



AGENDA

**THE UNIVERSITY OF WEST FLORIDA
SPECIAL BOARD OF TRUSTEES MEETING**

**August 17, 2017
9:00 a.m.**

**UWF Conference Center Lounge
11000 University Parkway, Building 22, Pensacola, Florida 32514**

- I. Call to Order/Roll Call Mort O’Sullivan, Chair
 - II. Chair’s Greeting Mort O’Sullivan
 - III. Public Comment
 - IV. Action Item
 - 1. Approval of Food Services Transition to Aramark
 - V. Information Items
 - 1. Performance Based Funding Metrics Update
 - 2. Draft Response to Governor Rick Scott’s Request
 - VI. Other Business
- Adjournment

UWF Board of Trustees Meeting

August 17, 2017

Issue: Food Services Transition to Aramark

Proposed action: Approve

Background information: University Food Services has been an assigned function to BEI since 2012, along with Argonaut Village following its development beginning in 2014. Pursuant to Section II Part D of the UWF-BEI Procurement Policy, in response to the unique set of circumstances facing BEI in relation to Food Services, SHCC, and Argonaut Village (and in consultation with the BEI Chair and Directors) the CEO entered into discussions with alternative Food Service providers (an assigned function) during the Spring of 2017. These discussions led to the formation of an internal review team and Work Group that received formal presentations from Sodexo (April 13), Aramark (April 20), and Chartwells (May 24), along with subsequent documentation provided by the vendors.

The following criteria were consistently provided to Sodexo, Aramark, and Chartwells:

1. Upfront funding provided to the maximum extent possible to address the current unamortized capital investment (\$6.1M)
2. The initial term of the contract would not exceed 10 years, with voluntary renewals up to a maximum of 5 additional years.
3. Provision of investment funds to allow for dining upgrades and renovations over the term of the contract.
4. Operation of the University's resident dining/ all-you-care-to-eat facility, the Nautilus Market.
5. Operation of campus retail dining establishments including new competitive franchises--especially in the Argo Galley
6. Premium class food service provided.
7. Provision of a wide range of high-end as well as economical catering options with the understanding that catering is non-exclusive.
8. Concession services would be provided at UWF Intercollegiate Athletics and other events.
9. Argonaut Village would revert to university control, but the provider would continue to support operation of the Starbucks and potentially would assist in locating other franchises in the development.
10. Any necessary assistance with the Scenic Hills transition would be appreciated.

During the months of June and early July, the financial proposals with the leading vendors were tested and verified. Throughout the process, the CEO conducted routine updates and collaboration with BEI Chair, KC Clark. The review team completed a final meeting on July 7 to complete the recommendation process. Thereafter, in the capacity of BEI CEO, Dr. Cunningham undertook a final analysis, consulted with staff, and confirmed President Saunders' concurrence to proceed with the transition to Aramark. With this transition, to be effective as of December 17, 2017, management of Argonaut Village operations will convert from Chartwells to BEI as of January 16, 2018.

It is requested that the Board of Trustees:

- Delegate to Steve Cunningham, as UWF Vice President and CEO of BEI, the authority to negotiate ancillary terms on a Food Services contract with Aramark, subject to the Letter of Intent and financial terms proposed by Aramark.

Supporting documentation: Aramark - Letter of Intent
Summary of Financial Terms

Prepared by: Steve Cunningham, Vice President, CFO and UWF BEI Chief Executive Officer, 850-474-2209, scunningham1@uwf.edu

Presenter: Steve Cunningham, Vice President, CFO and UWF BEI Chief Executive Officer 850-474-2209, scunningham1@uwf.edu



1101 Market Street
Philadelphia, PA 19107

July 25, 2017

Dr. Steven Cunningham
Chief Executive Officer
University of West Florida Business Enterprises, Inc.
11000 University Parkway, Building 10 Room 118
Pensacola, FL 32514

Re: **Letter of Intent for Aramark's Services at the University of West Florida**

Dear Dr. Cunningham

This letter will confirm that **University of West Florida Business Enterprises, Inc.** (the "Client") intends to negotiate with **Aramark Educational Services, LLC** ("Aramark") as its exclusive provider of Dining Services (except for catering services which are non-exclusive) on the University of West Florida campus in Pensacola, Florida (the "Services"), under a definitive services agreement (the "Definitive Agreement") setting forth the mutually agreed-upon terms and conditions applicable to Aramark's performance of the Services.

