



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

August 17, 2020
1:00 p.m. CT

University of West Florida
Main Campus, 11000 University Pkwy.
Crosby Hall, Building 10, Room 131

Attendees may join the 8/17/20 Board of Trustees teleconference meeting by dialing 888-585-9008, conference room 718-342-757

Call to Order/Roll Call Suzanne Lewis, Chair

Chair's Greeting Suzanne Lewis, Chair

Public Comment

- I. Approval of July 8, 2020 Presidential Performance Evaluation and Metrics Ad Hoc Committee Minutes
- II. 2019-2020 Presidential Evaluation

Other Committee Business

Adjournment



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.

Default Report

2019-2020 Presidential Evaluation Trustee Survey

August 12, 2020 7:08 PM MDT

Answer Options for Strategic Direction: Learner Centered and Focused:

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

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Learner Centered and Focused

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

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

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

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

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

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

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

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

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

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

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

Answer Options for Strategic Direction: Academic Programming, Scholarship and

Research

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

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Academic Programming, Scholarship and

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

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

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

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

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

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

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

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

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

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

Answer Options for Strategic Direction: Personnel Investment & Engagement

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

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Personnel Investment & Engagement

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

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

Martha is an excellent communicator

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

Employee moral at the University is solid

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

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

Maybe Covid-19, maybe something else.

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

Answer Options for Strategic Direction: Community and Economic Engagement

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

Showing rows 1 - 6 of 6

Additional Comments for Strategic Direction: Community and Economic Engagement

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

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

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

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

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

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

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

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

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

Answer Options for Strategic Direction: Infrastructure

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

Showing rows 1 - 6 of 6

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

End of Report

2019-20 PRESIDENTIAL GOALS REPORT

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Lead Division	Summary	Additional Info	Status
Add five full scholarships.	University Advancement Academic Engagement and Student Affairs	Advancement worked collaboratively with the enrollment and admissions teams to add an additional five full Argo Spirit scholarships.	Five Full Scholarships Summary	Met
Implement Metric 10 data gathering.	Academic Affairs	To ensure that UWF is able to report data accurately for Metric 10, Percent of Baccalaureate Graduates Completing 2+ “High Impact Practices,” Institutional Research is collaborating with the Registrar’s Office, the academic colleges and departments, the Office of Undergraduate Research, Career Development & Community Engagement, International Affairs, Housing and Residence Life, as well as others in the Division of Academic Engagement and Student Affairs to ensure that every high impact practice activity completed by any student is appropriately recorded in university systems.	Metric 10 Data Gathering Summary	Met
Increase housing utilization.	University Advancement Academic Engagement and Student Affairs	Successfully achieved full occupancy of student housing for fall and spring through strategic marketing, partnering with admissions and improved packaging of financial aid and scholarships to encourage students to live on campus.	Increase Housing Utilization Summary	Met
Expand health and wellness services for students and employees (Healthy Campus 2030 and Healthier U).	President Human Resources Academic Engagement and Student Affairs	Multiple health and wellness programs were initiated or implemented in the 2019-20 academic year. These include: expanded health services for students and employees, training, identifying external partners and telehealth in light of the COVID-19 Crisis. Intercollegiate Athletics and Baptist Health Care signed an agreement on December 16, 2019, to provide athletic training services for the next five years. Andrews Institute will strengthen and expand the health service deliveries as well as enhance the athletic training services provided to UWF student-athletes. Andrews Institute will also grant UWF student-athletes access to a full-time sports medicine physical therapist at Baptist Medical Park - Nine Mile on University Parkway.	Expand Health and Wellness Services Summary University of West Florida Signs Andrews Institute as Official Sports Medicine Provider	Met

UWF Strategic Direction: Learner Centered and Focused Continued

Presidential Goal	Lead Division	Summary	Additional Info	Status
Market cross-cultural programming.	Academic Engagement and Student Affairs	Increased student participation in Cross Cultural training through the 3-C Certificate program and worked with the Innovation Institute to produce additional cross cultural training and information.	Market Cross-Cultural Programming Summary	Met
Increase 2+2 partnerships out of the region.	Academic Engagement and Student Affairs	Admissions worked with academic programs to establish four new 2+2 partnerships outside the region and revised five existing partnerships.	Increase 2+2 Partnerships Summary	Met

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Lead Division	Summary	Additional Info	Status
Launch Ph.D. in Intelligent Systems & Robotics.	Academic Affairs	The Ph.D. in Intelligent Systems & Robotics has been implemented successfully. There are currently seven students enrolled in the first full year of the program, which meets the enrollment goal we set for the first year of the new program.	Launch Ph.D. in Intelligent Systems & Robotics Summary	Met
Launch new programming at UWF Emerald Coast.	Academic Affairs	Two new programs were launched Fall 2019 on the Emerald Coast—the Bachelor of Arts in Communication and the Bachelor of Science in Computer Science.	New Programming at UWF Emerald Coast Summary	Met
Continue recruitment of World Class Faculty.	Academic Affairs	UWF and Florida IHMC successfully hired a Director as a joint appointment as well as two faculty with World Class Scholar funds for the Ph.D. in Intelligent Systems and Robotics program. Additionally, a total of six faculty were recruited and three were retained as part of the World Class Faculty in Mechanical Engineering, Computer Science and the UWF Center for Cybersecurity. A search for an associate or full professor in Intelligent Systems and Robotics is currently underway.	Continue Recruitment of World Class Faculty Summary	Met
Increase online programming by three programs.	Academic Affairs	Two new programs were launched in an online format in Summer 2020 and an additional three programs are launching online in Fall 2020.	Increase Online Programming by Three Programs Summary	Met

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Lead Division	Summary	Additional Info	Status
Expand employee recognition programming	President Human Resources	<p>Birthday cards were sent to each employee on their birthday via the Awardco platform.</p> <p>On Employee Appreciation Day (March 6), UWF sent each employee a note of thanks through the Awardco platform.</p> <p>Due to COVID-19, UWF was not able to hold its traditional Employee Recognition and Awards Program. A program is being developed to announce and celebrate each award winner for 2020. This program announcement will be sent via email by the middle of May.</p>	Expand Employee Recognition Programming Summary	Met

