive impact on the local community – even during the difficult times over the past year.

Chair Lewis said 'UWF did not miss a step during the pandemic, but we stepped forward in most all the goals that the President and her cabinet set forth.' This is phenomenal and the results are beautiful.

Trustee Bob Jones explained that he was not surprised at the President nor the university's accomplishments. He added that the university always sets high benchmarks and meets them.

Chair Lewis opened the floor for comments on the President's Scorecard.

President Saunders provided more information on her scorecard and said she will meet all goals by the end of the fiscal year.

BOT Chair Cleveland, the PPEM Committee members, university staff and the President continued to discuss her goals and scorecard at length.

## **II. 2021-2022 Presidential Goals and Objectives**

Chair Lewis reminded committee members that these goals were revised in February, 2021 and the goals are up to date at this point. The President has provided the Committee with a document that extend her goals and objectives through 2024.

President Saunders again recognized her Cabinet for assisting her with her goals. She explained the goals she has set are realistic and will push the administration.

BOT Chair Cleveland pointed out that there are some big, significant, stretch goals on the President's 2021-2022 list.

Trustee Singer agreed the goals reflect a motivated and progressive President, Cabinet, and university.

Trustee Jones stated he has always been a believer of setting achievable goals to be met and exceeded. These goals are a good list of what the university needs.

### **III. Presidential Performance Evaluation & Metrics Committee Timeline**

Chair Lewis asked Chair Cleveland to please report back to the Committee his conversation with the Chancellor and/or BOG Chair.

She explained that the 2020-21 Presidential Goals will be on the June BOT Meeting agenda.

We will conduct the trustee survey in early July and in September the Committee will provide a full report to the Board of Trustees.

### **Other Committee Business**

Chair Lewis shared positive comments on UWF's 2021 Spring Commencement Ceremonies and the caliber and excellence of our students.

BOT Chair Cleveland said the university is fortunate to have an extraordinary President leader in charge. He gave gratitude all around to the university leadership and staff for their extraordinary efforts.

Chair Lewis thanked those in attendance for their participation.

With no other business to discuss, Chair Lewis adjourned the meeting at 4:52 p.m.

Respectfully submitted,  
Becky Luntsford, Assistant Corporate Secretary

Trustees,

It is time for the Board of Trustees to evaluate UWF President Dr. Martha D. Saunders' performance as outlined by university policy.

*University Policy BOT-14.01-06/17 Presidential Evaluation Policy* states that each trustee will evaluate the President by completing a trustee survey. President Saunders assumed her duties as university president in January 2017, and since that time we have had 100% trustee participation in the annual Presidential Evaluation Trustee Surveys. As Chair of the BOT Presidential Performance Evaluation & Metrics (PPEM) Ad Hoc Committee, I am encouraging each of you to remain committed to this process so we will reach 100% participation again this year.

In keeping with our Board's history of 100% participation, it is important that each trustee take the time to provide answers to every survey question and additional comments within the open-ended questions throughout the survey. Your comments, observations and input are provided to the BOT Presidential Performance Evaluation and Metrics (PPEM) Ad Hoc Committee. It is the responsibility of the PPEM Committee to review the Trustee Survey results and the additional comments in the preparation of the Presidential Performance Evaluation Report to be presented to the full Board in September, 2021.

The 2020-2021 Presidential Evaluation Trustee Survey provides you with the opportunity to evaluate President Saunders on UWF's five strategic directions and recurring evaluative criteria as stated by university policy. The five strategic directions follow:

- Strategic Direction: Learner Centered and Focused
- Strategic Direction: Academic Programming, Scholarship and Research
- Strategic Direction: Personnel Investment and Engagement
- Strategic Direction: Community and Economic Engagement
- Strategic Direction: Infrastructure

Please note: On the last two "Infrastructure" presidential goals, the status column indicates these goals are "delayed" or "in process". These goals have not yet been met due to necessary adjustments made as a result of the COVID-19 pandemic.

