



AGENDA

THE UNIVERSITY OF WEST FLORIDA BOARD OF TRUSTEES

Presidential Performance Evaluation and Metrics Ad hoc Committee Meeting via Zoom

May 16, 2022

8:30 a.m. CT

UWF Crosby Hall, Bldg. 10, Rm. 224

To join this public meeting:

<https://uwf.zoom.us/j/87805095689?pwd=V04zbjdVK0diZHB5TjYwdmcyNisvZz09>

Meeting ID: 878 0509 5689; Passcode: 767019

Call to Order/Roll Call

Jill Singer, Chair

Chair's Greeting

Jill Singer, Chair

Public Comment

- I. Approval of March 24, 2022 Presidential Performance Evaluation & Metrics Ad Hoc Committee Minutes
- II. 2021-2022 President's Self Evaluation: Presidential Goals, Presidential Scorecard
- III. 2022-2023 Presidential Goals and Objectives
- IV. Presidential Performance Evaluation & Metrics Committee Timeline
- V. Potential Creation of a Standing Committee for the Presidential Performance Evaluation & Metrics Ad Hoc Committee
- VI. Next Committee Meeting

Other Committee Business



**Board of Trustees
Presidential Performance Evaluation & Metrics Ad Hoc Committee Meeting
via Zoom Webinar**

UWF Crosby Hall, Building 10, Room 224

March 24, 2022

DRAFT MINUTES

The public was provided with information to join this virtual public meeting on the UWF Board of Trustees Website.

CALL TO ORDER / ROLL CALL

Committee Chair, Jill Singer called the meeting to order at 9:01 a.m.

Committee Members, Trustees Jill Singer, Paul Bowers and Bob Jones were in attendance.

Board of Trustees Chair Suzanne Lewis was also in attendance.

Others in attendance included: Dr. Martha Saunders, President; Ms. Susan Woolf, General Counsel; Mr. Howard Reddy, VP, University Advancement; Ms. Jamie Sprague, AVP, Human Resources; Ms. Anamarie Mixson, Office of the President; Ms. Addison Lavaway, Office of the President; and Becky Luntsford, Assistant Corporate Secretary to BOT.

CHAIR'S GREETING

Chair Singer welcomed everyone and expressed a special welcome to new committee member, Trustee Paul Bowers

AGENDA ITEMS

I. Presidential Evaluation Policy and Timeline

Chair Singer reviewed with those present, the University Policy BOT-14.01-06/17 Presidential Evaluation Policy and the Presidential Annual Performance & Evaluation Timeline. She drew

the Committee's attention to the significant steps in the presidential evaluation and goal setting activities and timeframes assigned to each activity that occurs within the annual process.

II. Review Presidential Goals

Chair Singer reviewed with the Committee President Saunders' 2020-2022 goals and she explained that the handout provided shows the President's goals and objectives through 2024.

Chair Singer asked President Saunders if she would like to comment. President Saunders recognized her Cabinet for their dedication in assisting her with her goals. She explained that she is on track to meet or exceed her 2021-2022 goals. Dr. Saunders explained that she and Chair Lewis will be attending next week's Board of Governors meeting. She went on to explain that the BOG is focusing on a new Academic Workforce Alignment initiative with top employers throughout the state. She went on to explain that with this important new initiative being put in place, she may need to add additional 2022-2023 goals to address these objectives.

Chair Singer agreed that the Committee will work with the President as required to adjust her goals if needed.

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. President's Mid-Year Review

Chair Singer asked BOT Chair Suzanne Lewis to report on her mid-year evaluation discussion with President Saunders.

Chair Lewis explained that she met with President Saunders on February 24, 2022 and discussed the President's 2021-2022 Presidential Goals. President Saunders shared with Chair Lewis that she and her Cabinet are on track with all of the goals and strategic directions and she does not expect any major changes. Chair Lewis stated that all the president's goals look solid through June 30, 2022. Chair Lewis went on to report that she and President Saunders talked about how the outcomes of the legislative session and Board of Governors' new requirements on the Academic Workforce Alignment initiative may result in some minor tweaking in the president's goals as the PPEM Committee and the President head into next year's 2022-2023 goals. Chair Lewis assured the Committee that she will work closely with the President over the next several months and will bring forward to the PPEM Committee and the full Board of Trustees any anticipated adjustments that may be needed.

Chair Singer thanked Chair Lewis for her report.

Chair Singer asked if other Committee members had any additional comments.

Trustee Jones made three suggestions. 1. Consider requiring the President's goals to relate to the fourteen points listed in Presidential Evaluation Policy; 2. Consider alternative rating options of the president's goals and performance; 3. Consider changing the PPEM Committee from an Ad Hoc Committee to a Standing Committee.

After lengthy discussion regarding PPEM Committee restructuring, BOT Chair Lewis and Chair Singer asked General Counsel Woolf to research this issue further and provide a drafted proposal to the Committee at the next scheduled meeting. General Counsel Woolf agreed to do so.

Chair Singer explained that the Committee will continue the conversation on Trustee Jones' suggestions at future meetings. BOT Chair Lewis explained that the Committee will need to work with the President on any adjustments to the current process.

IV. Next Committee Meeting

Chair Singer asked Ms. Luntsford to poll the Committee to set the next meeting date and time.

OTHER COMMITTEE BUSINESS

There was none.

ADJOURNMENT

Chair Singer thanked those in attendance for their participation.

With no other business to discuss, Chair Singer adjourned the meeting at 9:58 a.m.