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Lead Division	Summary	Additional Info	Status
Develop plan for NCUR 2022.	Academic Affairs	<p>NCUR 2022 has been scheduled for April 6-9, 2022, with the goals of providing a rich, non-intimidating, first professional conference experience to student attendees; showcasing UWF as an institution that is focused on student engagement to a national audience; and highlighting UWF as a national leader in undergraduate research. The NCUR 2022 Planning Committee structure and the conference budget have been approved. Hospitality planning, marketing and communication, and contingency planning are well underway.</p>	Develop Plan for NCUR 2022 Summary	Met
Launch ArgoLabs at the Innovation Institute/Research.	Research and Strategic Innovation	<p>The ArgoLabs project is envisioned as a central component in a broader initiative to enhance and expand university-industry partnerships at the University of West Florida, with each ArgoLab project including an industry client, a specific deliverable product/project, and a team of UWF faculty, staff and students. All ArgoLabs projects are contractual in nature and involve payment from the industry partner to UWF faculty and staff, as arranged through a funded contract managed by UWF Research Administration and Engagement.</p>	Launch ArgoLabs at the Innovation Institute/Research Summary	Met
Develop and launch Florida alumni communication and engagement plan.	University Advancement Institutional Communications President	<p>Institutional Communications and University Advancement developed and began implementing a communication strategy to engage all Florida alumni. The plan includes creating an alumni advocacy group for UWF through an initial mailer and email from the president to the Florida Alumni Network. The next tactic that will be implemented is a survey of Florida alumni to obtain information on their interests and priorities.</p>	Develop and Launch Florida Alumni Communication and Engagement Plan Summary uwf.edu/FLalumni	Met

UWF Strategic Direction: Infrastructure

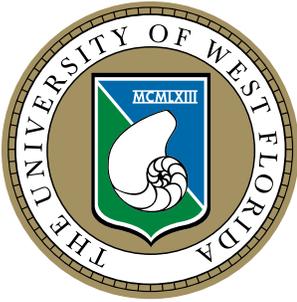
Presidential Goal	Lead Division	Summary	Additional Info	Status
Launch uwf.edu redesign.	Institutional Communications	Institutional Communications partnered with mStoner, a digital creative agency, to enhance the design of the University's website. OIC hosted discovery visits with campus partners, developed wire-frames and designs and worked with partners for feedback. Next steps include finalizing the designs and implementing throughout the institution.	Launch uwf.edu Redesign Summary mStoner Discovery Summary Creative and Content Strategy Program Finder Example	Met
Streamline and expedite procurement processes.	Finance and Administration President	An external consultant was hired to evaluate the processes and functions of Procurement & Contracts (P&C) operations to determine where inefficiencies and roadblocks existed. Goals from this consultation are to increase customer service, productivity, and effectiveness as it relates to UWF's Mission, Vision and Strategic Plan. Interviews, surveys, workflow analysis and document evaluation were conducted. In collaboration with P&C, the following deliverables resulted: a 3-5 year strategic plan; identification of key performance indicators; restructure of staffing; identification of technology to improve processes; and a detailed timeline to achieve the strategic goals over the next 5 years.	Streamline and Expedite Procurement Processes Summary Procurement 2020 KPI Report Procurement Evaluation Procurement Strategic Plan 2020-22 Procurement Strategy Project Plan	Ongoing
Complete event management software implementation and Google integration.	President	<p>The EMS Core Team successfully completed the major implementation of EMS. To date, Conferencing and Reservations, Athletics and Recreations, Registrar's Office, and West Florida Historic Trust have been configured in the EMS system. All event scheduling is now being requested and tracked through EMS.</p> <p>The next phase of this project includes additional training for the Police Department, configuration and onboarding for the CFPA, and the completion and launch of the University Event's Protocol Guide.</p> <p>The EMS Core Team advised against the Google integration. Upon further exploration, the integration plug-in did not have the capability needed to properly schedule events and meetings. The core team was able to utilize the funding saved from the Google integration to attend the EMS conference and receive additional training.</p>	Complete Event Management Software Implementation and Google Integration Summary	Ongoing
Launch landscape master plan process, Phase 1 (pending funding).	Finance and Administration	Estimated costs exceeded budgeted amounts.	Launch Landscape Master Plan Process, Phase 1 Summary	Delayed
Launch master planning process for 2021.	Finance and Administration	After careful review and consideration, the DLR Group, along with many partners, has been chosen (via official procurement processes) to provide a new 10-year Campus Master Plan for UWF. Contract negotiations are currently taking place with the DLR Group administrators. We hope to begin the full Campus Master Plan work during Summer 2020 with an estimated time to completion of 18 months or less.	Launch Master Planning Process for 2021 Summary	In Process

2019-20 PRESIDENTIAL SCORECARD

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
1	Applications Received from First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	6,032	▲	7,335
2	Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	40%	▼	31%
3	Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	46%	▲	53%
4	Average SAT Score for Newly Enrolled FTICs	Monitor	Summer/Fall 2019	1,195	▼	1,165
5	Average ACT Score for Newly Enrolled FTICs	▲	Summer/Fall 2019	24.5	▲	24.9
6	Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2019	3.9	▼	3.81
7	Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2019	12,850	▼	12,588
8	Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2019	13.8%	▲	14.8%
9	Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2019	60.1%	▼	60.0%
10	Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2019	32.9%	▼	32.8%
11	Percent of Enrolled Undergraduates Who Are 25 or Older (OLD BOG PBF #10)	Monitor	Fall 2019	33.4%	▼	32.0%
12	Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (NEW BOG PBF #10)	▲	2018-2019	34.8%	▲	38.2%
13	First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA \geq 2.0 (BOG PBF #5)	▲	2018-2019	79.8%	▲	80.3%
14	Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2018-2019	-22.8%	▼	-19.5%
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	▼	2018-2019	0.0%	—	0.0%
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	▼	2018-2019	0.0%	—	0.0%
17	Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2015-2019	31.3%	▲	34.8%

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
18	Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2013-2014	43%	▲	46%
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (BOG PBF#9)	▲	2018-2019	81.1%	▲	82.9%
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	▲	2018-2019	35.0%	▲	36.0%
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	▲	2018-2019	81.0%	▲	82.0%
22	University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2018	39.6%	▼	38.6%
23	Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2017-2018	\$36,800	▲	\$40,900
24	UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2018	91.2%	▲	93.1%
25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	▲	2018-2019	54.3%	▲	58.8%
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	▲	2018-2019	53.1%	▲	57.4%
27	Percent of Faculty Who Are Women	Monitor	Fall 2019	45.4%	▲	4.3%
28	Percent of Faculty Who Are Minorities	Monitor	Fall 2019	21.7%	▲	22.6%
29	Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2019	\$77,190	▲	\$79,816
30	Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2018-2019	67%	▬	67%
31	UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2018-2019	\$14.6M	▲	\$14.9M
32	UWF Total Research Expenditures (\$M)	▲	2018-2019	\$41M	▲	\$42M
33	Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1)	▲	2017-2018	69.2%	▲	73.20%
34	Average Staff Salary	▲	Fall 2019	\$54,385	▲	\$54,782

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
35	Percent of Staff Who Are Women	Monitor	Fall 2019	58.0%	▲	58.6%
36	Percent of Staff Who Are Minorities	Monitor	Fall 2019	21.5%	▲	22.2%
37	Total Annual Giving	▲	2018-2019	\$13.4M (Included Fred Levin Gift)	▼	\$5.2M
38	Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2018-2019	50.9%	▼	49.8%
39	Endowment	▲	2018-2019	\$73M	▲	\$74.4M
40	Percent of Alumni Who Are Donors	▲	2018-2019	2.8%	▲	3.5%



May 1, 2020

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

Dear Chairman Cleveland:

I am pleased to provide the enclosed reports of my activities and accomplishments from July 1, 2019, to the present date. I think it is safe to say it has been a remarkable year. UWF's all-time high score of 94 on the performance-based funding metrics captured a top two ranking in the State University System for the year. A few months later, the Argo football team won national acclaim with a stunning series of wins leading to the NCAA Division II National Championship. A number of other national-level achievements adorned our social media pages with hundreds of "likes," "loves" and "shares."