Additional support documents are provided - as hyperlinks - within the survey to assist you in the completion of your evaluation. Those documents are:

- [University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy](#)
- [2020 UWF Accountability Plan](#) (approved by BOT 5/3/19)

- [2020-2021 Presidential Goals](#) (approved by BOT 6/18/20)
- [2020-2021 Presidential Goals Report - Self Eval](#) (approved by BOT 6/18/20)
- [2020-2021 Presidential Scorecard](#) (approved by BOT 6/18/20)
- [2019-2020 Presidential Evaluation Trustee Survey Compiled Results](#) (approved by BOT 9/9/20)
- [2021-2022 Presidential Goals](#) (approved by BOT 6/17/21)

Please complete the [SurveyLink?d=Presidential Survey](#) electronically and submit no later than August 6, 2021.

The electronic survey is password protected: Password = prez2021

The Presidential Performance Evaluation & Metrics Committee thanks you for your diligence and thoughtful consideration as you complete this year's 2020-2021 Presidential Evaluation Trustee Survey.

Should you have any questions or need assistance, please contact Becky Luntsford, [rluntsford@uwf.edu](mailto:rluntsford@uwf.edu); 850-474-2449.

Sincerely,

The BOT Presidential Performance Evaluation & Metrics Ad Hoc Committee

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Please read the helpful tips and important information below regarding the Qualtrics survey.

**Qualtrics email may be flagged as spam**

- The Qualtrics survey will be sent from the email address [noreply@qemailserver.com](mailto:noreply@qemailserver.com).
- Your email client may mark this message as spam - only because this email address sends out a ton of surveys.
- Rest assured, the Qualtrics survey you receive will be safe.

**Survey accessibility**

- You may find that accessing the survey on a desktop or laptop will provide you with greater viewing and navigation ease.

**[SurveyLink?d=Opt%20Out%20Link](#) - do not click**

- The email you will receive from Qualtrics may contain an opt-out-link.
- Do not click on the “Opt-out link” to avoid any future issues in receiving Qualtrics surveys.

### **Navigating within the survey**

- While completing the survey, you will be able to go back to previous sections by using the green arrows at the bottom of the page.
- Do not use the back and forward buttons your browser provides.

### **Saving a draft of the survey**

- While completing the survey, you may take a break and return to where you left off.
- To save your submission, simply close the tab that has the survey in it.
- To return to your draft, simply re-click the survey link in your email.

### **Using hyperlinks within the survey**

- You will find green underlined hyperlinks throughout the Qualtrics survey providing additional support documents to aid you in completing the survey.
- If a link does not work, simply refresh your page to resolve the issue.

### **Printing the survey**

- Once you complete the survey, a message will appear thanking you for submitting your survey.
- You can select the Download PDF option and print the summary of your responses.

### **No duplicate survey submissions**

- You may submit your survey only once, no duplicate submissions will be possible.

### **Survey confidentiality**

- To maintain security and integrity of the evaluation process, please do not share this survey.
- Completed surveys will be accessible by Becky Luntsford and will remain anonymous throughout the entire survey process, submission and compilation.

Should you have any questions or need assistance, please contact Becky Luntsford,  
rluntsford@uwf.edu; 850-474-2449

Thank you.



**DRAFT**

**2020-2021 UWF Presidential Evaluation Trustee Survey**

Members of the UWF Board of Trustees are responsible for evaluating President Martha Saunders on her 2020-21 Presidential Goals. These goals are categorized within the survey within the five UWF strategic directions.

You may find that accessing the survey on a desktop or laptop will provide you with greater ease in viewing and answering questions.

Hyperlinks are incorporated throughout the survey, leading you to additional supporting materials.

Enter the password to continue the survey, **prez2021**.