Respectfully submitted,
Becky Luntsford, Assistant Corporate Secretary



Office of the President
11000 University Parkway
Building 10, Office 227
Pensacola, FL 32514

May 1, 2022

Suzanne Lewis
Board of Trustees Chair
University of West Florida
Building 10, Ste. 102C
Pensacola, Florida 32514

Dear Chair Lewis:

I am pleased to provide the enclosed reports on my activities and accomplishments from July 1, 2021, to the present date. I am grateful for the continued support you and all the trustees have provided me and my leadership team.

After two of the most challenging years in University history due to the Coronavirus pandemic, UWF opened in the fall to record enrollment and won several important national recognitions. The University was named in Great Colleges to Work For and featured in *The Chronicle of Higher Education*. This recognition reflected Top 10 ranking among all large universities (more than 10,000 students) in the country. Additionally, UWF ranked among the best public regional universities in the South for the second consecutive year in the 2022 *U.S. News & World Report* Best Colleges list, and was named one of the country's top five military friendly schools. We earned a 2021 Higher Education Excellence in Diversity award for the sixth time.

Our University ranked first in the Florida State University System in 2021 on Metric One in the Florida Board of Governors' 2020-21 performance-based funding model, with 79% of UWF bachelor's graduates employed or furthering their education one year after graduation. Graduation rate rose by double digits.

It has truly been an extraordinary year. I am proud to be your president.

Sincerely yours,

Dr. Martha D. Saunders
President
University of West Florida

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BOARD OF GOVERNORS PERFORMANCE-BASED FUNDING METRICS

UWF has maintained impressive progress since the beginning of Performance-Based Funding without adding additional personnel to oversee the work. The attached 2022 UWF Accountability Report, approved by the UWF Board of Trustees on March 17, 2022, shows the University exceeded seven of the 10 applicable BOG Performance-Based Funding Metrics goals while perfectly meeting one additional goal. The University Access Rate (Pell Grant recipients) only fell short by less than one percentage point. Our retention team is conducting follow-up research on the Academic Progress Rate to determine the drop in score on that metric, but early results show many of the non-returners to have been negatively impacted by the pandemic, either financially or academically. We have redoubled our efforts toward improving this metric.

PBF Metric	UWF Goal Status	Percentage Difference from BOT/BOG approved goal
Percent of Bachelor's Graduates Enrolled or Employed (\$30,000)	N/A	BOG changed the benchmark and methodology for this metric. No goal was applied this year.
Median Wages of Bachelor's Graduates Employed Full-time	EXCEEDED	+10.97
Average Cost to Student	EXCEEDED	+27.27
FTIC Four-Year Graduation Rate	EXCEEDED	+15.60
Academic Progress Rate*	<i>Not Met</i>	-2.65
Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis	EXCEEDED	+11.03
University Access Rate	<i>Not Met</i>	-00.83
Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis	EXCEEDED	+9.00
9a. FCS AA Transfer Two-Year Graduation Rate	EXCEEDED	+2.21
9b. FTIC Pell recipient graduation rate	MET EXACTLY	0.00
10. Percentage of Baccalaureate graduates completing 2+ high impact practices	EXCEEDED	+1.06

2021-22 PRESIDENTIAL GOALS REPORT

All presidential goals approved by the BOT for 2021-22 have been met or are on-track to be met by the end of the fiscal year.

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Summary	Goal Report	Status
Add five full scholarships	The Division of University Advancement has worked collaboratively with Admissions to generate funding for five full-ride Argo Spirit scholarships.	Add Five Full Scholarships Goal Report	MET
Implement and track PBF funding Metric 10A	The University of West Florida has achieved its goal of 47% of Baccalaureate Graduates Completing two or more types of High Impact Practices for the 2020-21 academic year (achieving six improvement points and nine excellence points) and is well on its way to reach the 50% goal for the 2021-22 academic year.	Implement and Track PBF Funding Metric 10A Goal Report	MET
Achieve 100% housing utilization of total available beds	Despite Fall 2020 being impacted by COVID-19 (80% occupancy), the demand for on-campus housing continues to increase as we opened Fall 2021 at 99% occupancy. Based on the number of completed Housing contracts for 2022-2023, the number of returning residents who participated in the self-select room assignment process, and current off-campus apartment rates, we anticipate 100% occupancy with a waitlist.	Achieve 100% Housing Utilization of Total Available Beds Goal Report	ON TRACK
Expand health and wellness services for students and employees	UWF offered a total of 546 teletherapy appointments to students in Fall 2021 and, as of 2/15/2022, have offered 385 teletherapy appointments so far this spring. Through an expansion with Mantra Health, Mantra will provide 20 additional hours of telecounseling appointments on nights and weekends for our students. Human Resources has highlighted the Employee Assistance Program throughout the year, with a 10.8% utilization rate for UWF employees. The national utilization average was 5.2%	Expand Health and Wellness Services for Students and Employees Goal Report	MET
Align academic departments with transfer opportunities	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.	Align Academic Departments with Transfer Opportunities Goal Report	MET

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Summary	Goal Report	Status
Enhance Emerald Coast offerings, student support and community engagement	Eleven full academic programs are offered at the UWF Emerald Coast location. Transfer students are able to graduate with a bachelor's degree in their desired field within two years. New students have enrolled in the programs and others have shown interest in the programs.	Enhance Emerald Coast Offerings, Student Support and Community Engagement Goal Report	MET

Academic Programming, Scholarship and Research Continued

Presidential Goal	Summary	Goal Report	Status
Enhance online programming	Through Global Online and ITS, the University enhanced online programs through faculty support, instructional design support for industry focused online courses, support and implementation of Canvas instructional tools and Quality Matters Certifications.	Enhance Online Programming Goal Report	MET
Enhance the research and creative activities culture and opportunities	UWF has supported campus research and creative activities via its Office of Undergraduate Research and the Office of Research Administration and Engagement. In 2021-22, OUR supported approximately \$230,000 in student research activities across all five UWF colleges.	Enhance the Research and Creative Activities Culture and Opportunities Goal Report	MET