As I write this report, a worldwide pandemic is testing the agility, the ingenuity and the persistence of my executive team in ways we never imagined. We are holding strong. To date, no positive cases of the coronavirus have been reported at UWF. All employees are on the job and conducting the business of the university.

Significant Highlights

July 2019

- New director of the Intelligent Systems & Robotics doctoral program arrived.
- ArgoTots Program in Mechanical Engineering provided its first modified vehicle for children with limited mobility.
- Florida SBDC at UWF won region of the year.
- Argo 30 program launched covering tuition and fees for students in need.

August 2019

- Cybersecurity for All launched providing upskilling and cross-training for existing workforce.
- New personal safety app, Guardian, made available to students.

September 2019

- UWF won Top 15 ranking for (Regional South) in U.S. News & World Report's Top Public Schools.
- Welcomed our third consecutive class of National Merit Finalists.
- Named "Great College to Work For" and featured in The Chronicle of Higher Education.
- Won prestigious National Excellence in Diversity Award (HEED Award) for fourth year.

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October 2019

- New Mechanical Engineering program awarded professional accreditation from Accreditation Board for Engineering and Technology, Inc. in its first year of eligibility.
- Director of the Center for Cybersecurity, Eman El-Sheikh, appointed by Governor DeSantis to the Florida Cybersecurity Task Force.
- President Emeritus, Judy Bense, named to the Florida Women's Hall of Fame.
- UWF secured services of Saltmarsh, Cleveland and Gund for review of the Complete Florida Plus Program.
- Triumph Gulf Coast board conceptually approved concept for UWF project to address high-tech workforce demand.

November 2019

- Received highest ranking to date on "Best for Vets" list.
- Computer science students won first place in regional computer programming contest.

December 2019

- Argo athletics finished the year strong with 14 of our athletic teams featured in postseason play.
- UWF football won the NCAA Division II National Championship.
- New partnership launched with Andrews Institute as official sports medicine provider.

January 2020

- UWF online bachelors programs hit top 10% in U.S. News & World Report rankings.
- Awarded prestigious NSA Cyber Corp Scholarships in \$2.4 million grant.
- Austin Reed and Pete Shinnick named National Freshman & Coach of the Year.

February 2020

- UWF earned gold-level military-friendly distinction.
- Student Entrepreneurship Incubator opened.
- Third year of Argos Suit Up drew record number of participants.

March 2020

- UWF Camellia Garden named an American Camellia Trail Garden, one of only 57 in U.S.
- Student Dance Marathon raised record amount for Children's Miracle Network.
- Pandemic protocols launched in response to COVID-19 outbreak. All courses went online.

April 2020

- Sea3D lab began manufacturing 3D-printed face shields for healthcare workers.
- Staff sent personal greeting cards to residents of local nursing homes (who were not allowed visitors).

May 2020

- Summer courses fully online (enrollment up).
- New online degree in General Business and Professional Accountancy to launch.
- Haas Center to release survey results on COVID-19's statewide economic impact.

June 2020

- Launch COVID-19 recovery plan.

I spent additional time this year working toward bringing positive attention to the University. I was an invited guest to nine national podcasts on the topic of higher education and leadership. These podcasts reached an audience in excess of 72,000. My social media reached nearly 350,000 people over the past year, notably my COVID-19 update videos reaching an audience of more than 53,000.

I was also quoted or featured in 112 news articles, reaching an audience of more than 13 million. A variety of **viewpoints** were published by the Pensacola News Journal, Northwest Florida Daily News and **Inside Higher Ed**. In addition, I was included in **Florida Trend's issue on women in leadership**.

Presidential Goals 2019-20

All presidential goals for 2019-20 have been met or are ongoing with substantial progress.

Presidential Scorecard

The updated presidential scorecard is attached and reflects overall positive progress. The modest drop in high school GPA for new enrollees isn't significant. The drop in overall headcount may be attributed to a number of factors:

We are graduating students at a more rapid rate than in the past as reflected in the increased four-year graduation rate.

The population of new traditional students to recruit is fewer. This is a national phenomenon and competition continues to be intense nationally, but also among SUS institutions and with state colleges. At the same time, we continue to invest heavily in scholarships in order to support admissions to the greatest extent possible.

One factor that we are working on and is reflected in the Accountability Plan is stop-outs. We had 2,082 students step/stop-out last year. Of those, 499 were graduate students. We feel that significantly improving retention will be the most effective strategy for increasing enrollment. We have established an analytics function in Institutional Research and in Hal Marcus College of Science & Engineering that is closely studying stop-outs, and curricular changes are being implemented now. Other colleges will be pulled into this analysis over time, but HMCSE is the college where retention is the greatest challenge.

Proposed Presidential Goals 2020-21

I am attaching the 2020-21 goals as well as the three-year goals approved by the UWF Board of Trustees with requested modifications.

In closing, I thank you and the entire Board of Trustees for your continued faith in me and my leadership team. It is an honor to serve as President of the University of West Florida.

