AGENDA

THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES

Executive Committee Meeting

August 14, 2014 - 12:00 p.m.

Scenic Hills Country Club
8891 Burning Tree Rd. Pensacola, FL 32514

Call to Order/Roll Call. .................................................. Lewis Bear, Jr., Chair

Chair’s Greeting. .......................................................... Lewis Bear, Jr., Chair

Action Item(s):
  1. Approve BOT Conflict of Interest Policy
  2. Approve BOT Goals and Engagement Plan

Information Item(s):
  1. Performance Based Metrics UWF Improvement Plan Update
  2. Metrics Ad hoc Committee Progress Report

Other Committee Business:

Adjournment
**UWF Board of Trustees Meeting**  
Executive Committee  
August 14, 2014

**Issue:** Revision of BOT Conflict of Interest Policy (BOT 06.00-09/09)

**Proposed action:** Approve Revision of BOT Conflict of Interest Policy

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**Background information:**

Section 112.3143, Florida Statutes, was revised in 2013 to, among other things, provide that public officers may not vote on any matter that to their knowledge would inure to their special private gain or loss. In addition, definitions and procedures for filing conflict memoranda were updated.

The attached policy revision reflects these changes in Florida law. The proposed revision also includes a requirement for each Trustee to file annually with the Secretary to the Board a Conflict of Interest Disclosure Statement. Although this filing is not required by law, it is considered a best practice for non-profit and governmental boards.

**Recommendation:** Approve the attached revision to the BOT Conflict of Interest Policy.

**Implementation Plan:** Revision will be effective upon approval by the Executive Committee. Revision will be forwarded to the full Board for ratification, then circulated through the University’s PCRA system in order to provide notice to the University community.

**Fiscal Implications:** None

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**Supporting documents:** BOT-06.02-08/14 Conflict of Interest Policy

**Prepared by:** Patricia Lott, General Counsel, 850.474.3419, plott@uwf.edu

**Presented by:** Patricia Lott, General Counsel

8.7.14
Issue: 2014/15 BOT Goals and Engagement Plan

Proposed action: Action Item

Background information:
At the Board of Trustees retreat on June 13, 2014 the trustees established goals for themselves for 2014/15. Staff has placed those goals into chart format and suggested specific assignments. One of the goals was to develop an engagement plan for the trustees for 2014/15. Staff is recommending five engagement goals and strategies for achievement.

Recommendation: Consider recommendations and implement goals and engagement plan.

Implementation Plan: Staff will work with the trustees to implement the 2014/15 BOT Goals and 2014/15 Engagement Plan and will provide quarterly reports to the executive committee.

Fiscal Implications: TBD

Supporting documents: BOT Goals and Engagement Plan 2014 PPT

Prepared by: Dr. Kimberly Brown, VP and Chief of Staff, 850-474-2200; kimbrown@uwf.edu

Facilitator/Presenter: Dr. Kimberly Brown, VP and Chief of Staff, 850-474-2200; kimbrown@uwf.edu
Issue: Performance Funding Improvement Plan Update

Proposed action: Informational

Background information:

Provost Saunders will provide an update on UWF’s Performance Funding Improvement Plan, as approved by the BOG at their June, 2014 meeting.

Recommendation: N/A

Implementation Plan: N/A

Fiscal Implications: N/A

Supporting documents:

UWF Performance Funding Improvement Plan (2014-15)
http://uwf.edu/aadocs/bot/UWF_Performance_Funding_Improvement_Plan.pdf

Prepared by: Martha Saunders, Provost and Vice President for Academic Affairs, 474-2035, msaunders@uwf.edu

Presented by: Martha Saunders
UWF Board of Trustees Meeting
Executive Committee
August 14, 2014

Issue: BOT Metrics Committee Progress Update

Proposed action: Information

Background information:

At the Board of Trustees retreat on June 13, 2014 the trustees decided to form a committee to review the 117 metrics that are required to be measured and reported at UWF. Chairman Bear subsequently appointed the committee as follows, Trustee Cleveland, Chair; Trustee O’Sullivan; and Trustee O’Connor. Chairman Bear is also participating, as available, as ex-officio. The committee has met four times and is making progress toward narrowing the 117 metrics and establishing suggested presidential goals for 2014/15.

Recommendation: Trustee Cleveland will provide a progress update.

Implementation Plan: (1) Narrow the metrics to be reported in dashboard style to the trustees. (2) Bring forth suggested presidential goals for 2014/15 to the September 2014 BOT meeting.

Fiscal Implications: N/A

Supporting documents: N/A

Prepared by: Dr. Kimberly Brown, VP and Chief of Staff, 850-474-2200; kimbrown@uwf.edu

Facilitator/Presenter: Trustee Dave Cleveland, dcleveland@uwf.edu
THE UNIVERSITY OF WEST FLORIDA
BOARD OF TRUSTEES
CONFLICT-OF-INTEREST POLICY

1. **Purpose.** The University of West Florida Board of Trustees is the governing board of the University of West Florida; as such it is obligated to serve the public trust. As a member of the Board, each Trustee agrees to keep the welfare of the University at all times paramount, putting aside any and all personal, and business interests thereby assuring that a Trustee’s independence of judgment is not compromised, that the confidence and respect of the public and the University community in the integrity of the Board are preserved, and that the University of West Florida’s public mission is protected and well served.

