

**Interim Vice President Betsy Bowers
2017-20 Divisional Goals--Finance Administration**

| Action | Time Frame | Performance Metrics Implications | UWF Strategic Direction | Status and Outcomes |
|--|------------------------|---|--------------------------------------|--|
| Action | Period | Metrics | Strategic Direction Number(s) | Outcomes |
| Office of the Vice President | | | | |
| Performance Metrics | FY 17-19 Continuing | 3 | 1,3 | Monitor Metric 3 as defined by BOG. Facilitate any revisions related to Metric 3 model with the support of UWF institutional research. Continue to monitor all metrics for changes and how the division may be of assistance to UWF. VP Attend the war room meetings. |
| Performance Metric 3 - Textbook Affordability | FY17-19 Continuing | 3 | 1,3 | Presentation made at BOG October 3-4 of BOG Textbook Affordability Work Group results are provided. Monitor and keep data on UWF's textbook affordability; work with the established UWF workgroup on this. |
| Organizational Synergy - Building Strategic Relationships and Collaborations | FY 17-19 Continuing | | 1,2,4,5 | Continue development of leadership team and positive organizational culture. Focus on strong and strategic relationships both internal and external to the University. Establish clear expectations with respect to teamwork, cooperation and collaboration within division. |
| Develop block tuition plan for UWF | FY 17-18 | 3 | 4 yr. grad rate | Approved by BOT the UWF Block Tuition plan. Divisional representatives serve on the workgroup to establish this plan. |

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| <p>Achieve professional accreditations for departments within the division that have accreditation/certification opportunities (e.g. IACLEA, -police EMAP-EHS, NIGP NAC-procurement, etc.) Assist other divisions for their accreditations by providing financial reports and narrative as warranted.</p> | <p>FY 17-22 continuing</p> | | <p>2, 4</p> | <p>Successful accreditation/certification by the sponsoring national organization relative to a particular department within the division. For 17/18 begin self-assessment within University Police; Identify other departments within the division with potential for accreditation. Establish plans with the department head as to a reasonable timetable to pursue and hopefully achieve accreditation/certification.</p> |
| <p>Encourage departmental leaders to participate in professional organizations/leadership positions within their field (e.g. NIGP-Procurement; NACUBO-Financial Services/Controller,</p> | | | <p>2,4</p> | |

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| Enhance Communications and Customer Service within the division and across campus | FY 17-19 Continuing | | 1,2,3,5 | Participate in the campus cultural survey. Identify divisional service assurance standards using cultural survey results and any professional organization guidance. Create an ongoing communications and customer service committee which includes a professional communications representative (e.g. one with APR (Accredited in Public Relations) CPRC (<i>Certified Public Relations Counselor</i>) outside of the division. Ensure websites for the division are current (use 'secret shopper' to evaluate the webpages at least once per year). Create a divisional communications charter/document. Implement communications and customer service training; hold at least two sessions for the division. |
| Emergency Operations Plan | FY 17-18 | | 2, 4 | Create an Emergency Operations Plan for the VP Office and ensure all departments within the division have current EOPs. |
| Renegotiate contract with Maritime Park for Football operations | FY 17-18 | | 2, 4 | Successfully negotiated contract for future use of Maritime Park as the venue for football |
| Business Process Efficiencies | FY 17-20 Continuing | | 2,5 | Implement opportunities for workflow improvements and business process efficiencies. Continue to work with the campus community and national peers to identify other processing efficiencies. |
| Enhance University - Level Financial Planning and Coordination with Cabinet Leadership to make informed decisions | FY 17-20 Continuing | 3 | 3,5 | Establish periodic and organized procedures to collaborate with University leadership with respect to budgets and financial planning. Keep Cabinet leadership apprised of significant financial issues (e.g. switch gear, Bldg. 58, roofs in dire condition, etc.) Prepare quarterly reports to UWF BOT Finance & Facilities Committee regarding all contracts in excess of 5 year threshold. |
| Hire a new University Chief of Police | FY 17-18 | | 2 | Successful national search for university police chief and that individual is in place by June 30, 2018. |

