



AGENDA
THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES
Presidential Performance Evaluation and Metrics Ad hoc Committee
Teleconference Meeting

February 1, 2021
3:00 p.m. CT

University of West Florida
11000 University Pkwy. Pensacola, FL
Bldg. 10, Room 224

To join this meeting, dial (888) 585-9008; conference room 718-342-757.

Call to Order/Roll Call Suzanne Lewis, Chair

Chair's Greeting Suzanne Lewis, Chair

- I. President's Mid-Year Review
- II. Presidential Performance Evaluation & Metrics Committee Timeline
- III. Next Committee Meeting Date

Other Committee Business

Adjournment

2020-23 PRESIDENTIAL GOALS

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Add 5 full scholarships	X	X	X	Recruit high-achieving students Visibility
Implement & track PBF funding Metric 10A	X	X	X	Increase employment of graduates
Increase campus housing utilization	X	X		Student retention Increase graduation rate Strengthen campus life
100% housing utilization			X	Student retention Increase graduation rate Strengthen campus life
Expand health & wellness services for students and employees	X	X	X	Student & employee retention
Align academic departments with transfer opportunities	X	X	X	Increase enrollment
Increase scholarship funding for UWF Emerald Coast	X			Strengthen presence in Fort Walton Beach

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Expand Emerald Coast Programming	X	X		Increase enrollment Strengthen presence in FWB
Increase online programming	X	X	X	Increase enrollment Improve time to graduation
Launch BS in Construction Management	X			Increase enrollment Improve student employment

UWF Strategic Direction: Academic Programming, Scholarship and Research Continued

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Launch MS in Athletic Training	X			Increase enrollment Improve student employment
Launch MA in International Affairs	X			Increase enrollment Improve student employment
Launch BS in Human Resources Management		X		Increase enrollment Improve student employment
Launch BS in Information Security Management		X		Increase enrollment Improve student employment

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Complete reorganization of division of student affairs	X			Streamline processes Strengthen student support
Hire additional world class faculty	X	X	X	Increase research funding Visibility

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
NCUR strategic planning & implementation	X	X		Strengthen campus facilities Strengthen community partnerships
Host NCUR			X	Strengthen partnerships Visibility
Achieve & sustain 5% alumni engagement	X	X	X	Place us in top tier of peer institutions Strengthen donor support
Capital campaign feasibility study	X			Increase financial support
Establish capital campaign steering committee & launch silent phase		X		Increase financial support

UWF Strategic Direction: Community and Economic Engagement Continued

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Continue silent phase of capital campaign			X	Increase financial support
Develop & implement external relations 3-year plan	X	X	X	Strengthen state/national relationships Increase research funding Increase state support

UWF Strategic Direction: Infrastructure

Presidential Goal	FY 20-21	FY 21-22	FY 22-23	Anticipated Outcomes
Complete & launch landscape master plan phase I	X			Visibility Efficiency
Landscape master plan implementation (contingent upon funding)		X	X	Visibility Efficiency
Campus master plan approval & launch	X			Visibility Efficiency
Field house renovation	X	X		Increase event capacity

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.

Presidential Annual Performance & Evaluation Timeline

Performance Evaluation & Goal Setting Activities