2. **Scope.** It is the requirement of the State of Florida that no public officer shall have any interest, financial or otherwise, direct or indirect; engage in any business transaction or professional activity; or incur any obligation of any nature which is in substantial conflict with the officer’s proper discharge of his or her duties in the public interest. See Section 112.311(5), FS.

3. **Fiduciary Responsibilities.** Section 8 of Article II of the Constitution of the State of Florida states: “A public office is a public trust.” Board members of the University of West Florida serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this requirement. Each Trustee is responsible for abiding by the Code of Ethics for Public Officers and Employees which is contained in Chapter 112, Part III (Sections 112.311 – 112.326) of the Florida Statutes.

4. **Best Interests of the University.** All decisions of the Board are to be made solely on the basis of a desire to advance the best interests of the institution and the public good. Trustees are entrusted to be independent of and impartial in their decision in terms of their other interests, and are not permitted to use their public office for private gain.

5. **Other Interests.** Board members are often involved in the affairs of other institutions, businesses and organizations. Members may have other relationships and affiliations that raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, each Trustee has the responsibility to comply with the Code of Ethics with respect to these interests.

6. **The Code of Ethics for Public Officers and Employees.** The Code of Ethics provides definitions and sets forth the various contexts in which conflicts arise. As defined in the Code, a “conflict of interest” arises in a situation in which regard for a private interest tends to lead to disregard of a public duty or interest. Particular attention is required when public officers are in situations involving:
(a) solicitation and acceptance of gifts;
(b) doing business with, contracting and engaging in transactions with the University;
(c) favors or compensation;
(d) unauthorized compensation;
(e) misuse of public position or confidential information;
(f) conflicting employment or consulting contractual relationships;
(g) employment of relatives; and
(h) private gain resulting from an association with the University.

7. **Consultation and Guidance.** Any Trustee who is uncertain whether a conflict of interest may exist in any matter shall advise the Chair of the Board and may request advice from General Counsel or the State of Florida Commission on Ethics (www.ethics.state.fl.us).

8. **Continuing Obligation.** Each Trustee has a continuing obligation to:

   (a) be familiar with the Florida Statutes regarding ethics and conflicts of interest and the terms of this Policy; and
   (b) disclose as required by law any possible personal, familial, or business relationships that might reasonably give rise to a conflict involving the University.

9. **Disclosure.** All Trustees shall complete and file disclosure forms as required by Florida law. (See Sections 112.3144 and 112.3145, FS.)

10. **Voting Conflicts.** A Trustee is not prohibited from voting on any matter, however, a Trustee voting on a matter which will affect the Trustee or his or her business interests or associate(s), other interests or relatives, shall disclose the nature of his or her interest in a public record in a memorandum filed with the Secretary, who shall incorporate the memorandum in the minutes of the Board meeting.

11. **Confidential Information.** Board members will frequently receive information in connection with their membership on the Board. Trustees shall not use information acquired as a result of their position to their own advantage, profit or gain. On occasion such information will be confidential. Confidential information includes all non-public information that is protected by federal or state law such as trade secrets, work product, collective bargaining negotiation discussions, records reflecting academic evaluations of faculty performance and student educational records. Trustees shall not use confidential information for any personal purpose and shall not disclose such information, in any form, except to those who require such information to carry out the business of the University or to those whom disclosure is legally mandated.

Ethics/BOT Bylaws/conflict of interest policy 5-12-09
12. **Authority of Individual Board Members.** The authority of the Board rests with the board as a whole and is exercised in meetings of the board. Trustees shall conduct relationships with the University staff, students, the public and the media with this in mind. The expertise of the Board is needed in terms of policy-making and planning so that the University staff can do its best to operate the University.

13. **Definitions:** The following definitions apply to this policy:

   (a) **Business Relationship** - A business relationship is one in which a Trustee, or a Trustee’s spouse or child serves as an officer, director, or proprietor of, or has a material interest in an organization that does business with the University of West Florida.

   (b) **Material Interest** - a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity constitutes a material interest.

   (c) **Relative or family member** includes: spouse, parents, step-parents, siblings, aunts/uncles, children, domestic partner, and any person residing in a Trustee’s household.

Adopted By the UWF Board of Trustees On 9/18/09

Ethics/BOT Bylaws/conflict of interest policy 5-12-09
Policy Title: Conflict of Interest Policy

Originator: Dr. Judith A. Bense, President

Responsible Office: UWF Board of Trustees

Reason for Policy/Purpose:

The University of West Florida Board of Trustees is the governing board of the University of West Florida; as such it is obligated to serve the public trust. As a member of the Board, each Trustee agrees to keep the welfare of the University at all times paramount, putting aside any and all personal, business interests, thereby assuring that a Trustee's independence of judgment is not compromised, that the confidence and respect of the public and the University community in the integrity of the Board are preserved, and that the University of West Florida's public mission is protected and well served.