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| Annual Divisional Report | FY 17-18 In process | | 2,4 | Develop Finance and Administration Annual Report to be completed prior to December 31, 2017. |
| Assist in development of the UWF Heritage Trail, Nature Trail Renovation, Bike Trails, create EPIC mountain bike trail | FY 17-20 | | 4 | Implemented Heritage Trail; renovated Nature trail; establish bike trails. Provide Facilities and Operations support toward these endeavors; identify funding sources beyond UWF Advancement/Foundation options. |
| Provide Learner Centered and Focused Student Engagement Opportunities | FY 17-20 Continuing | 4,5 | 1,2 | Provide at least 15 students (7-8/semester) the experience to learn and grow through opportunities as work study interns/students, student workers (beyond FWS), or provide opportunities for shadowing leaders within Division/Departments. |
| Perform an analysis of the Argonaut Village (e.g. best use and \$\$ aspects); determine best course of action for management of the facilities (e.g. be run by UWF vs BEI, etc.). Stabilize tenants. Seek assistance from the Center for Entrepreneurship and other relevant professionals/stakeholders (e.g. BOT, student government, etc. | FY 17-19 | | 1, 2, 4, 5 | Identification of official department/entity manager for Argonaut Village (e.g. BEI or UWF Business & Auxiliary Services). Existence of a business plan for Argonaut Village. Have negotiated contract with a real estate professional, if warranted, to market this facility. Seek unique opportunities for the Argonaut Village. Documentation of a best use and/or cost analysis that would include tax analysis. |
| Florida SUS Network | FY 17-20 Continuing | | 1,2,3 | Enhance and strengthen UWF's relationships across the Florida SUS - external networking and participation in BOG/SUS initiatives: CAFA, serve as CAFA Liaison to key SUS committees, |

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| Business & Auxiliary Services/BEI | | | | |
| Food Services Transition | FY 2017/18 | 4,5 | 1,4,5 | Negotiated contract with a new food service provider in place by June 30, 2018. Establish a cross-divisional workgroup (vested parties including a student representative) to review, evaluate and establish key milestones, address any concerns. Notify current food service vendor UWF desire to keep them through Spring Semester (or June 30, 2018). Work with BEI to properly evaluate, negotiate, and Pursuant to BEI procurement regulations, a review of options was initiated for alternatives in relation to the Chartwells Agreement. |
| Review BEI Resources and Support | FY 17-18 In process | | 2 | Limited divisional assistance from F&A staffing (e.g. Procurement buyer to do running, F&A Business manager to pay bills, do all accounting, etc.) Analyze staff resources necessary to support BEI (Procurement will need to continue to handle major purchases/contracts). |
| Update various fees, as warranted and present to BOT as required | FY 17-18 | 3 | 5 | BOT approved fees for Academic Year 2018-19. Work with General Counsel and pertinent Divisional departments (Controller, B& Aux, Parking,) |
| Coordinate Parking and Food Services Planning with SGA | FY 17-20 | 4,5 | 1,4,5 | Involvement and input sought from SGA regarding parking and food service planning. Provide periodic updates to the Cabinet, SGA and BOT as warranted. |
| Complete negotiations for Student Printing and Copy Services | FY 17 -18 | | 1,3 | Successful negotiation and a contract for printing services student printing, and an improved system for institutional copying services. |
| Enhance Coordination with Follett Bookstore Operations | FY 17-20 | 3,4,5 | 1,4,5 | Fully engage Bookstore resources with Textbook Affordability initiatives. Expand offerings at the Argonaut Village of sports memorabilia (e.g. FSU, UF, Alabama, Auburn) while making UWF items prominent in the store. |

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| Controller's Office | | | | |
| Participate in Enrollment Services Collaboration (Phase II) | FY 17-19 Continuing | 3,4,5 | 1,2,3 | Updated and improved workflow, policies and procedures for One Stop and other Enrollment/Student Affairs service to students. Collaborate via workgroups with Enrollment/Student Affairs. |
| Participate in Banner System Updates | FY 17-20 | | 1,2 | Workflow updates ongoing with Banner system functionality. |
| Establish University Travel Management System and improve workflow | FY 18-19 | | 2 | A functioning, succinct Travel Management System deployed. Decreased turnaround time for processing individual travel. |
| Negotiate and award contract for Financial Depository and Banking Services | FY 17-18 | | 4,5 | New contract for banking services with improved rates of return on deposits. |
| Facilities & Operations (F&O) | | | | |
| Continue F&O reorganizing and evaluate opportunities to bring back in house some outsourced services | FY 17-18 | | 1,2,3,4,5 | Efficient and effective organizational structure with sectional leaders empowered. Open communication between the F&O staff and the AVP or interim VP. Improved communication campus wide. Offer training courses to enhance skillsets of the employees within F&O. Decision regarding bringing in house currently outsourced services and identifying appropriate funding. |
| Improve Project Management, Implementation of Metrics and Project Reporting | FY 17-18 | | 2,3,5 | Enhanced Project Management capabilities, implemented Facilities & Operations performance measures, surveys, and project reporting programs. |