Sincerely yours,



Martha Saunders
President

2019-20 PRESIDENTIAL GOALS REPORT

UWF Strategic Direction: Learner Centered and Focused

Presidential Goal	Lead Division	Summary	Additional Info	Status
Add five full scholarships.	University Advancement Academic Engagement and Student Affairs	Advancement worked collaboratively with the enrollment and admissions teams to add an additional five full Argo Spirit scholarships.	Five Full Scholarships Summary	Met
Implement Metric 10 data gathering.	Academic Affairs	To ensure that UWF is able to report data accurately for Metric 10, Percent of Baccalaureate Graduates Completing 2+ “High Impact Practices,” Institutional Research is collaborating with the Registrar’s Office, the academic colleges and departments, the Office of Undergraduate Research, Career Development & Community Engagement, International Affairs, Housing and Residence Life, as well as others in the Division of Academic Engagement and Student Affairs to ensure that every high impact practice activity completed by any student is appropriately recorded in university systems.	Metric 10 Data Gathering Summary	Met
Increase housing utilization.	University Advancement Academic Engagement and Student Affairs	Successfully achieved full occupancy of student housing for fall and spring through strategic marketing, partnering with admissions and improved packaging of financial aid and scholarships to encourage students to live on campus.	Increase Housing Utilization Summary	Met
Expand health and wellness services for students and employees (Healthy Campus 2030 and Healthier U).	President Human Resources Academic Engagement and Student Affairs	Multiple health and wellness programs were initiated or implemented in the 2019-20 academic year. These include: expanded health services for students and employees, training, identifying external partners and telehealth in light of the COVID-19 Crisis. Intercollegiate Athletics and Baptist Health Care signed an agreement on December 16, 2019, to provide athletic training services for the next five years. Andrews Institute will strengthen and expand the health service deliveries as well as enhance the athletic training services provided to UWF student-athletes. Andrews Institute will also grant UWF student-athletes access to a full-time sports medicine physical therapist at Baptist Medical Park - Nine Mile on University Parkway.	Expand Health and Wellness Services Summary University of West Florida Signs Andrews Institute as Official Sports Medicine Provider	Met

UWF Strategic Direction: Learner Centered and Focused Continued

Presidential Goal	Lead Division	Summary	Additional Info	Status
Market cross-cultural programming.	Academic Engagement and Student Affairs	Increased student participation in Cross Cultural training through the 3-C Certificate program and worked with the Innovation Institute to produce additional cross cultural training and information.	Market Cross-Cultural Programming Summary	Met
Increase 2+2 partnerships out of the region.	Academic Engagement and Student Affairs	Admissions worked with academic programs to establish four new 2+2 partnerships outside the region and revised five existing partnerships.	Increase 2+2 Partnerships Summary	Met

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Lead Division	Summary	Additional Info	Status
Launch Ph.D. in Intelligent Systems & Robotics.	Academic Affairs	The Ph.D. in Intelligent Systems & Robotics has been implemented successfully. There are currently seven students enrolled in the first full year of the program, which meets the enrollment goal we set for the first year of the new program.	Launch Ph.D. in Intelligent Systems & Robotics Summary	Met
Launch new programming at UWF Emerald Coast.	Academic Affairs	Two new programs were launched Fall 2019 on the Emerald Coast—the Bachelor of Arts in Communication and the Bachelor of Science in Computer Science.	New Programming at UWF Emerald Coast Summary	Met
Continue recruitment of World Class Faculty.	Academic Affairs	UWF and Florida IHMC successfully hired a Director as a joint appointment as well as two faculty with World Class Scholar funds for the Ph.D. in Intelligent Systems and Robotics program. Additionally, a total of six faculty were recruited and three were retained as part of the World Class Faculty in Mechanical Engineering, Computer Science and the UWF Center for Cybersecurity. A search for an associate or full professor in Intelligent Systems and Robotics is currently underway.	Continue Recruitment of World Class Faculty Summary	Met
Increase online programming by three programs.	Academic Affairs	Two new programs were launched in an online format in Summer 2020 and an additional three programs are launching online in Fall 2020.	Increase Online Programming by Three Programs Summary	Met

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Lead Division	Summary	Additional Info	Status
Expand employee recognition programming	President Human Resources	<p>Birthday cards were sent to each employee on their birthday via the Awardco platform.</p> <p>On Employee Appreciation Day (March 6), UWF sent each employee a note of thanks through the Awardco platform.</p> <p>Due to COVID-19, UWF was not able to hold its traditional Employee Recognition and Awards Program. A program is being developed to announce and celebrate each award winner for 2020. This program announcement will be sent via email by the middle of May.</p>	Expand Employee Recognition Programming Summary	Met

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Lead Division	Summary	Additional Info	Status
Develop plan for NCUR 2022.	Academic Affairs	<p>NCUR 2022 has been scheduled for April 6-9, 2022, with the goals of providing a rich, non-intimidating, first professional conference experience to student attendees; showcasing UWF as an institution that is focused on student engagement to a national audience; and highlighting UWF as a national leader in undergraduate research. The NCUR 2022 Planning Committee structure and the conference budget have been approved. Hospitality planning, marketing and communication, and contingency planning are well underway.</p>	Develop Plan for NCUR 2022 Summary	Met
Launch ArgoLabs at the Innovation Institute/Research.	Research and Strategic Innovation	<p>The ArgoLabs project is envisioned as a central component in a broader initiative to enhance and expand university-industry partnerships at the University of West Florida, with each ArgoLab project including an industry client, a specific deliverable product/project, and a team of UWF faculty, staff and students. All ArgoLabs projects are contractual in nature and involve payment from the industry partner to UWF faculty and staff, as arranged through a funded contract managed by UWF Research Administration and Engagement.</p>	Launch ArgoLabs at the Innovation Institute/Research Summary	Met
Develop and launch Florida alumni communication and engagement plan.	University Advancement Institutional Communications President	<p>Institutional Communications and University Advancement developed and began implementing a communication strategy to engage all Florida alumni. The plan includes creating an alumni advocacy group for UWF through an initial mailer and email from the president to the Florida Alumni Network. The next tactic that will be implemented is a survey of Florida alumni to obtain information on their interests and priorities.</p>	<p>Develop and Launch Florida Alumni Communication and Engagement Plan Summary</p> <p>uwf.edu/FLalumni</p>	Met