1. Please evaluate President Saunders on Strategic Direction: Learner Centered and Focused.

## UWF Strategic Direction: Learner Centered and Focused

| Presidential Goal                                                     | Summary                                                                                                                                                                                                                                                                                                                                                 | Goal Report                                                                                | Status     |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------|
| <b>Add five full scholarships</b>                                     | The Division of University Advancement worked collaboratively with Admissions to generate funding for five new, full-ride Argo Spirit scholarships.                                                                                                                                                                                                     | <a href="#">Add five full scholarships Goal Report</a>                                     | <b>MET</b> |
| <b>Implement and track PBF funding Metric 10A</b>                     | UWF achieved its goal of 43% of Baccalaureate Graduates Completing 2+ Types of High Impact Practices for the 2019-20 academic year (achieving nine improvement points and eight excellence points) and is well on its way to reach the 47% goal for the 2020-21 academic year.                                                                          | <a href="#">Implement and track PBF funding Metric 10A Goal Report</a>                     | <b>MET</b> |
| <b>Achieve 100% housing utilization of total available beds</b>       | Housing & Residence Life had a goal of 1,434 contracts for the 2020-2021 Academic Year. There were 1,598 student contracts submitted which had us on track to exceed the goal. Due to COVID-19, the University maintained approximately 81% occupancy. Occupancy in August 2020 was 1,158. Occupancy at the time of this report (March 2021) was 1,179. | <a href="#">100% housing utilization of total available beds Goal Report</a>               | <b>MET</b> |
| <b>Expand health and wellness services for students and employees</b> | In October 2020, the University of West Florida entered into negotiations with Baptist Healthcare to offer health services to the campus community. The University has been in active negotiations with Baptist Healthcare and plans to have services in place for students by summer 2021.                                                             | <a href="#">Expand health and wellness services for students and employees Goal Report</a> | <b>MET</b> |
| <b>Align academic departments with transfer opportunities</b>         | All academic colleges have assessed departments for potential transfer opportunities and through a combination of reform, reorganization and revisions have made significant progress toward facilitating transfers and increasing transfer student numbers.                                                                                            | <a href="#">Align academic departments with transfer opportunities Goal Report</a>         | <b>MET</b> |
| <b>Increase scholarship funding for UWF Emerald Coast</b>             | As of April 1, 2021, University Advancement has raised \$30,000 of new scholarship dollars for students attending the Emerald Coast location.                                                                                                                                                                                                           | <a href="#">Increase scholarship funding for UWF Emerald Coast Goal Report</a>             | <b>MET</b> |



Answer Options:

- 5 – Exceeds Expectations
- 4
- 3 – Meets Expectations
- 2
- 1 – Does Not Meet Expectations

Additional Comments:

2. Please evaluate President Saunders on Strategic Direction: Academic Programming, Scholarship and Research.

## UWF Strategic Direction: Academic Programming, Scholarship and Research

| Presidential Goal                             | Summary                                                                                                                                                                                                                                                                                                                                                              | Goal Report                                                        | Status                                       |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------|
| <b>Expand Emerald Coast programming</b>       | Communication and computer science bachelor's programs were implemented at Emerald Coast in Fall 2019. The subsequent focus has been on strengthening existing programs and the UWF presence at Emerald Coast and in the area's community.                                                                                                                           | <a href="#">Expand Emerald Coast Programming Goal Report</a>       | <b>MET</b>                                   |
| <b>Increase online programming</b>            | During the 2020-21 academic year, the University expanded its online degree program offerings by adding five new programs, including four bachelor's degrees and one master's degree. All of these new online degree programs are in areas of strategic emphasis identified by the Florida Board of Governors or are in areas of high student demand and enrollment. | <a href="#">Increase online programming Goal Report</a>            | <b>MET</b>                                   |
| <b>Launch B.S. in Construction Management</b> | The former specialization of building construction, housed under the Bachelor of Science in Engineering Technology degree program, was elevated to a standalone Bachelor of Science degree. Enhancements have been implemented and recruitment is underway with anticipation of increased program enrollment in Fall 2021.                                           | <a href="#">Launch B.S. in Construction Management Goal Report</a> | <b>MET</b>                                   |
| <b>Launch M.S. in Athletic Training</b>       | Dr. Kelley Henderson is actively recruiting students and preparing for program accreditation as the bachelor's degree is terminated and the master's degree is implemented during Summer 2021.                                                                                                                                                                       | <a href="#">Launch M.S. in Athletic Training Goal Report</a>       | <b>MET</b><br>PROGRAM BEGINS<br>SUMMER 2021. |
| <b>Launch M.A. in International Affairs</b>   | In Fall 2020, UWF launched the Master of Arts in International Affairs degree program, approved by the Board of Governors in Summer 2020.                                                                                                                                                                                                                            | <a href="#">Launch M.A. in International Affairs Goal Report</a>   | <b>MET</b>                                   |



Answer Options:

5 – Exceeds Expectations

4

3 – Meets Expectations

2

1 – Does Not Meet Expectations

Additional Comments:

3. Please evaluate President Saunders on Strategic Direction: Personnel Investment and Engagement.

## UWF Strategic Direction: Personnel Investment and Engagement

| Presidential Goal                                                 | Summary                                                                                                                                                                                                                                                                                                                        | Goal Report                                                                            | Status     |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------|
| <b>Complete reorganization of the division of student affairs</b> | In Summer 2019, the Division of Academic Engagement merged with the Division of Student Affairs. The decision was made to align these two divisions because the activities and services offered were similar in scope and supported student engagement and retention.<br><br>By Fall 2020 the two divisions were fully merged. | <a href="#">Complete reorganization of the division of student affairs Goal Report</a> | <b>MET</b> |
| <b>Hire additional world class faculty</b>                        | UWF has strategically hired world class faculty to strengthen and expand key initiatives which are central to the economic development of Northwest Florida. This cycle's faculty hire in this category is Dr. K.C. Ma in the College of Business.                                                                             | <a href="#">Hire additional world class faculty Goal Report</a>                        | <b>MET</b> |

Answer Options:

5 – Exceeds Expectations

4

3 – Meets Expectations

2

1 – Does Not Meet Expectations

Additional Comments:

4. Please evaluate President Saunders on Strategic Direction: Community and Economic Engagement.

## UWF Strategic Direction: Community and Economic Engagement

| Presidential Goal                                           | Summary                                                                                                                                                                                                                                           | Goal Report                                                                      | Status                                     |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------|
| <b>Achieve and sustain 5% alumni engagement</b>             | As of April 18, 2021, University Advancement is tracking ahead year-over-year for annual alumni donors. With two months remaining, the division remains committed to focusing on tactics that will help us successfully reach our goal.           | <a href="#">Achieve and sustain 5% alumni engagement Goal Report</a>             | <b>ON TRACK</b>                            |
| <b>Capital Campaign feasibility study</b>                   | University Advancement has engaged the professional services of Nancy Peterman of Alexander Haas to conduct a feasibility study for our next capital campaign. The study will begin in September 2021 with a goal of completion by Dec. 31, 2021. | <a href="#">Capital Campaign feasibility study Goal Report</a>                   | <b>DEFERRED CAMPAIGN BEGINS FALL 2021.</b> |
| <b>Develop and implement external relations 3-year plan</b> | The External Relations engagement plan was developed, focusing on building and expanding relationships with the Florida Board of Governors, Legislature/Governor, UWF Board of Trustees and others, and being more visible in our community.      | <a href="#">Develop and implement external relations 3-year plan Goal Report</a> | <b>MET</b>                                 |

Answer Options:

5 – Exceeds Expectations

4

3 – Meets Expectations

2

1 – Does Not Meet Expectations

Additional Comments:

5. Please evaluate President Saunders on Strategic Direction: Infrastructure.

## UWF Strategic Direction: Infrastructure

| Presidential Goal                                         | Summary                                                                                                                                                                                                                                                                                                                                                                                       | Goal Report                                                        | Status   |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------|
| Complete and launch landscape master plan process phase 1 | Deferred due to funding.                                                                                                                                                                                                                                                                                                                                                                      | N/A                                                                | DEFERRED |
| Campus master plan approval and launch                    | The campus master plan contract with the external firm was signed March 1, 2021. The timeline for completion of the plan is to have the draft at the December 2021 full Board of Trustees meeting. The final plan will be presented to the full BOT in June 2022 and to the Florida Board of Governors in June 2022. The June 2022 submission date was confirmed with the Board of Governors. | <a href="#">Campus master plan approval and launch Goal Report</a> | MET      |
| Field House renovations                                   | Deferred due to funding.                                                                                                                                                                                                                                                                                                                                                                      | N/A                                                                | DEFERRED |
| Implement COVID-19 response plan                          | During this year, UWF communicated significant changes that would impact students, staff and faculty at the University of West Florida due to the spread of COVID-19 in the U.S.                                                                                                                                                                                                              | <a href="#">Implement COVID-19 response plan Goal Report</a>       | MET      |

Answer Options:

- 5 – Exceeds Expectations
- 4
- 3 – Meets Expectations
- 2
- 1 – Does Not Meet Expectations

Additional Comments:

# Presidential Annual Performance & Evaluation Timeline

## *Performance Evaluation & Goal Setting Activities*