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| Update Capital Improvement Plan, CITF and PECO reports | FY 17-18 | 4,5 | 1,3,4,5 | Submitted a prioritized Capital Improvement Plan to BOG that has been approved by UWF BOT and vetted by the President, Cabinet and the Facilities Committee. Revised CIP featuring Commons renovation (CITF) and PECO requests. |
| Participate in the Cultural Resource Study on Main Campus | FY 17-18 | | 1,3,4,5 | A completed Cultural Resource Study initiated by the Office of the President that will lead toward the development of the Campus Master Plan. |
| Identify Deferred Maintenance Funding and Small Project Plan | FY 17-19 | | 1,3,5 | Establish internally funded plan for deferred maintenance, including updating the mission of the Facilities Planning Advisory Committee (FPAC). Consider a percentage assessment to all departmental carryforward accounts to fund the deferred maintenance and small project plan for FY 17-18 |
| Complete Campus Master Plan Update | FY 18-19 | | 1,3,4,5 | An updated Campus Master Plan (5-year updating) that incorporates the FY 17-18 Educational Plant Survey, updated Capital Improvement Plan, revised Presidential priorities, and a pragmatic presentation of future priorities. |
| Complete University Park Building | FY 17-18 | 4,5 | 1,3,4,5 | Operational University Park building with FSU Medical School and UWF College of Health offices; first floor occupied by Intercollegiate athletics. Identified and funded FFE for the athletics operations. Identified ongoing funding for operations (e.g. utilities, maintenance, etc.) |
| Implement Lab Sciences Annex Project Plan | FY 17-19 | 6,8 | 1,3,4,5 | Completed Lab Sciences Annex building. Hold ground breaking ceremony in early 2018. Managed construction via F&O department within the division. Monitor construction costs via F&O. |
| Begin Electrical Switchgear Upgrade | FY 18-19 | | 5 | Obtain funding via BOG/Legislature and begin to fix/replace the switchgear. Have in place an alternative switchgear to arrive at campus should failure occur soon. |
| Purchase and Remodel Football Trailers | FY 17-18 | | 4,5 | Purchased and remodeled football trailers. |

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| Complete Pensacola Beach Property Signage and Patrol Agreement | FY 17-18 | | 3,4,5 | Install appropriate signage necessary to identify University property boundaries as a condition to receive law enforcement and patrol services from the Escambia County Sheriff's Office. Preserve and protect natural property to facilitate research and academic utilization. |
| Create Construction and Maintenance Unit | FY 18-20 | | 2,5 | Existence of construction and maintenance unit to restore internal capabilities and over-reliance on subcontractors. (Already hiring an estimator.) |
| Establish Energy Efficiency Committee and exit from Siemens Contract. | FY 17-18 | | 5 | Identify \$275 energy efficiency opportunities and implement them vs. paying Siemens the break up fee. |
| Remain vigilant regarding P-3 Partnership Opportunities for University Projects | FY 17-20 | | 1,4,5 | P-3 Partnership contracts in place, funding obtained and construction beginning/completed. Identify opportunities and feasibility in collaboration with Housing and Facilities Management Administration (e.g. On and off-campus housing Day Care Center for Faculty and Staff; Hotel & Conference Center |
| Procurement & Contracts | | | | |
| Issue and Coordinate University-level Invitations to Negotiate. | FY 18-19 | 3,4,5 | 1,2,3,4,5 | Successful contracts negotiated for relevant projects that were coordinated with appropriate University Departments |
| University Police & Emergency Management & Public Safety | | | | |
| Pursue and achieve IACLEA/CLEA accreditation | FY 17-20 | | | Successful accreditation/certification by the sponsoring national organization relative to a particular department within the division. For 17/18 begin self-assessment within University Police. |

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| Environmental Health and Safety | | | | |
| Transition, Review and Coordinate Emergency Management and Public Safety Infrastructure | FY 18-19 | | 1,2,4,5 | Existence of a strong organizational structure with documente processes, policies, and resources, including the many correlations between University Police, Emergency and Risk Management. Comprehensively review policies, operating procedures, and emergency plans related to both University Police & Emergency and Risk Management. Update the EOP. |