UWF Strategic Direction: Infrastructure

Presidential Goal	Lead Division	Summary	Additional Info	Status
Launch uwf.edu redesign.	Institutional Communications	Institutional Communications partnered with mStoner, a digital creative agency, to enhance the design of the University's website. OIC hosted discovery visits with campus partners, developed wire-frames and designs and worked with partners for feedback. Next steps include finalizing the designs and implementing throughout the institution.	Launch uwf.edu Redesign Summary mStoner Discovery Summary Creative and Content Strategy Program Finder Example	Met
Streamline and expedite procurement processes.	Finance and Administration President	An external consultant was hired to evaluate the processes and functions of Procurement & Contracts (P&C) operations to determine where inefficiencies and roadblocks existed. Goals from this consultation are to increase customer service, productivity, and effectiveness as it relates to UWF's Mission, Vision and Strategic Plan. Interviews, surveys, workflow analysis and document evaluation were conducted. In collaboration with P&C, the following deliverables resulted: a 3-5 year strategic plan; identification of key performance indicators; restructure of staffing; identification of technology to improve processes; and a detailed timeline to achieve the strategic goals over the next 5 years.	Streamline and Expedite Procurement Processes Summary Procurement 2020 KPI Report Procurement Evaluation Procurement Strategic Plan 2020-22 Procurement Strategy Project Plan	Ongoing
Complete event management software implementation and Google integration.	President	<p>The EMS Core Team successfully completed the major implementation of EMS. To date, Conferencing and Reservations, Athletics and Recreations, Registrar's Office, and West Florida Historic Trust have been configured in the EMS system. All event scheduling is now being requested and tracked through EMS.</p> <p>The next phase of this project includes additional training for the Police Department, configuration and onboarding for the CFPA, and the completion and launch of the University Event's Protocol Guide.</p> <p>The EMS Core Team advised against the Google integration. Upon further exploration, the integration plug-in did not have the capability needed to properly schedule events and meetings. The core team was able to utilize the funding saved from the Google integration to attend the EMS conference and receive additional training.</p>	Complete Event Management Software Implementation and Google Integration Summary	Ongoing
Launch landscape master plan process, Phase 1 (pending funding).	Finance and Administration	Estimated costs exceeded budgeted amounts.	Launch Landscape Master Plan Process, Phase 1 Summary	Delayed
Launch master planning process for 2021.	Finance and Administration	After careful review and consideration, the DLR Group, along with many partners, has been chosen (via official procurement processes) to provide a new 10-year Campus Master Plan for UWF. Contract negotiations are currently taking place with the DLR Group administrators. We hope to begin the full Campus Master Plan work during Summer 2020 with an estimated time to completion of 18 months or less.	Launch Master Planning Process for 2021 Summary	In Process

2019-20 PRESIDENTIAL SCORECARD

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
1	Applications Received from First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	6,032	▲	7,335
2	Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	40%	▼	31%
3	Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2019	46%	▲	53%
4	Average SAT Score for Newly Enrolled FTICs	Monitor	Summer/Fall 2019	1,195	▼	1,165
5	Average ACT Score for Newly Enrolled FTICs	▲	Summer/Fall 2019	24.5	▲	24.9
6	Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2019	3.9	▼	3.81
7	Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2019	12,850	▼	12,588
8	Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2019	13.8%	▲	14.8%
9	Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2019	60.1%	▼	60.0%
10	Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2019	32.9%	▼	32.8%
11	Percent of Enrolled Undergraduates Who Are 25 or Older (OLD BOG PBF #10)	Monitor	Fall 2019	33.4%	▼	32.0%
12	Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (NEW BOG PBF #10)	▲	2018-2019	34.8%	▲	38.2%
13	First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA \geq 2.0 (BOG PBF #5)	▲	2018-2019	79.8%	▲	80.3%
14	Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2018-2019	-22.8%	▼	-19.5%
15	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	▼	2018-2019	0.0%	—	0.0%
16	Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	▼	2018-2019	0.0%	—	0.0%
17	Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2015-2019	31.3%	▲	34.8%

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
18	Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2013-2014	43%	▲	46%
19	Percent of Bachelor's Degrees Awarded Without Excess Hours (BOG PBF#9)	▲	2018-2019	81.1%	▲	82.9%
20	Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE	▲	2018-2019	35.0%	▲	36.0%
21	Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	▲	2018-2019	81.0%	▲	82.0%
22	University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2018	39.6%	▼	38.6%
23	Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2017-2018	\$36,800	▲	\$40,900
24	UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2018	91.2%	▲	93.1%
25	Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	▲	2018-2019	54.3%	▲	58.8%
26	Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	▲	2018-2019	53.1%	▲	57.4%
27	Percent of Faculty Who Are Women	Monitor	Fall 2019	45.4%	▲	4.3%
28	Percent of Faculty Who Are Minorities	Monitor	Fall 2019	21.7%	▲	22.6%
29	Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2019	\$77,190	▲	\$79,816
30	Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2018-2019	67%	▬	67%
31	UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2018-2019	\$14.6M	▲	\$14.9M
32	UWF Total Research Expenditures (\$M)	▲	2018-2019	\$41M	▲	\$42M
33	Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1)	▲	2017-2018	69.2%	▲	73.20%
34	Average Staff Salary	▲	Fall 2019	\$54,385	▲	\$54,782

#	Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year
35	Percent of Staff Who Are Women	Monitor	Fall 2019	58.0%	▲	58.6%
36	Percent of Staff Who Are Minorities	Monitor	Fall 2019	21.5%	▲	22.2%
37	Total Annual Giving	▲	2018-2019	\$13.4M (Included Fred Levin Gift)	▼	\$5.2M
38	Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2018-2019	50.9%	▼	49.8%
39	Endowment	▲	2018-2019	\$73M	▲	\$74.4M
40	Percent of Alumni Who Are Donors	▲	2018-2019	2.8%	▲	3.5%

2020-21 PRESIDENTIAL GOALS

 = Proposed New or Revised Goal

UWF Strategic Direction: Learner Centered and Focused

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

UWF Strategic Direction: Academic Programming, Scholarship and Research

Presidential Goal	Anticipated Outcomes
Expand Emerald Coast Programming	Increase enrollment Strengthen presence in FWB
Increase online programming	Increase enrollment Improve time to graduation
Launch BS in Construction Management	Increase enrollment Improve student employment
Launch MS in Athletic Training <i>Deferred due to Covid-19</i>	Increase enrollment Improve student employment

UWF Strategic Direction: Academic Programming, Scholarship and Research Continued

Presidential Goal	Anticipated Outcomes
Launch MA in International Affairs	Increase enrollment Improve student employment

UWF Strategic Direction: Personnel Investment and Engagement

Presidential Goal	Anticipated Outcomes
Complete reorganization of division of student affairs	Streamline processes Strengthen student support
Hire additional world class faculty	Increase research funding Visibility

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Anticipated Outcomes
NCUR strategic planning and implementation	Strengthen campus facilities Strengthen community partnerships
Achieve & sustain 5% alumni engagement	Place us in top tier of peer institutions Strengthen donor support
Capital campaign feasibility study <i>Deferred due to Covid-19</i>	Increase financial support
Develop and implement external relations 3-year plan	Strengthen state/national relationships Increase research funding Increase state support

UWF Strategic Direction: Infrastructure

Presidential Goal	Anticipated Outcomes
Complete and launch landscape master plan phase I <i>Deferred due to funding</i>	Visibility Efficiency
Campus master plan approval and launch	Visibility Efficiency
Field house renovation <i>Deferred due to funding</i>	Increase event capacity