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Summary	Goal Report	Status
Search for Usha Kundu, MD College of Health Dean	A dean for the Usha Kundu, MD College of Health has been appointed: David M. Bellar, PhD. Bellar's full-time appointment begins July 1, 2022; however, he has been working on behalf of the College and the University on a part-time basis since the first of 2022.	Search for Usha Kundu, MD College of Health Dean Goal Report	MET

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Summary	Goal Report	Status
Achieve and sustain 5% alumni engagement	The offices of Annual Giving, Alumni Relations and Development worked together in fiscal year 2021-2022 to achieve and sustain 5% alumni participation. Many of the tactics employed in FY21 are still in place and continue to bring in record numbers of alumni donors.	Achieve and Sustain 5% Alumni Engagement Goal Report	MET
Execute a feasibility study and establish the Steering Committee for the Capital Campaign	The feasibility study to assess the potential for a capital campaign was conducted during Fall 2021. Six people have been identified to serve on the steering committee. The first meeting of this committee will take place in the first quarter of the new fiscal year.	Execute a Feasibility Study and Establish the Steering Committee for the Capital Campaign Goal Report	MET
Implement external relations 3-year plan	During the 2021-2022 academic year the External Relations plan focused on expanding relationships with the Florida Board of Governors, the Florida Legislature, UWF Board of Trustees and others, and on being more visible in the community. As a result of the focused hard work, the 2022-2023 Legislative Budget contains UWF funding which represents the best funding support for UWF in years.	Implement External Relations 3-Year Plan Goal Report	MET

UWF Strategic Direction: Infrastructure

Presidential Goal	Summary	Goal Report	Status
Complete and launch landscape master plan - Phase I	We are currently awaiting the Campus Master Plan finalization to further execute this item.	Complete and Launch Landscape Master Plan - Phase I Goal Report	ON TRACK
Complete development of Campus Master Plan	DLR was selected as the external firm to lead the Campus Master Planning sessions. We are currently in a feedback mode after the first presentation of the plan where we requested more realistic outcomes. 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.	Complete Development of Campus Master Plan Goal Report	ON TRACK
Manage CARES/HEERF funds	The spending for the HEERF I (CARES) and HEERF II (CRRSAA) funds (Institutional and Student portions) is now complete. The spending for the HEERF III (ARP) Student portion is also completed. We are currently finalizing the spending plans for the HEERF III (ARP) and SIP Institutional Aid funds. A 12-month no-cost extension is planned (through May 2023) to finalize the spending for the remaining Institutional Aid funds.	Manage CARES/HEERF Funds Goal Report	ON TRACK
Enhance academic technology infrastructure	Several academic technology infrastructure projects have been started, are in-progress or are complete, including but not limited to, the rewiring of buildings to better support technology needs, the installment of new technology equipment and changes made to enhance internet connectivity.	Enhance Academic Technology Infrastructure Goal Report	MET
Develop UWF Strategic Plan	Advisory groups were formed and extensive research was conducted through surveys, discussions and meetings to develop a new Strategic Plan. All meetings were posted and invited stakeholders and the public to submit feedback. A fifth and final draft of the plan will be presented to the BOT and is subject to Board of Governors' approval in June.	Develop UWF Strategic Plan Goal Report	ON TRACK
Build Gooden Center addition	The Gooden Center expansion is a \$6 million project, consisting of \$2 million in CITF funding and \$4 million in dollars fundraised from donors. The fundraising campaign for this project is ahead of schedule and has raised more than \$2.9 million in gifts and pledges as of March 1, 2022. Preliminary drawings are in the works and construction is scheduled to begin in Spring 2023.	Build Gooden Center Addition Goal Report	ON TRACK
Renovate field house	State funding of \$6.250 million in PECO was received from the Legislature to do these renovations, and UWF contributed \$1.1 million in carryforward funds. Work has begun on this renovation with the anticipated completion date of June 2023.	Renovate Field House Goal Report	ON TRACK

Responsiveness to the Board of Governors

UWF's strategic plan and compliance initiatives are clearly aligned with those of the State University System. We exercise careful adherence to BOG regulations and report to all system requests promptly. I note a significant increase in data requests with very short turnaround times requiring action from multiple departments on campus and review by administration. See example to the right of ad hoc and recurring report increases.

Year	ADHOC	Recurring	Total	Average Per Month
2017	24	35	59	5
2018	25	39	64	5
2019	42	46	88	7
2020	38	54	92	8
2021	59	50	109	9

University Strategic Plan, Work Plan and Accountability Report

The University Strategic Plan is aligned with the Florida Board of Governors Strategic Plan and provides guidance for the work that we do. I report on the University's progress at every Board of Trustees meeting and frame my remarks around our approved strategic directions. I look forward to presenting the UWF Accountability Plan for 2022 to the Board of Governors for approval at its June meeting as the report includes several important achievements. I note the first-time pass rate for the professional licensure exam for our nursing students exceeds national averages by 10%.

We are nearing completion of the 2022-2027 Strategic Plan and University Master Plan. We have provided progress reports to the Board of Trustees throughout the planning process and hosted a Master Planning Workshop for the UWF BOT and President's Cabinet in March of this year. Final documents will be presented to the Board for approval at the June meeting.

Fiscal Management of the University

I meet regularly with the Vice President for Finance & Administration and the primary financial officers of the institution. In those meetings we hear an update on current revenue and expenditures and comparisons from the previous year. Perhaps more importantly, we spend time looking forward, engaging in scenarios of what "might" happen and how the University should be prepared as we manage the ebb and flow of state funding.