This letter is intended to express the Parties' willingness to proceed toward prompt and expeditious negotiation for the execution of the Definitive Agreement, which shall be mutually agreed-upon by the parties and shall reflect the following: (1) Aramark's Proposal on July 10, 2017; (2) a profit-and-loss financial model; (3) an approximate start date of December 17, 2017; (4) a ten (10) year initial term with an extension of up to five (5) years; and (5) a such other terms and conditions to which the parties may agree, including premium standard Dining Services food package. The Definitive Agreement memorializing the parties' agreement has not yet been finalized and, this letter does not create a binding obligation upon either party to enter into a contract, which remains subject to the execution of a Definitive Agreement that may contain material terms and conditions in addition to those stated herein.

Client agrees that so long as the parties are proceeding toward completion of the Agreement, Client will cooperate fully with Aramark, in good faith, in Aramark's preparations for the performance of the Services. Without limiting the foregoing, Client will permit Aramark to make such site visits and investigations as Aramark deems appropriate subject to scheduling and coordination as necessary. Aramark's preparations shall not obligate either party to perform any services unless and until a mutually acceptable Definitive Agreement is executed by the duly authorized signatories of each party. In addition, the Parties have agreed that upon execution of this letter, Aramark may incur expenses in connection with a start-up phase for the transition of the Services to Aramark at Aramark sole expense.


July 25, 2017

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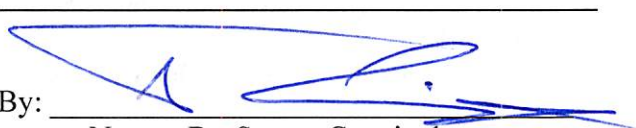
If the foregoing is in accordance with your understanding, please have an authorized representative of Client sign and date a copy of this letter and return it to Aramark.

Very truly yours,

ARAMARK EDUCATIONAL SERVICES,
LLC

By: 
David Vandenberg
Vice President

Agreed to this 31st day of July, 2017, by:


By: _____
Name: Dr. Steven Cunningham
Title: Chief Executive Officer

APPROVED AS TO
FORM AND LEGALITY

OFFICE OF THE GENERAL COUNSEL

BEI, Inc.

Net Improvement of Financial Position under Proposed 10 -Year Dining Services Contract

	Existing Condition	New Vendor	Net Increase
Guaranteed Minimum Dining Service Commission over 10 Year Contract	1,350,000	5,280,871	3,930,871
Cash Payment to Assist with Argonaut Village	0	900,000	900,000
In-Kind Available to University Departments over 10 Year Contract	120,000	514,637	394,637
Total Increase in Guaranteed Revenue Potential	<u>1,470,000</u>	<u>6,695,508</u>	<u>5,225,508</u>
Unamortized Capital Investment Buyout	5,702,337	6,100,000	397,663
Capital Investment Funding for Food Service Facilities	500,000	3,575,000	3,075,000
Total Increase in Capital Investment	<u>6,202,337</u>	<u>9,675,000</u>	<u>3,472,663</u>
Projected Additional Dining Service Commission over 10 Year Contract	<u>0</u>	<u>931,918</u>	<u>931,918</u>
Total Improvement of Terms Under New Dining Services Contract	<u><u>7,672,337</u></u>	<u><u>17,302,426</u></u>	<u><u>9,630,089</u></u>

UWF Special Board of Trustees Meeting

August 17, 2017

Issue/Agenda Recommendation: Performance Based Funding Metrics Update

Proposed Action: Informational

Background Information:

Dr. George Ellenberg will provide a brief update on the Metrics.

Implementation Plan: None

Fiscal Implications: None

Supporting documents:

None.

Prepared by: George Ellenberg, Provost and Senior Vice President
gellenberg@uwf.edu, 474-2035

Presented by: George Ellenberg, Provost and Senior Vice President

UWF Special Board of Trustees Meeting
August 17, 2017

Issue/Agenda Recommendation: Draft Response to Governor Rick Scott's Request

Proposed Action: Informational

Background Information:

On April 13, 2017, Governor Rick Scott sent a letter to College and University Presidents and Trustees. This letter discusses Florida's higher education system. He asked us to consider the following questions and report to him the outcome of these discussions.