UWF Strategic Direction: Infrastructure Continued

Presidential Goal	Anticipated Outcomes
Create a plan for the re-opening of campus for approval by UWF BOT & SUS BOG <i>New goal</i>	Healthier and safer campus environment Enrollment Retention
Implement the plan, making needed adjustments as conditions change <i>New goal</i>	Healthier and safer campus environment Enrollment
Implement safety measures under the guidance of health officials <i>New goal</i>	Healthier and safer campus environment
Facilitate COVID-19 testing/tracing as needed <i>New goal</i>	Healthier and safer campus environment
Plan course delivery designed to keep students on track for graduation <i>New goal</i>	Progress to degree Retention
Develop budget strategies for any drop in revenue <i>New goal</i>	Fiscal health of the institution
Oversee fiscal management of CARES funds <i>New goal</i>	Student Retention Fiscal health of the institution
File claims with FEMA as allowed <i>New goal</i>	Fiscal health of the institution Strengthened infrastructure

2020-23 PRESIDENTIAL GOALS

 = Proposed New or Revised Goal

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 and track PBF funding Metric 10A	X	X	X	Increase employment of graduates
Increase campus housing utilization GOAL MET ✓	X	X		Student retention Increase graduation rate Strengthen campus life
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	X	X	Student and 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 <i>Deferred due to Covid-19</i>	✖	<u>X</u>		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 and 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 <i>Deferred due to Covid-19</i>	✖	<u>X</u>		Increase financial support
Establish capital campaign steering committee and 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 and 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 and launch landscape master plan phase I <i>Deferred due to funding</i>	✖	X		Visibility Efficiency
Landscape master plan implementation (contingent upon funding)		X	X	Visibility Efficiency
Campus master plan approval and launch	X			Visibility Efficiency
Field house renovation <i>Deferred due to funding</i>	✖	X		Increase event capacity
Implement COVID-19 response plan <i>New goal</i>	X			Healthier and safer campus environment Student retention Enrollment Progress to degree Fiscal health of the institution

Dr. Martha Saunders Compensation from Performance Evaluation

Year	Score	Salary Compensation	Compensation \$ Amount	Bonus	Bonus \$ Amount	Comments
2016-2017	4.46	2%	\$6,749	20 % of base salary	\$59,281	20% of 6 months of EVP/Provost Salary & 20% of 6 months of President Salary
2017-2018	4.51	8%	\$28,087	20% of base salary	\$70,218	
2018-2019	4.33	New Contract Base Salary for 1/1/2020	\$405,000	20% of base salary	\$77,353	

1/1/2017 Dr. Saunders became President

University	Last Name	First Name	Annual Salary
FAMU	ROBINSON	LARRY	\$419,650
FAU	KELLY	JOHN	\$505,000
FGCU	MARTIN	MICHAEL	\$400,000
FIU	ROSENBERG	MARK	\$502,579
FPU	AVENT	RANDY	\$441,796
FSU	THRASHER	JOHN	\$627,043
NCF	O'SHEA	DONAL	\$305,000
UCF	CARTWRIGHT	ALEXANDER	\$600,000
UF	FUCHS	KENT	\$926,060
UNF	SZYMANSKI	DAVID	\$426,204
USF	CARRALL	STEVEN	\$575,000
UWF	SAUNDERS	MARTHA	\$412,290

\$511,719 Average Sa

Dr. Saunders Other Compensation as of 12/31/17

Housing Allowance	Car	Spouse Travel	Annuity*	Bonus	Other	TOTAL
\$24,000	\$14,000	\$2,298	\$91,809	\$77,853	\$1,950	\$211,910

Cell Phone

* Includes \$16,936 for 2017 and 2018 contirbutions paid in Calendar Year 2020

Saunders Current Salary	Saunders Other Compensation (As of 6/30/2020)	Total
\$412,290	\$211,910	\$624,200

President Martha D. Saunders

Presidential Evaluation January – June 2017

Composite Score 4.46 on a scale of 5.0

**Excerpt from THE PRESIDENTIAL PERFORMANCE EVALUATION REPORT PREPARED BY THE UWF BOARD OF TRUSTEES PRESIDENTIAL PERFORMANCE, EVALUATION AND METRICS AD HOC COMMITTEE –
Approved by the UWF Board of Trustees on 9/26/17**

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

Pursuant to Presidential Compensation proposal and Section 5.1 of the Employment Agreement, President Saunders is eligible for a Performance Incentive Payment up to and including twenty percent (20%) of her base salary.

Whereas the Trustee Survey results reflect a composite score of 4.46 (on a scale of 5.0) across all strategic directives of the University, and reflect resoundingly positive comments and lists of accomplishments as presented herein and attached hereto, the Committee recognizes that the President's performance has clearly Exceeded Expectations, and rises to the level to merit a Performance Incentive Payment at the full amount provided in the employment agreement -20% of base salary.

In determining the dollar amount of the Performance Incentive Payment for this initial year of her Presidency, it is the Committee's recommendation to define the base salary as 6 months of base salary as the Executive Vice President/Provost position, plus 6 months of base salary at the Presidential position. Therefore, it is recommended that the Performance Incentive Payment shall be calculated as 20% of the sum of these two amounts.

Presidential Evaluation July 2017 – June 2018

Composite Score 4.51 on a scale of 5.0

**Excerpt from THE PRESIDENTIAL PERFORMANCE EVALUATION REPORT PREPARED BY THE UWF BOARD OF TRUSTEES PRESIDENTIAL PERFORMANCE, EVALUATION AND METRICS AD HOC COMMITTEE –
Approved by the UWF Board of Trustees on 9/27/18**

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

Pursuant to Presidential Compensation proposal and Section 5.1 of the Employment Agreement, President Saunders is eligible for a Performance Incentive Payment up to and including twenty percent (20%) of her base salary.

Whereas the Trustee Survey results reflect a composite score of 4.51 (on a scale of 5.0) across all strategic directives of the University, and reflect overwhelmingly positive comments and lists of accomplishments as presented herein and attached hereto, the Committee recognizes that the President's performance has clearly Exceeded Expectations, and rises to the level to merit a Performance Incentive Payment at the full amount provided in the employment agreement, calculated at 20% of Base Salary.

Presidential Evaluation July 2018 – June 2019 Composite Score 4.33 on a scale of 5.0

Excerpt from *THE PRESIDENTIAL PERFORMANCE EVALUATION REPORT PREPARED BY THE UWF BOARD OF TRUSTEES PRESIDENTIAL PERFORMANCE, EVALUATION AND METRICS AD HOC COMMITTEE – Approved by the UWF Board of Trustees on 9/29/19*

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

Pursuant to Presidential Compensation proposal and Section 5.1 of the Employment Agreement, President Saunders is eligible for a Performance Incentive Payment up to and including twenty percent (20%) of her base salary.

Whereas the Trustee Survey results reflect a composite score of 4.33 (on a scale of 5.0) across all strategic directives of the University, and reflect overwhelmingly positive comments and lists of accomplishments as presented herein and attached hereto, the Committee recognizes that the President's performance has clearly Exceeded Expectations, and rises to the level to merit a Performance Incentive Payment at the full amount provided in the employment agreement - 20% of base salary.