Last year, I approved the realignment of UWF's operating budget based on recommended goals within the NACUBO functional classifications: Academic Support, Institutional Support, Instruction, Operations & Maintenance of Plant, Public Service, Research, & Student Services. This rebalancing effort enables us to ensure that adequate resources are available for key investments in mission-critical areas including salary and benefit-cost increases, increases to the minimum wage, student scholarships, and enrollment and retention initiatives. The realignment also provides a model for directing new funding as it comes to the University. I am grateful for the broad support we received from campus upon taking this action. In particular, the Faculty Senate appointed a budget task force to learn more about the process so that they could more effectively communicate with their colleagues.

Moody's Investors Service acknowledged the quality of UWF's fiscal management in a report issued in November of 2021: *"University of West Florida's very good credit quality and strategic positioning reflect its role as a regional comprehensive public university with generally steady enrollment in a moderately challenged student market. A healthy level of financial reserves provides solid coverage of operations."*

Supervision of Key Personnel

I work closely with a small leadership team. Each member of the President's Cabinet bears a great deal of responsibility for the effective operation of the University. We meet weekly as a group, and I follow up with regular (usually weekly) individual meetings with the Vice Presidents. I evaluate each of my direct reports annually based on goals we have agreed upon for their divisions. In addition, I conduct an informal mid-year review to make sure all goals are on track for completion.

During my time as president, we have focused our efforts toward building depth in the leadership pool. Those efforts are paying off. When VP Kim LeDuff moved on to an excellent career opportunity in January, I did not have to work hard to fill her position. Her team was composed of several individuals capable of seamlessly stepping into the interim role. Dr. Greg Tomso has kept up the momentum and is moving the Division of Academic Engagement and Student Affairs forward in impressive ways. Similarly, when our General Counsel position came open last year, we had an employee (Vice Provost) ready to fill the gap until a permanent replacement was selected.

Governmental & Community Relations

I spend a great deal of my time working with elected officials and community leaders. This past year, we added a new government relations professional to our team and refreshed our legislative relations strategies. I am pleased with the results. The 2022 Florida legislature awarded UWF approximately \$35M, the largest amount in many years. Pending the Governor's approval, UWF is scheduled to receive the following:

- \$6M increase to base allocation for operational support
- \$4.8M in performance-based funds to expand our nursing program.
- \$15M for deferred maintenance.
- \$1.05M for upgrading the fire alarm systems
- \$5.11M for critical roof repairs
- \$2.34M for HVAC upgrades
- \$750,000 for UWF Historic Trust

We owe our thanks to several members of our Board of Trustees for their efforts in making this legislative session a success for UWF.

In the community, I actively pursue the goal of making Pensacola a “university town.” We accomplish this by a near constant presence in support of our city and region through myriad activities both here and at our UWF Emerald Coast campus in Fort Walton Beach. The UWF Historic Trust provides educational and cultural resources daily. I speak frequently to community and school groups, sit on community boards, and am active in my church and the Pensacola Rotary Club. When I was named #2 on The Power List by InWeekly this year, the publication noted that “the university has become embedded in the community” under my leadership.

We are strengthening our relationships with the military as well. I have called on base leadership and have invited them to tour our facilities. Our Military and Veterans Resource Center continues to provide valuable support for our veterans and their dependents. This year, we were ranked #4 in the country in Top 10 Military Friendly schools. We're currently making plans to expand our Veterans Day activities to a week-long celebration in the fall to include a collaborative event with the Naval Aviation Museum.

Academic Excellence & Student Success

The University's high score on PBF Metric One (students employed or attending graduate school one year after graduation) is a clear indicator of the quality of our graduates. Under the leadership of the University Provost, we ensure academic excellence and student success in a variety of ways: highly qualified faculty, regular external program reviews, professional accreditations, and supportive student services.

We have conducted 11 external program reviews this past year.

Fall 2021

- Art, B.A.
- Fine Arts, B.F.A.
- Anthropology, B.A. and M.A.
- Maritime Studies, B.A.
- Clinical Laboratory Sciences, B.S.

Spring 2022

- Software Design and Development, B.S.
- Computer Science, M.S.
- Legal Studies, B.A.
- Mathematics, B.S. and M.S.
- Criminal Justice, B.A. and M.S.
- History, B.A. and M.A.

Four (4) professional accreditations have been conducted or are in process (see below for specifics)

Accreditations

- Athletic Training, M.S. - Preparing self-study for submission on July 1, 2022.
- Clinical Laboratory Sciences, B.S. - Reaffirmed in October 2021. Expires in 2031.
- Exercise Science, B.S. - Site visit and self-study completed. Committee recommended continuing accreditation. Waiting for formal action by the CoAES to continue accreditation.
- Public Health, M.P.H., and BS - Site visit occurred Dec. 2021. Expecting final word of reaffirmation when CEPH board meets in June 2022.

32 fully-qualified new faculty have been hired since July 2021:

- 5 Lecturers
- 1 Instructor
- 4 Assistant Professors of Clinic Practice
- 1 Research Professor
- 10 Assistant Professors
- 3 Professors
- 5 Visiting Instructors
- 2 Visiting Assistant Professors
- 1 Visiting Associate Professor

The work of our Career Development and Community Engagement office (CDCE), operating within the Division of Academic Engagement and Student Affairs, played a contributing role in our ranking on Metrics One and Two. The office has been working tirelessly to help students prepare for a post-pandemic world of work. For students to develop critical career competencies, access to career-related education and transformational high-impact experiences is more important than ever before. To that end, the office is working with faculty to embed career content into face-to-face and online courses. Presently, 65 courses now include a graded career component (ex. resume, cover letter, mock interview), and 1,074 students have received feedback from CDCE through this collaboration.

