ABOUT THE UNIVERSITY OF WEST FLORIDA

FOUNDED IN 1963, THE UNIVERSITY OF WEST FLORIDA IS A VIBRANT, DISTINCTIVE INSTITUTION OF HIGHER LEARNING WITH UNDERGRADUATE, GRADUATE AND TARGETED RESEARCH PROGRAMS. WITH MULTIPLE LOCATIONS IN NORTHWEST FLORIDA, THE UNIVERSITY SERVES A STUDENT POPULATION OF MORE THAN 12,000.

Dedicated to helping students realize their full potential, UWF favors small class sizes with quality teacher-scholars who deliver personalized, hands-on learning and leadership opportunities. The university offers a dynamic learning environment that inspires innovation, creativity and collaboration and is focused on student success.
MISSION
UWF’s mission is to provide students with access to high-quality, relevant, and affordable undergraduate and graduate learning experiences; to transmit, apply, and discover knowledge through teaching, scholarship, research, and public service; and to engage in community partnerships that respond to mutual concerns and opportunities and that advance the economy and quality of life in the region.

UWF is committed to planning and investing strategically to enhance student access and educational attainment; to build on existing strengths and develop distinctive academic and research programs and services that respond to identified regional and state needs; and to support highly qualified faculty and staff who engage students in rigorous, high-impact, student-oriented learning experiences that enhance personal and professional development and empower alumni to contribute responsibly and creatively to a complex 21st century global society.

VISION
The University of West Florida aspires to be widely recognized as a model of excellence and relevance, sought out as a distinctive intellectual and cultural center, valued as an engaged partner, and acclaimed for being “different by design.”

VALUES
UWF’s institutional values, shared by students, faculty, and staff, make the University a great place to learn and to work. UWF is committed to maintaining policies and practices and pursuing initiatives congruent with these articulated values.
1 STUDENT SUCCESS

UWF’s core commitment is to students and their success. Student success begins with student access to and choice of the University; includes purposeful curricular and co-curricular support for timely progression and achievement; and results in alumni who are empowered to live successfully and contribute responsibly and creatively to a complex, multicultural world.

**PRIORITY 1.1**
Foster student learning and development to include the knowledge, skills and dispositions that optimize students’ prospects for personal and professional success.

**PRIORITY 1.2**
Facilitate students’ access to and choice of the University of West Florida to meet their higher education needs.

**PRIORITY 1.3**
Improve student persistence and timely progression to degree attainment.
2 TEACHING AND RESEARCH

UWF is committed to delivering an optimal mix of high-quality programs to meet regional and state needs. UWF will build on its strengths through strategic planning and investment in innovative instruction, high-quality faculty and relevant scholarship to move academic and research programs to greater levels of quality, relevance and distinction.

**PRIORITY 2.1**
Respond to the changing needs of the region, state and nation by investing strategically to support innovative instruction and high-quality, relevant and distinctive academic and research programs.

**PRIORITY 2.2**
Recruit, support, retain and recognize dedicated, high-quality faculty who advance the mission, vision and values of the University.

**PRIORITY 2.3**
Build a vibrant culture of scholarship and research that aligns with UWF’s strengths and capacities and supports UWF’s mission, vision and values.
UWF PRESIDENTIAL SEARCH

3 PARTNERSHIPS

UWF is committed to enhancing the quality of life of the citizens and communities the University serves through community service and engagement. UWF will establish mutually beneficial, productive and sustainable relationships and networks with alumni and other partners to advance educational, cultural and economic development.

PRIORITY 3.1
Develop, cultivate, assess and sustain a network of mutually beneficial community partnerships.

PRIORITY 3.2
Advance the economy and quality of life in the region through partnerships with the citizens, businesses, organizations and communities UWF serves.

PRIORITY 3.3
Expand community awareness, visibility and support of UWF through its mutually beneficial partnerships.
4 CULTURE OF EXCELLENCE

UWF is committed to maintaining excellent support services and efficient operations provided by high-quality, dedicated staff, revitalizing and expanding its physical and fiscal infrastructure to support the attainment of institutional priorities and accounting for the use of funds in a manner that advances the mission, vision and values of the University.

PRIORITY 4.1
Support and sustain the high-quality services and infrastructure needed to achieve identified UWF priorities.

PRIORITY 4.2
Recruit, develop, retain and recognize dedicated, high-quality staff members who advance the mission, vision and values of the University.

PRIORITY 4.3
Maximize the acquisition and deployment of resources, and strategically align and integrate planning, budgeting, assessment and continuous improvement efforts.
FACTS & FIGURES:  
2015-2016 Academic Year

Enrollment data are preliminary and based on IPEDS definition as reported on or before Oct. 15 of each year. These data are used for comparison data to other IPEDS submitters. Exclusions to the IPEDS enrollment data are those students who are dual enrolled, auditing, unclassified under the age of 18, and those students who are enrolled but for no credit.