**2018-2019 PRESIDENTIAL PERFORMANCE EVALUATION REPORT
PREPARED BY THE UWF BOARD OF TRUSTEES PRESIDENTIAL PERFORMANCE, EVALUATION AND
METRICS AD HOC COMMITTEE**

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

The Presidential Performance Evaluation and Metrics Ad hoc Committee (PPEM Committee) submits the following report and recommendations for President Martha Saunders' 2018-19 annual performance evaluation. The Presidential Evaluation Policy requires that the President's performance evaluation take place according to a prescribed time schedule, culminating in completion of this report and submission of the Committee's related recommendations to be acted upon by the full Board of Trustees at their September meeting. The Committee took great care in developing and following this schedule, so that, on an annual basis, the President's performance will be based on the academic year's Key Performance Indicators (i.e., the KPI's, as presented in the most recently updated Presidential Scorecard), as well as the most current Florida Board of Governor's Performance Based Metrics.

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

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.

In late July, in keeping with the Policy's prescribed time schedule, the Committee provided the President's Self-Evaluation with additional documentation, the Presidential Scorecard 2018-19, definitions for the scorecard, the UWF 2019 Accountability Plan, and a UWF Presidential Evaluation Survey to each Trustee, so they could complete individual feedback on the President's performance. These documents are attached to this report. All thirteen Trustees completed the Trustee Survey within the time provided and many offered specific comments and observations about the President's performance. A compilation of the results of the Trustee Survey and comments are also provided. The score range was 1 to 5 with 1 representing "Does Not Meet Expectations", 3 representing "Meets Expectations", and 5 representing "Exceeds Expectations". All of these actions and documents assisted the PPEM committee in completing the task of evaluating the President in this third year of her Presidency.

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

Strategic Direction: Academic Programming, Scholarship & Research – Score 4.46 (Exceeds expectations)

Strategic Direction: Community and Economic Engagement – Score 4.38 (Exceeds Expectations)

Strategic Direction: Infrastructure – Score 4.15 (Exceeds Expectations)

Strategic Direction: Learner Centered and Focused – Score 4.40 (Exceeds Expectations)

Strategic Direction: Personnel Investment & Engagement – Score 4.23 (Exceeds Expectations)

Total Average Score 4.33 (Exceeds Expectations)

The PPEM Committee met on August 23, 2019 to review all of the supporting documentation and the Trustee Survey results to make a recommendation to the Board of Trustees. After much deliberation and consideration, it was determined that the university has continued to thrive under the leadership of President Saunders. Examples of the progress, improvements, enhancements and exceptional leadership during this evaluation period include, but are not limited to the following:

- UWF has made incredible progress in the Florida Board of Governor's (BOG) Performance Based metrics and was ranked in the top three public universities in the state for a third year and this year ranking second.
- UWF partnered with state and local election officials to provide training and enhance cybersecurity preparations.
- The Argo Athletic Band launched.
- President Saunders hosted Florida House Speaker-elect, José Oliva, at UWF's Sea3D Lab.
- UWF became the state's only University with a bachelor's degree in cybersecurity designated by the National Security Agency and Department of Homeland Security as a Center of Academic Excellence in Cyber Defense.
- UWF was recognized for excellence in diversity with the 2018 HEED Award.
- UWF welcomed its second annual class of National Merit Finalists.
- President Saunders hosted gubernatorial candidate, now Gov. Ron DeSantis, at Sea3D Lab.
- Global Online launched in downtown Pensacola.
- The Hal Marcus College of Science and Engineering was awarded a \$3 million grant to enhance STEM courses.
- Cybersecurity students won the ITEN WIRED competition.
- UWF Women's soccer won its eleventh Gulf South Conference Championship.
- A Ph.D. program in Intelligent Systems and Robotics was approved by BOG; the program is the first in Florida.
- University Park Center was named with gift from Darrell and Debbie Gooden.
- The main campus was selected as an early voting site for the 2018 elections.
- UWF Volleyball team claimed its eighth Gulf South Conference championship.
- UWF conferred its 100,000th degree.
- The Florida SBDC at UWF provided recovery resources to businesses following Hurricane Michael.
- President Saunders was named to the SACSCOC Appeals Commission.
- The total pass rate for the nursing NCLEX exam for 2018 was 97.65 percent.
- UWF was selected to host NCUR 2022 which will bring 5,000 talented university students and their advisors to our campus and community.

- UWF became the first university in North America to host a parkrun series.
- President Saunders was awarded the “Living the Dream” diversity award.
February 2019
- Supply Chain Logistics students placed in the top two in a national competition.
- President Saunders and Dr. Pam Northrup delivered an invited presentation, “Becoming Florida’s Innovation University,” at the UIIN international conference in Sydney, Australia.
- Pensacola State College and UWF signed an innovative PSC2UWF agreement.
- President Saunders was selected as a 2019 Influencer as part of the Miami Herald Influencer Project.
- UWF hosted the 2019 Centers of Academic Excellence in Cybersecurity Executive Leadership Forum in partnership with the National Security Agency and Department of Homeland Security.
- UWF Center for Cybersecurity hosted the grand opening of the new Center for Cybersecurity facility in downtown Pensacola.
- UWF Robotics team placed second in the IEEE SoutheastCon Hardware competition. UWF beat every team in the SUS, but lost a very close final match to the University of Alabama.
- President Saunders, Howard Reddy, Dr. Pam Northrup and Dr. Kim LeDuff were recognized in InWeekly’s 2019 Power List.
- UWF’s Softball team ranked No. 2 nationally.
- Distinguished alumnus, Harrison Peters, gave the address at the 2019 Spring Commencement.
- The Argonauts captured their sixth consecutive Gulf South overall All-Sports Trophy and reclaimed the Women’s Trophy.
- UWF Women’s Tennis won their nineteenth Gulf South Conference Championship and the 100th Conference Championship in UWF history.
- President Saunders was selected to attend the USAF National Security Forum.
- Winner of the 2019 Career Services Champion Award from National Association of Colleges and Employers (NACE)
- President Saunders was invited to serve on the Florida Advisory Committee of the US Global Leadership Coalition (USGLC).

President Saunders continues to provide exceptional leadership, action and vision for the university, the students, staff, faculty, the community and the state. She works hard to ensure that UWF continues to move forward. The President’s progress and results to-date merit payment of the performance-based compensation contemplated in her Employment Agreement, particularly given the university’s hard-earned third year in a row placement in the Top 3 public universities in the state BOG metrics, rising to number two.