The office continues to focus on creating employment opportunities and employer connections for students. Employer development and outreach efforts yielded more than 2,200 new employer accounts approved in Handshake (career management portal). Position postings have increased with over 50,000 part and full-time jobs, internships and other experiential learning opportunities being posted to date. To meet the demand from both students and employers, the office transitioned all large-scale career fairs to hybrid events, offering both in-person and virtual attendance options. Doing so yielded the highest employer attendance at campus-wide recruiting events in the last ten years.

CDCE has also responded to the many workforce initiatives passed during the recent Florida legislative sessions. For example, in accordance with House Bill 1261 (Florida Statutes, codified section 1006.751), CDCE created career readiness procedures which were approved by UWF BOT and FL BOG. These procedures, including the completion of a Career Readiness Canvas module, will be mandatory for all new students beginning fall 2022.

Ethical Conduct at the University

I meet regularly with the University's Chief Compliance Officer and hear updates on all compliance activities. During these discussions, he provides a briefing on the nature of complaints received via UWF's Integrity Helpline and any trends he may have observed. We routinely look for opportunities to recognize and promote ethical conduct. On many occasions, I write a personal note to individuals thanking them for their great effort. It's old school and low-tech but seems to make a positive difference. We are currently conducting an independent review of our compliance and ethics processes in accordance with BOG Reg. 4.003. A final report will be ready by July 1 of this year.

Promotion of the Reputation of the University

I oversee the branding efforts of the University to ensure consistent and authentic messaging. Everything we say and everything we do should point to the value of UWF to our students, our employees and our state. These efforts include advertisements, social media content and publicity for use in student and faculty recruitment, fundraising and information sharing.

It is hard to be heard in a state as big as Florida, so I am readily available for media inquiries. I meet routinely with media outlets to discuss University issues. We have observed increased awareness among stakeholders as to UWF's contributions and have received frequent endorsements of the quality of our communications.

Publicity reports from the past year show 1,152 earned media stories (77 in national and statewide outlets). The advertising equivalency for this earned media is \$11,367,042.90.

I have been interviewed for three national podcasts this year. The first, "Better Than Before," aired with a reach of 4.47 million listeners. Two additional podcasts, "Moms with Dreams" and "Women Worldwide" will air later this year.

I was again named to Florida Trend's Florida 500 list of Florida's Most Influential Business Leaders, the only representative in the Education category from Northwest Florida.

Relationships with University Affiliates

I attend all board meetings of our three direct support organizations: UWF Foundation, UWF Historic Trust and UWF Business Enterprises, Inc. Designated members of my cabinet serve as CEOs of each of these organizations and serve as liaisons to University leadership.

Fundraising

I play a central role in fundraising. External gifts make a difference in our ability to support students and research. The generosity of donors validates the work of the University and tells us we are on the right track. Under the leadership of the Vice President for Advancement, UWF has formed a top-notch fundraising team. Although final numbers will not be available until July, you may expect another very successful year. To date:

- Total new cash, pledges and gifts exceed goal by 53%
- Annual fund is ahead year to date by approximately \$300,000
- Number of major gifts (83) is a record. (Previous record = 64 major gifts)
- Number of alumni donors on track to exceed record performance of last year
- Day of Giving 2022 spurred record giving

2021-22 PRESIDENTIAL SCORECARD

This year's presidential scorecard parallels the good progress reflected in the SUS Performance-Based Funding Metrics.

#	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 2021	7,940	▲	8,760
2	Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2021	53%	▼	52%
3	Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2021	30%	▼	26%
4	Average SAT Score for Newly Enrolled FTICs <i>(Changed to monitor in fall 2018)</i>	Monitor	Summer/Fall 2021	1,141	▼	1,125
5	Average ACT Score for Newly Enrolled FTICs <i>(Changed to monitor 7/21/2021 per BOT PPEM Committee)</i>	Monitor	Summer/Fall 2021	24	—	24
6	Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2021	3.84	▼	3.76
7	Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2021	13,043	▲	13,265
8	Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2021	15%	▲	17%
9	Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2021	61.0%	▲	61.1%
10	Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2021	33.6%	▲	34.4%
11	Percent of Enrolled Undergraduates Who Are 25 or Older	Monitor	Fall 2021	31%	▲	32%
12	Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (BOG PBF #10)	▲	2020-2021	Restated Last Year 44.2%	▲	47.5%
13	First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA ≥ 2.0 (BOG PBF #5)	▲	2020-2021	82.2%	▼	80.8%
14	Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2020-2021	-25.0%	▼	-22.6%
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	▼	2020-2021	6.9% Room and Board	—	0.0%
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	▼	2020-2021	5.8% Room and Board	—	0.0%

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
17	Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2017-2021	36.4%	▲	47.4%
18	Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2015-2021	48%	▲	51%
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (Prior BOG PBF#9 - Now KPI)	▲	2020-2021	82.0%	▬	82.0%
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	▲	2020-2021	38.0%	▲	84.0%
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	▲	2020-2021	83.4%	▲	94.0%
22	University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2020	37%	▼	36%
23	Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2019-2020	\$45,200	▲	\$45,500
24	UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2020	93%	▲	94%
25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	▲	2020-2021	59.4%	▲	64.4%
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	▲	2020-2021	63.6%	▲	65.4%
27	Percent of Faculty Who Are Women	Monitor	Fall 2021	47%	▬	47%
28	Percent of Faculty Who Are Minorities	Monitor	Fall 2021	24%	▲	26%
29	Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2021	\$82,299	▲	\$82,737
30	Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2020-2021	70%	▲	73%
31	UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2020-2021	\$27.3M (NOTE: ~\$10M is in CARES funding to SBDC and WUWF)	▲	\$30.7M
32	UWF Total Research Expenditures (\$M)	▲	2020-2021	\$40M	▲	\$41M
33	Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1-Change in metric from \$25K to \$30K and benchmarks)	▲	2019-2020	Restated Last Year 74.7%	▼	72.5%
34	Average Staff Salary (Reduced staff count of 134 in higher paid positions while salaries remained stable)	▲	Fall 2021	\$55,874	▼	\$55,688