UNDERGRADUATE HEADCOUNTER 
GRADUATE HEADCOUNT 
TOTAL HEADCOUNT

10,200 
2,598 
12,798

Enrollment - Fall 2015

UWF's Reputation for Providing Personal Attention

Pensacola Campus Classrooms

<table>
<thead>
<tr>
<th>Class Size Average (Per Credit Hour)</th>
<th>34</th>
<th>39</th>
<th>23</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lower-Level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upper-Level</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

87% Hold Less Than 60 Students
8% Hold Between 60 & 99 Students
3% Hold Between 100 & 169 Students

34 39 23
87% 8% 3%

Pensacola Campus Classrooms

87% Hold Less Than 60 Students
8% Hold Between 60 & 99 Students
3% Hold Between 100 & 169 Students

Average Student to Faculty Ratio: 22:1

Tuition & Fees

<table>
<thead>
<tr>
<th>Undergraduate (Per Credit Hour)</th>
<th>Graduate (Per Credit Hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Resident</td>
<td>$211.87</td>
</tr>
<tr>
<td>Alabama Resident</td>
<td>$316.87</td>
</tr>
<tr>
<td>Non-Florida Resident</td>
<td>$641.26</td>
</tr>
</tbody>
</table>

Differential Out-Of-State Tuition

The University of West Florida has been authorized to offer qualified residents of Alabama a special out-of-state tuition rate. Qualification is based upon documented evidence of legal residence in the State of Alabama for at least 12 months prior to the first day of classes.
10

UNIVERSITY of WEST FLORIDA

ARGONAUT FOOTBALL COMING FALL 2016

8 NATIONAL CHAMPIONSHIPS

321 ALL-AMERICANS

13 GSC WOMEN’S ALL-SPORTS TROPHIES
5 GSC MEN’S ALL-SPORTS TROPHIES

88 CONFERENCE CHAMPIONSHIPS
MOST ALL-TIME IN GSC HISTORY

9 NATIONAL PLAYERS-OF-THE-YEAR

WINNER OF THE FIRST TWO GSC OVERALL ALL-SPORTS TROPHY

ARGONAUT FOOTBALL COMING FALL 2016
PENSACOLA CAMPUS
The UWF Pensacola campus spans 1,600 acres and is located just minutes away from historic Pensacola and some of the world’s most beautiful beaches. It features state-of-the-art facilities, comfortable residence halls and a beautiful landscape that offers a variety of recreational activities.
11000 University Parkway
Pensacola, FL 32514
850.474.2000

UWF EMERALD COAST
UWF serves students along the Emerald Coast through its Fort Walton Beach, Crestview and Hurlburt Field locations. Catering to the needs of traditional and non-traditional students, UWF Emerald Coast offers curriculums specifically for students who have already earned 60 or more semester hours.
1170 Martin Luther King, Jr. Blvd.
Fort Walton Beach, FL 32547
850.863.6565

HISTORIC PENSACOLA CAMPUS
Managed by UWF Historic Trust, the University owns and operates 28 properties on 8.5 acres in historic downtown Pensacola as well as the Arcadia Mill archaeological site in Santa Rosa County. The properties include museums, centers, monuments and sites, which serve as living laboratories for students interested in history, archaeology and tourism fields. UWF Historic Trust is a non-profit direct support organization of the University that is dedicated to collecting, preserving, interpreting and sharing the history of Northwest Florida.
120 Church St.
Pensacola, FL 32502
850.595.5985
THE OPPORTUNITIES FOR SUCCESS FOR THE UNIVERSITY AND THE PRESIDENT ARE NUMEROUS. THE PRESIDENT WILL CONTINUE TO ENSURE THAT THE UNIVERSITY IS DEDICATED TO HELPING STUDENTS REALIZE THEIR FULL POTENTIAL. UWF FAVORS SMALL CLASS SIZES WITH QUALITY TEACHER-SCHOLARS WHO DELIVER PERSONALIZED, HANDS-ON LEARNING AND LEADERSHIP OPPORTUNITIES. THE UNIVERSITY OFFERS A DYNAMIC LEARNING ENVIRONMENT THAT INSPIRES INNOVATION, CREATIVITY AND COLLABORATION AND IS FOCUSED ON STUDENT SUCCESS. THERE IS ALSO THE OPPORTUNITY TO DEVELOP NEW PARTNERSHIPS THROUGHOUT THE NORTHWEST FLORIDA REGION, AND MAXIMIZE THE UNIVERSITY’S ROLE AS A REGIONAL ECONOMIC DRIVER.
LEADERSHIP AND VISION