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

- Pursuant to Presidential Compensation proposal and Section 5.1 of the Employment Agreement, President Saunders is eligible for a Performance Incentive Payment up to and including twenty percent (20%) of her base salary.
- Whereas the Trustee Survey results reflect a composite score of 4.33 (on a scale of 5.0) across all

strategic directives of the University, and reflect overwhelmingly positive comments and lists of accomplishments as presented herein and attached hereto, the Committee recognizes that the President's performance has clearly Exceeded Expectations, and rises to the level to merit a Performance Incentive Payment at the full amount provided in the employment agreement - 20% of base salary.

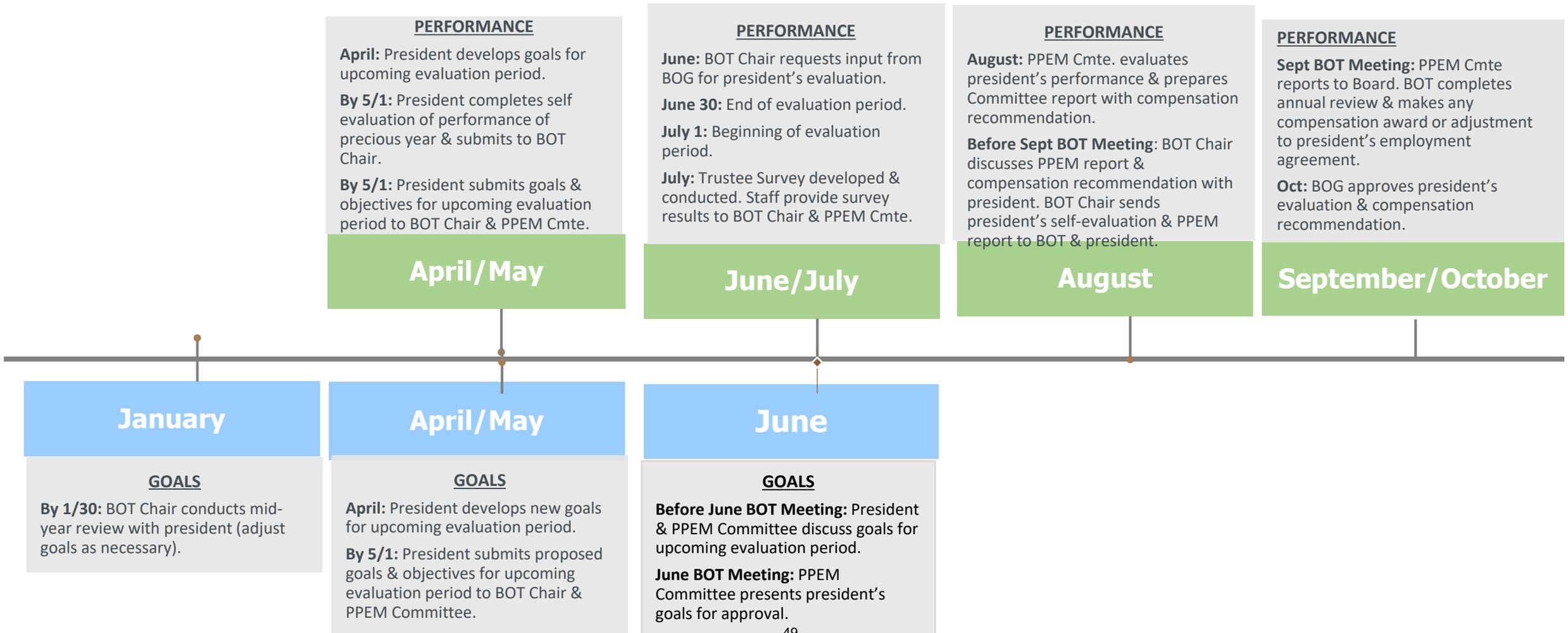
In regard to Section 4.2 of the President's Employment Agreement, the Board of Trustees is obligated to review the President's Base Salary on an annual basis. For the same reasons previously cited and based upon the attached assessment tools, the Committee recommended on June 19, 2019 – and the BOT unanimously approved - a Presidential salary adjustment effective January 1, 2020, that recognizes and rewards her exemplary performance.

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

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

Presidential Annual Performance & Evaluation Timeline

Performance Evaluation & Goal Setting Activities



PPEM Committee Timeline of Meeting Dates & Activities

Original timeline established by the PPEM Committee at its 7/8/20 meeting.

Recommended changes - in red – approved by Chair Lewis on 8/5/20.

JULY 23

- 2019-2020 Presidential Evaluation Trustee Survey to Chair Cleveland & Chair Lewis for approval prior to sending to trustees.

JULY 24

- Trustee Survey sent to trustees via Qualtrics.

AUGUST 7

- Deadline for Trustee Surveys to be returned.

AUGUST 8-12

- Trustee Survey results compiled.

AUGUST ~~24~~ 12 - 14

- Compiled Trustee Survey results to Chair Cleveland & Chair Lewis for review and approval.

AUGUST ~~28~~ 17

- Agenda Packet for 8/17 PPEM Committee Meeting to include:
 - Compiled 2019-2020 Presidential Evaluation Trustee Survey results
 - 2019-2020 Presidential Scorecard
 - 2019-2020 Presidential Goals
 - Compiled survey results from President Saunders' from previous evaluation periods
 - Composite scores from President Saunders' from previous evaluation periods
 - 2018-2019 PPEM Presidential Evaluation Report (last year's)
 - Presidential Evaluation Policy
- Meeting's Objectives:
 - Review all documentation in preparation for the 2019-2020 PPEM Presidential Evaluation Report (for approval by BOT 9/7)
 - This year's Trustee Survey results
 - This year's Presidential Goals & Scorecard
 - From Previous Evaluation Periods:
 - Composite scores
 - Survey results
 - PPEM Presidential Evaluation Report (Contract, Compensation & Bonus info)
 - SUS Presidents' Salaries
 - President's Contract (beyond 12/31/20)
 - President's Compensation

AUGUST 17 – 31

- 2019-2020 Presidential Evaluation Report written & finalized for PPEM Committee approval.

AUGUST 31 - SEPTEMBER 4

- PPEM Committee Meeting to approve the final 2019-2020 Presidential Evaluation Report.
- Chair Cleveland to discuss Report with President Saunders

BY SEPTEMBER 7

- 2019-2020 Presidential Evaluation Report submitted for placement in the 9/9/20 BOT Meeting agenda.

SEPTEMBER 18 9 – Board of Trustees Meeting

- 2019-2020 Presidential Evaluation Report presented to the BOT for approval. *Report provided to trustees on morning of meeting – not included in agenda.*

SEPTEMBER 10

- Letter sent from Chair Cleveland to BOG Chair including the 2019-2020 Presidential Evaluation Report.

SEPTEMBER 16 – Board of Governors Meeting

- Chair Cleveland to present the 2019-2020 Presidential Evaluation Report to Board of Governors.