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
35	Percent of Staff Who Are Women	Monitor	Fall 2021	59%	▲	61%
36	Percent of Staff Who Are Minorities	Monitor	Fall 2021	23%	▼	21%
37	Total Annual Giving	▲	2020-2021	\$5.4M	▼	\$5.1M (excludes 3.1M received from realized gifts)
38	Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2020-2021	49.3%	▼	FLVC Funding Removed 39.5%
39	Endowment	▲	2020-2021	\$72.8M	▲	\$98.4M
40	Percent of Alumni Who Are Donors	▲	2020-2021	3.4% Cancelled Day of Giving	▲	5.3%
41	FCS AA Transfer Two-Year Graduation Rate [Full-time students] (New BOG Metric 9A)	▲	2019-2021	36.8%	▲	37.8%
42	Pell Recipient Six-Year Graduation Rate [full- & part-time students] (New BOG Metric 9B)	▲	2015-2021	45.0%	—	45.0%



2022-25 THREE YEAR PRESIDENTIAL GOALS

After consultation with my leadership team, I offer the following updated three-year goals:

= Previously Approved Goal
 = New Proposed Goal

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Add 5 full scholarships	X	X	X	Recruit high-achieving students Visibility
Implement and track PBF funding Metric 10A	X	X		Increase employment of graduates
Achieve 100% housing utilization of total available beds	X	X	X	Student retention Increase graduation rate Strengthen campus life
Expand health and wellness services for students and employees	X			Student and employee retention
Align academic departments with transfer opportunities	X	X		Increase enrollment
Sustain and expand the pipeline for diverse STEM talent to fill critical jobs needs in the region and state	X	X	X	Increased degree productivity and program efficiency Increased community and business workforce
Enhance parent engagement for student success	X	X	X	Student retention Increase graduation rate Strengthen campus life
Align Academic Engagement Programs to Enhance Student Retention and Success	X	X	X	Student retention Increase graduation rate Strengthen campus life

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Enhance Emerald Coast offerings, student support and community engagement	X	X	X	Increase enrollment Strengthen presence in FWB
Enhance online programming	X	X		Increase enrollment Improve time to graduation

Academic Programming, Scholarship and Research Continued

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Launch B.S. in Human Resources Management	X			Increase enrollment Improve student employment
Enhance the research and creative activities culture and opportunities	X			Increase research and creative activities
Create separate Department of Cybersecurity		X		Increase enrollment Strengthen cyber relationships

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Apply and receive accreditation from FDLE for University Police Department	X	X		Strengthen campus environment Improve overall performance
Develop and implement plan for employee retention	X	X	X	Improved overall performance Stable retention numbers
Foster a climate of civil discourse according to the principles set forth in the State University System Free Expression Statement and the Board of Governor’s Civil Discourse Final Report	X	X	X	Improved overall performance
Incorporate Board of Governors Diversity, Equity, and Inclusion recommendations into UWF Strategic Priorities	X	X	X	Improved overall performance

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Achieve and sustain 5% alumni engagement	X	X	X	Strengthen donor support Strengthen alumni engagement
Continue Silent Phase of Capital Campaign	X			Increase financial support
Launch Public Phase of the Capital Campaign		X		Increase financial support

Community and Economic Engagement Continued

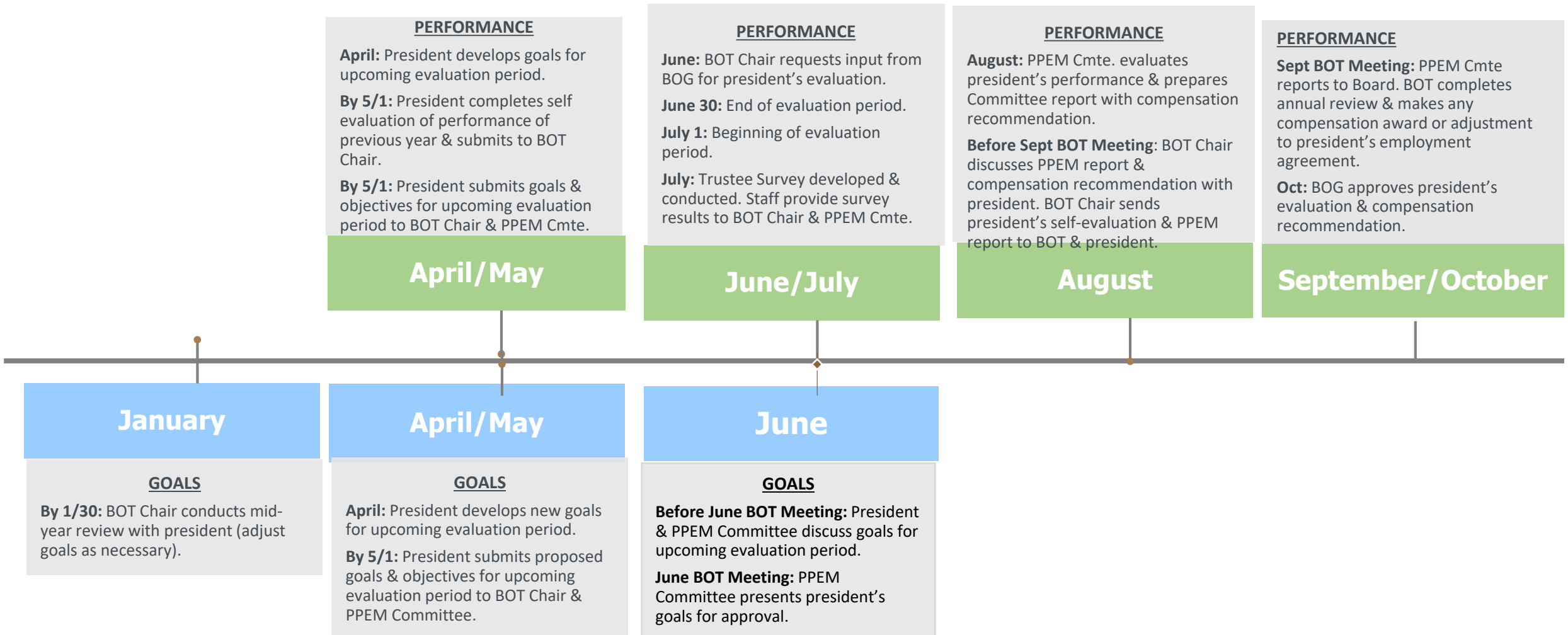
Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
Implement External Relations 3-year Plan	X	X		Strengthen state/national relationships Increase research funding Increase state support
Move football games to campus with average attendance of 4500	X			Strengthen campus life