1. How are your institution's degrees matched to the top job opportunities in Florida?
2. What is your institution's job placement rate for graduates of your two most popular degree programs?
3. How has your institution spent the record state funding in higher education?
4. What is the return on investment from the record state funding in higher education?
5. In response to my Finish in Four, Save More Challenge, what steps has your institution taken to get students graduated within four years? How have you worked with your college or university partner to assure students a seamless transition?
6. Has your institution implemented any new internship programs?

The draft response is being presented as an information item.

Implementation Plan: None.

Fiscal Implications: None.

Supporting documents:

Draft Response to Governor Rick Scott

http://uwf.edu/aadocs/bot/DRAFT-Governor_Scott_Response.pdf

Prepared by: George Ellenberg, Provost and Senior Vice President
gellenberg@uwf.edu, 474-2035

Presented by: George Ellenberg, Provost and Senior Vice President

DRAFT

August 1, 2017

The Honorable Rick Scott
Governor of Florida
The Capitol
400 South Monroe Street
Tallahassee, FL 32399

Dear Governor Scott:

I am pleased to respond to your April 13, 2017, letter regarding the University of West Florida's (UWF) successful outcomes in higher education.

Over the last four years, UWF has made tremendous strides in the State University System Performance Funding. The hard work and commitment of our entire campus community contributed to UWF's significant improvement from a previous score of 57 to an outstanding score of 82. This placed us third overall in the State University System this year.

UWF is deeply committed to serving and educating our students. We strive to provide them with the highest quality education to help them secure rewarding professional careers after graduation. Our commitment is demonstrated by the information provided in this letter in response to your questions.

1. HOW ARE YOUR INSTITUTION'S DEGREES MATCHED TO THE TOP JOB OPPORTUNITIES IN FLORIDA?

UWF has shown an increase in degrees awarded in demand occupations over the past several years resulting in a two-year increase of nearly nineteen percent (19%) in these categories from 2014-2015 to 2016-2017. UWF awards nearly one-third of its bachelor's degrees in the identified demand occupation areas.

UWF's Nursing program is showing a strong upward trend and has surged with more than forty-seven percent (47%) growth in two years. Management Analysts and Market Managers are growing significantly as reflected with increases of nearly thirty-seven (37%) and twenty-seven (27%), respectfully.

The following chart provides additional details for each occupation.

Bachelor's Degrees Awarded in Demand Occupations vs Total Degrees Awarded

Demand Occupations	2014-15 Degrees Awarded	2015-2016 Degrees Awarded	2016-2017 Degrees Awarded	Two Year Percentage Change
Nursing	175	234	258	47.43%
Software Developers	37	41	41	10.81%
Accountants	65	50	63	-3.08%
Network and Computer Systems Admin	28	25	20	-28.57%
Computer Systems Analysts	16	12	13	-18.75%
Medical and Health Services	151	189	157	3.97%
Market Managers	34	33	43	26.47%
Management Analysts	46	66	63	36.96%
Information Technology	24	24	27	12.50%
Sales Management	9	9	9	0.00%
Total Degrees in Demand Occupations	585	683	694	18.63%

Total UWF Bachelor's Degrees Awarded	1,967	2,190	2,220
Percent of Total Bachelor's Degrees in Demand Occupations	29.7%	31.2%	31.3%

2. WHAT IS YOUR INSTITUTION'S JOB PLACEMENT RATE FOR GRADUATES OF YOUR TWO MOST POPULAR DEGREE PROGRAMS?

Since Fall of 2014, UWF's largest programs are Nursing and Allied Health Sciences. The most up-to-date job placement information provided by the Florida Department of Economic Opportunity is from 2013-2014 and shows for Nursing and Allied Health Sciences UWF graduates an 84% and 77% employment rate, respectively.