• Articulate and execute visionary leadership to ensure that UWF becomes a first-choice university;
• Collaborate with the provost and faculty to foster excellence in teaching, scholarship, research and academic vision to ensure the University is at the forefront of emerging, positive trends in higher education;
• Broaden the geographic reach of student recruitment and retention, and achieve exceptional enrollment growth;
• Act as the principal spokesperson for the University, promoting the unique cultural, educational and professional context of the University to enhance its standing within the State and the nation;
• Maintain and elevate UWF as a prominent leader in Northwest Florida while fostering a vision and plan for UWF to obtain southeastern regional and national recognition and status;
• Demonstrate statesmanship and high political acumen;
• Lead the University, with deliberateness, toward the Florida Legislature’s emerging preeminent status;
• Engage and cultivate meaningful relationships with the alumni and community;
• Serve as a communication link between stakeholder groups on campus and within the community at large; and
• Play a leadership role in setting the region’s K12 education development strategies.
MANAGEMENT

- Hire talented and diverse personnel, delegating appropriately and requiring accountability, building an effective leadership team that follows the mission and vision of the University;
- Develop and maintain a rapport with members of the University community including faculty, staff, students, alumni and the community at large;
- Practice shared governance through policy, procedures and implementing best practices;
- Demonstrate sound fiscal leadership in managing the financial resources of the University;
- Devise and implement a plan to increase student and community activities on campus; and
- Promote a culture of diversity and inclusiveness on campus in all matters associated with the University.

RESOURCE DEVELOPMENT

- Actively seek out new funding sources, internally and externally;
- Engage the alumni, community and State to marshal support for the University;
- Commit to, and understand the value of, a strong athletics program;
- Partner with business leaders of Northwest Florida to ensure a thriving region;
- Work to continue to enhance relationships with community leaders;
- Advocate, and demonstrate political savvy in working with, the Board of Governors and the State legislature to secure new funding for the University;
- Achieve funding growth by means of Florida’s performance funding metrics;
- Recruit faculty with established funded research agendas and teaching excellence;
- Establish and maintain centers of recognized academic excellence; and
- Elevate and advance donor development and relations, and University fundraising.
MINIMUM QUALIFICATIONS
The preferred candidate should possess academic credentials sufficient to engender the respect of the University’s students, the Academy, alumni and the community at large. While demonstrating an unwavering commitment to scholarship, learning and discovery, the next president should also possess extensive senior-level executive experience evidencing: strong leadership qualities; higher education, business, government and political acumen; accomplishment; the ability to work within complex, multifaceted systems; and the vision to deal with the dramatic challenges of the ongoing transformation of higher education. The successful candidate will embrace excellence and integrity and exhibit the abilities required to cultivate and implement the change necessary to ensure the future success of UWF.

PREFERRED CHARACTERISTICS
• Executive experience in higher education;
• An earned terminal degree or career experience deemed equivalent or superior.
• Record of achievement as a visionary leader with the ability to move an institution forward and inspire the campus and community at large;
• Experience in securing funding from multiple sources, including Florida’s performance-based funding metrics;
• Demonstrated success in developing and executing strategies for the betterment of the University;
• Ability to prioritize funding needs across the University;
• Have the courage to make necessary decisions to move the University into the Florida Legislature’s emerging preeminent university status;
• Embrace a culture of shared governance;
• Proven record of innovation and program implementation;
• A role model with high integrity, honesty and resilience; and
• A bold leader who is visible and approachable on campus and in the community.
The Committee will continue to accept applications and nominations until the position is filled. Screening of candidates will begin immediately. For best consideration applications should be provided by August 15, 2016. An application should include a letter describing relevant experience and interest in the position; curriculum vitae/resume; and names, titles and contact information of five references. Electronic submission of candidate materials in PDF format is preferred. Individuals wishing to place names in nomination should submit electronically a letter of nomination to include the name, position, address, and telephone number of the nominee. Greenwood/Asher & Associates is assisting the University of West Florida in the search. Applications and letters of nominations should be submitted to:

Jan Greenwood or Betty Asher
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206, Miramar Beach, FL 32550
Phone: 850.650.2277 | Fax: 850.650.2272
Email: uwfpresident@greenwoodsearch.com

For more information on the UWF Presidential search, please visit uwf.edu/presidentialsearch.

For more information about the University of West Florida, please visit uwf.edu.

The University of West Florida is an Equal Opportunity/Access/Affirmative Action employer. Any individual requiring special accommodations to apply is requested to advise UWF by contacting ADA Compliance at 1-850-474-2059 (voice) or 1-850-857-6114 (TTT). A criminal background check is required for successful candidates. E-Verify requirements may apply for employment in certain positions. All applications for employment at the University are subject to Florida public records law.