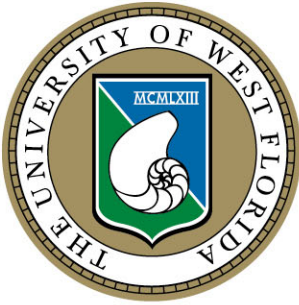
UWF Strategic Direction: Infrastructure

Presidential Goal	FY 22-23	FY 23-24	FY 24-25	Anticipated Outcomes
[Phase I] Landscape Master Plan	X	X	X	Visibility Efficiency
Implement Campus Master Plan	X	X	X	Visibility Efficiency
Manage CARES/HEERF funds	X	X		Fiscal management Favorable audit results
Launch and implement UWF Strategic Plan	X			Visibility Efficiency
Build Gooden Center addition	X	X		Expanded opportunities for students and student-athletes
Renovate field house	X	X		Expand opportunities for campus large events, such as commencement, conference, undergraduate research and other community events. Efficient use of facilities.
Improve roads, parking lots, and related infrastructure			X	Visibility Efficiency Stewardship of Assets
Develop plan for on-campus athletic stadium	X			Strengthen campus life

Presidential Annual Performance & Evaluation Timeline

Performance Evaluation & Goal Setting Activities





To: Jill Singer, Committee Chair, BOT PPEM committee

From: Susan A. Woolf, General Counsel *EWol*

Cc: Paul Bowers, member, BOT PPEM committee
Bob Jones, member, BOT PPEM committee
Suzanne Lewis, Chair, Board of Trustees
Dr. Martha Saunders, President

Date: April 8, 2022

Re: Potential creation of a standing committee for the Presidential Performance Evaluation and Metrics Ad Hoc Committee

At a meeting of the Presidential Performance Evaluation and Metrics Ad Hoc Committee (the "PPEM") held on March 24, 2022, the suggestion was made that the PPEM be made into a standing committee of the Board of Trustees. I have been asked two questions regarding that suggestion:

1. What would it entail to make the PPEM a standing committee of the Board of Trustees?
2. What are the advantages and disadvantages of doing such?

I will address each question in turn.

Board of Trustees committees generally

The Bylaws for the UWF Board of Trustees ("BOT") establish only one standing committee, the Executive Committee, and do not specifically require any other committees. The Bylaws state that "other committees" may be established as deemed necessary by the BOT without specifying "standing committees" or "*ad hoc* committees" in this provision, so this seemingly is an all-encompassing provision that includes the creation of standing committees and *ad hoc* committees. (§§ 3.2 and 3.3, Bylaws). The current standing committees that meet quarterly – the Audit and Compliance Committee,

the Academic Affairs Committee, the Student Affairs Committee, and the Finance, Facilities, & Operations Committee – are not delineated in the Bylaws.

BOG Regulation 4.002 requires the establishment of the Audit and Compliance Committee (“AC Committee”) and the adoption of a charter by that committee. (BOG Reg. 4.002(2) and (3); see *also* BOG Reg. 4.003 for additional requirements of the AC Committee charter).¹ I am unaware of any BOG regulation or other authority that requires the BOT to have any other standing committees. I also am unaware of any authority that requires any committee other than the AC Committee to have a charter, although I understand that it is considered best practice for each committee to have a charter.

Each of the four standing committees that are not named in the Bylaws has a charter. The Executive Committee does not have a charter and meets as requested by the BOT Chair.

The only mention of *ad hoc* committees in the Bylaws is a statement that the Chair is responsible for appointing members of the standing and *ad hoc* committees. (§1.4, Bylaws).

Presidential Performance Evaluation and Metrics Ad Hoc Committee

The Board of Governors directs each BOT to “develop guidelines for the annual evaluation of the president.” It also requires an annual evaluation of the president’s performance, including requesting input from the BOG chair. (BOG Reg. 1.001(5)(e) and (f)). More generally, the regulation requires that each BOT establish a program for setting the standards for performance, conducting evaluations, and setting the compensation of “all employees of the university, including the president” (BOG Reg. 1.001(5)(a)).