Data for UWF graduates 2013-2014		
Bachelor's Degree Program	# of degrees awarded	Employment rate within one year
Registered Nursing	166	84%
Allied Health Sciences	114	77%

Source: [http://esm.beyondeducation.org/esm/florida/school/profile/6/The-University-of-West-Florida-\(FL\)](http://esm.beyondeducation.org/esm/florida/school/profile/6/The-University-of-West-Florida-(FL))

3. HOW HAS YOUR INSTITUTION SPENT THE RECORD STATE FUNDING IN HIGHER EDUCATION?

UWF has invested its resources in student success both in and outside of the classroom. Since 2012-2013, expenditures for direct instruction have increased by \$3,478,739 (6%) from \$59,142,520 to \$62,621,259. The majority of the increase in direct instruction has been the addition of new faculty to teach in programs of strategic emphasis including engineering, nursing and cybersecurity. In addition, expenditures for student services have increased by \$1,568,145 (16%) from \$9,763,065 to

\$11,331,210. Many of the investments made to enhance student services are highlighted in our response to question 5 below.

During that same period of time, we have decreased expenditures on administration by \$1,524,011 (9%) from \$16,344,356 to \$14,820,345.

4. WHAT IS THE RETURN ON INVESTMENT FROM THE RECORD STATE FUNDING IN HIGHER EDUCATION?

UWF's return on the state's investment is best demonstrated by the numerous accomplishments UWF has achieved over the last several years. The following are many highlights of those achievements.

Notable state-funded accomplishments

- UWF scored an 82 on the most recent Performance Metrics, which placed us third in the SUS this year.
- The Florida Small Business Development Center at UWF received the Florida Governor's Sterling Best Practice Award.
- The Society for Historical Archaeology awarded UWF's Florida Public Archaeology Network the 2015 Daniel G. Roberts Award for Excellence in Public Historical Archaeology.
- The National Security Agency and the Department of Homeland Security designated UWF's Center for Cybersecurity a National Center of Academic Excellence in Cyber Defense Education.
- UWF's Innovation Institute leads the implementation of the statewide career and readiness education system with a target population of 20 million Floridians. Complete Florida now has the participation of 1,997 students, over 400 of whom have earned a certificate, associate, or baccalaureate credential.
- UWF removed a major cost to degree obstacle by focusing on textbook affordability. For the fall 2015 semester, the UWF Library purchased, and placed on reserve, all of the textbooks costing over \$100 for the university's lower division courses.
- UWF tied with Stanford University with the second highest number of American Chemical Society Scholars in the nation. UWF came in second to Massachusetts Institute of Technology.
- A team of seven electrical and computer engineering students from UWF's Emerald Coast placed 1st among the Florida SUS institutions at the Institute of Electrical & Electronics Engineers SoutheastCon Hardware Competition, held April 2015, in Fort Lauderdale, Florida.
- Successful decennial reaffirmation by SACSCOC.
- UWF was awarded the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching.
- UWF was named a "Purple Heart University" by the Military Order of the Purple Heart.
- The UWF Health Occupational Students of America (HOSA) team took home the Regional Outstanding HOSA Chapter Award at the 2014 Regional Conference. Four students also placed in the Top 10 in their respective categories at the 2013 HOSA National Leadership Conference.

- Public Relations students from the UWF Communication Department were honored with a Golden Image Award and a Grand All Golden Image Award from the Florida Public Relations Association for their rebranding campaign for the Imogene Theatre.
- UWF was selected to participate in the NASPA (Student Affairs Administrators in Higher Education) Lead Initiative, a national effort centered on civic learning and democratic engagement.
- UWF was named for 2014 one of the "Best of the Best" for Top Veteran-Friendly Colleges by *U.S. Veterans Magazine*.
- Designated as a "Best Southeastern College" by the *Princeton Review*. (2003-2014)
- Ranked No. 20 for Most Affordable Online Colleges in Florida by Affordable Colleges Online.
- Ranked by GetEducated.com in the "Best Buy Online Masters Degrees." (2013)
- 100% of UWF Nursing program graduates taking the NCLEX passed, surpassing the national benchmark of 92%.
- The National Association of State Boards of Accountancy (NASBA) ranked UWF fifth in the U.S. for first-time pass rates on the CPA exam by students from small accounting programs.
- *Military Advanced Education* and *G.I. Jobs* magazines named UWF a top military-friendly school again and The College Database ranked UWF No. 13 in the "Top Colleges for Future Service Members in Florida."
- UWF was included in Forbes "America's Top Colleges." (2011, 2012)
- UWF offered 1,540 fully online course sections (up 17% from 2011-2012), and 31% of FTE were from online course sections.
- Master's degree in Mathematics program is the only fully online, real-time in the nation and the largest program in Florida.
- Continued success in outreach in the K-12 sector in developing curriculum plans for the National Flight Academy (NFA), which held its grand opening in June 2012.
- UWF received recognition from *Forbes Magazine* as one of America's Top Colleges and from *The Princeton Review* as one of the Best Colleges in the Southeast and as a "Green College."
- UWF has received recognition from *U.S. News and World Reports (2017)* as having one of the Top Online Education Programs (Bachelor's).