The PPEM was created by the BOT as part of an overall policy designed to provide “guidelines for conducting the annual review and assessment of the President’s performance, goals, and compensation” (UWF Policy BOT-14.01-06/17, hereinafter “the Policy”). The Policy describes the PPEM as an *ad hoc* committee delegated with responsibility to organize and conduct the annual review of the President.

¹ Subsection (2) of the Regulation states, “Each board of trustees shall establish a committee responsible for addressing audit, financial- and fraud-related compliance, controls, and investigative matters. For purposes of this regulation, this committee will be referred to as the audit and compliance committee. This committee shall have a charter approved by the board of trustees and reviewed at least every three (3) years for consistency with applicable Board of Governors and university regulations, professional standards, and best practices. A copy of the approved charter and any subsequent changes shall be provided to the Board of Governors.”

As stated above, currently the Bylaws do not describe any standing committee other than the Executive Committee. In order to make the PPEM a standing committee, there is no specific requirement delineated in the Bylaws and the Bylaws would not have to be amended insofar as, because there is no list of the standing committees, there is nothing that must be amended to include the creation of a new standing committee. Essentially, the PPEM could be converted into a standing committee simply by a majority vote of the BOT deciding that it should be made a standing committee. (§3.3, Bylaws).

In keeping with the practice of the BOT for its other standing committees, the BOT would need to approve a charter for the PPEM, and I would suggest that the charter include a provision describing a meeting schedule for the PPEM that aligns with the Policy and the actions that must be taken by the PPEM. In describing the schedule, the charter could specifically state whether the PPEM must meet quarterly like the other committees or have a unique schedule tailored to the duties and deadlines of the PPEM.

In a survey of the other Florida state universities, I noted that there is two approaches across the system for delineating standing committees in the board of trustees' bylaws. Like UWF, a few universities state that standing and ad hoc committees may be formed, but do not delineate any of the standing committees except perhaps the executive committee.² The majority of universities delineate their standing committees in their bylaws as well as provide for an option for *ad hoc* committees.³

While there is no requirement that the bylaws of the state university actually delineate standing committees, if the Board of Trustees decides to make the PPEM a standing

² Florida State University, University of Florida, and University of South Florida do not list standing committees in their bylaws.

³ The following universities delineate their standing committees in their bylaws:

- Florida A&M University (Academic & Student Affairs, Audit & Compliance, Budget/Finance & Facilities Planning, Governance, Strategic Planning & Performance Measures);
- Florida Atlantic University (Academic & Student Affairs, Audit & Compliance, Budget & Finance, Community & Governmental Relations, Governance, Personnel & Compensation, Strategic Planning & Initiatives);
- Florida Gulf Coast University (Finance, Facilities & Administration, Academic/Student/Faculty, Audit & Compliance);
- Florida International University (Academic Policy & Student Affairs, External Relations, Finance & Facilities, Audit & Compliance, Governance, Strategic Planning);
- Florida Polytechnic University (Academic & Student Affairs, Finance & Facilities, Strategic Planning, Audit & Compliance, Governance);
- New College of Florida (Finance & Administration, Audit & Compliance, Academic Affairs, Student Affairs & Athletics, External Affairs, Strategic Planning);
- University of Central Florida (Advancement, Audit & Compliance, Compensation & Labor, Educational Programs, Finance & Facilities, and Governance); and
- University of North Florida (Finance & Facilities, Audit & Compliance, Academic & Student Affairs, Governance).

committee, the Board also may want to delineate all of its standing committees in the Bylaws.

Advantages and Disadvantages of a Standing Committee

I have been asked to provide my assessment of advantages and disadvantages of creating a PPEM standing committee. While providing this assessment as requested, please be advised I am not attempting to advocate one position or another.

Advantages to creating a standing committee:

- A standing committee would formalize what is occurring in practice.
- A charter for a standing committee of the PPEM potentially would address aspects of the committee not currently addressed in the Policy.
- A charter could address the procedures for the committee, thus allowing the Policy to be revised and narrow the focus to policy concerns. Note that a charter must be approved only by the BOT whereas a policy generally requires a 30-day comment period before revisions can be implemented.
- While the PPEM is currently referred to as an *ad hoc* committee, the Board of Governors requires a procedure for evaluating the President's performance and the Policy requires a committee, thus the PPEM seemingly is an *ad hoc* committee in name only.

Disadvantages to creating a standing committee:

- Generally, an *ad hoc* committee is more nimble than a standing committee.
- An *ad hoc* committee can be abolished once it is deemed no longer needed. As described, the BOG regulations require a methodology for evaluation but not a committee.
- The Policy was approved in 2017 and the PPEM was created thereafter. I am unaware of a specific problem that has occurred or concern raised since the creation of the Policy and PPEM, thus I am unaware of a specific impetus for changing the committee.
- If the PPEM is converted into a standing committee, then there are other steps that the BOT should consider taking, which will take additional time to accomplish.

Summary

Currently, the requirements of the BOG regulations and UWF Policy are being met insofar as the only requirement by BOG is that a methodology be created by the BOT for

evaluating the President's performance. That methodology has been captured in the Policy that creates the PPEM and describes the schedule and duties of the PPEM. While the PPEM could be made into a standing committee, it is not required by any statute, regulation, or policy that I have located.

If the PPEM is converted into a standing committee, my suggestions are:

- (1) create a charter for the PPEM as a standing committee;
- (2) revise the Policy to align with the committee charter without being duplicative;
- (3) do not delineate it in the Bylaws; and
- (4) if the Bylaws are revised to delineate the creation of the PPEM as a standing committee, list the other four standing committees that are not currently delineated in the Bylaws.

Please let me know if I can answer any questions or provide any additional information.