5. IN RESPONSE TO MY FINISH IN FOUR, SAVE MORE CHALLENGE, WHAT STEPS HAS YOUR INSTITUTION TAKEN TO GET STUDENTS GRADUATED WITHIN FOUR YEARS? HOW HAVE YOU WORKED WITH YOUR COLLEGE OR UNIVERSITY PARTNER TO ASSURE STUDENTS A SEAMLESS TRANSITION?

1. Created a comprehensive, centralized unit for student support services.

- Created University College, a separate College dedicated to student support services and high impact learning which has now split into a separate division.
- Created a comprehensive advising, retention and graduation plan.
- Enhanced academic advising.
- Established an Advising Council.

2. Revised current and developed new University policies to support progress to obtaining a degree.

- Approved Progress to Degree Policy/ University Policy AC-34.01-12/14.
- Approved FTIC General Education Attendance Policy/University Policy AC-33.01-12/14.

3. Increased financial resources. \$1.7 million allocated towards student grants and programs.

- Created a UWF College Work-Study Program.
- Developed a Financial Literacy & Default Prevention Program.
- Provided additional support through a Summer Financial Aid program.
- Created two grants with institutional funds to support retention and graduation efforts.
 - UWF Student Success Grant - aimed at successful FTIC students.
 - UWF Graduation Grant.

4. Implemented strategies and programs aimed at increasing retention and graduation.

- Established a Student Success Campaign, *Splash Forward in Four*, that showcases student support services and encourages students to graduate in four years.
- Purchased the Education Advisory Board's Student Success Collaborative (SSC), a predictive analytics advising platform, best practice research studies and collaborative network that will enhance our efforts around increasing student success.
- Instituted a process to Automatically Award A.A. Degrees.
- Established the *Returning in Search of Excellence* (RISE) Program, to provide support to students transitioning to UWF.
- Revamped Foundations for Academic Success Courses for incoming freshmen.
- Offer specialized support programs including Trio Student Support Services and 21st Century Scholars.
- Expanded Living Learning Communities
- Established Argo Central, UWF's one-stop-shop.

5. Developed tools that empower students, faculty and staff to monitor degree progression

- Created a Comprehensive Graduation Plan
- Established the Graduation Taskforce.
- Developed a Graduation Guide for students after completion of 60 credit hours.
- Implemented new software: Degree Works Degree Audit, Degree Works Student Planner and College Scheduler.
- Created a UWF Graduation Dashboard that illustrates the implications to a student if they change majors, including excess hours fees, financial aid, and time-to-degree.
- Created the UWF Graduation Grant that provides institutional scholarships to assist students during their final year at UWF.
- Developed a Senior Countdown Program that encourages students to plan and commit to graduating within four years.

6. **HAS YOUR INSTITUTION IMPLEMENTED ANY NEW INTERNSHIP PROGRAMS?**

- Developed a corporate work-study program.
 - UWF's Corporate Work Study program provides students with an opportunity to work part-time while attending UWF. As a pathway to employment, students who participate come from all disciplinary majors. Students work one-on-one with a mentor to establish future connections with companies.
- Established 50 new internship partners.
 - Companies such as Amazon, Navy Federal Credit Union, Alzheimer's Association.
 - Special emphasis on Cybersecurity and Mechanical Engineering partnerships including the Institute for Human and Machine Cognition (IHMC), Avalex Technologies, Cyber 1 Systems LLC, Austal USA, and many others.
- Formalized and centralized an internship program specifically for students in the Hal Marcus College of Science and Engineering.