Definitions:

The following definitions apply to this policy:

Business Relationship – A business means a relationship is one in which a Trustee, or a Trustee's spouse or child serves as an officer, director, or proprietor of, or has a material interest in an organization that does business with the University of West Florida.

Material Interest – means a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity constitutes a material interest.

Relative or family member includes: spouse, parents, step-parents, siblings, aunts/uncles, children, domestic partner, and any person residing in a Trustee's household.

Principal by whom Retained – means an individual or entity, other than an agency as defined in Section 112.312(2), F.S., that for compensation, salary, pay, consideration, or similar thing of value, has permitted or directed a Trustee to act for the individual or entity, and includes, but is not limited to, one's client, employer, or the parent, subsidiary, or sibling organization of one's client or employer.

Relative – unless otherwise specified in the Code of Ethics, means an individual who is related to a Trustee as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother, half sister, grandparent, great grandparent, grandchild, great grandchild, step grandparent, step great grandparent, step grandchild, step great grandchild, person who is engaged to be married to the Trustee or who otherwise holds himself or herself out as or is generally known as the person whom the Trustee intends
to marry or with whom the Trustee intends to form a household, or any other natural person having the same legal residence as the Trustee

Special Private Gain or Loss – means an economic benefit or harm that would inure to the Trustee, his or her relative, business associate, or principal, unless the measure affects a class that includes the Trustee, his or her relative, business associate, or principal, in which case, at least four factors must be considered when determining whether a special private gain or loss existed: 1. The size of the class affected by the vote, 2. The nature of the interests involved, 3. The degree to which the interests of all members of the class are affected by the vote, and 4. The degree to which the Trustee, his or her relative, business associate, or principal receives a greater benefit or harm when compared to other members of the class. The degree to which there is uncertainty at the time of the vote as to whether there would be any economic benefit or harm to the Trustee, his or her relative, business associate, or principal and, if so, the nature or degree of the economic benefit or harm must also be considered.

Policy Statement:

1. Scope. It is the requirement of the State of Florida that no public officer shall have any interest, financial or otherwise, direct or indirect; engage in any business transaction or professional activity; or incur any obligation of any nature which is in substantial conflict with the officer's proper discharge of his or her duties in the public interest. See Section 112.311(5), Florida Statutes.

2. Fiduciary Responsibilities. Section 8 of Article II of the Constitution of the State of Florida states: "A public office is a public trust." Board members of the University of West Florida serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this requirement. Each Trustee is responsible for abiding by the Code of Ethics for Public Officers and Employees which is contained in Chapter 112, Part III (Sections 112.311 - 112.326) of the Florida Statutes.

3. Best Interests of the University. All decisions of the Board are to be made solely on the basis of a desire to advance the best interests of the institution and the public good. Trustees are entrusted to be independent of and impartial in their decision in terms of their other interests, and are not permitted to use their public office for private gain.

4. Other Interests. Board members are often involved in the affairs of other institutions, businesses and organizations. Members may have other relationships and affiliations that raise questions about perceived conflicts of interest. Although many such potential conflicts are and will be deemed inconsequential, each Trustee has the responsibility to comply with the Code of Ethics with respect to these interests.

5. The Code of Ethics for Public Officers and Employees. The Code of Ethics provides definitions and sets forth the various contexts in which conflicts arise. As defined in the Code, a "conflict of
interest arises in a situation in which regard for a private interest tends to lead to disregard of a public duty or interest. Particular attention is required when public officers are in situations involving:

(a) solicitation and acceptance of gifts;
(b) doing business with, contracting and engaging in transactions with the University;
(c) favors or compensation;
(d) unauthorized compensation;
(e) misuse of public position or confidential information;
(f) conflicting employment or consulting contractual relationships;
(g) employment of relatives; and
(h) private gain resulting from an association with the University.

6. Consultation and Guidance. Any Trustee who is uncertain whether a conflict of interest may exist in any matter shall advise the Chair of the Board and may request advice from General Counsel or the State of Florida Commission on Ethics (www.ethics.state.fl.us)

7. Continuing Obligation. Each Trustee has a continuing obligation to:

(a) be familiar with the Florida Statutes regarding ethics and conflicts of interest and the terms of this Policy; and

(b) disclose as required by law any possible personal, familial, or business relationships that might reasonably give rise to a conflict involving the University.


(a) All Trustees shall complete and file disclosure forms as required by Florida law. (See Sections 112.3143, 112.3144, and 112.3145, FSF.S.)

(b) Each Trustee will on or before July 1 of each year, file with the Secretary to the Board an executed Conflict of Interest Disclosure Statement identifying relationships that may constitute conflicts or potential conflicts of interest, or confirming that no such conflicts or potential conflicts are known to exist (the form attached hereto).

9. Voting Conflicts. A Trustee is prohibited from voting on any matter, however, a Trustee voting on that the Trustee knows would inure to his or her special private gain or loss. Any Trustee who abstains from voting in an official capacity upon any measure that the Trustee knows would inure to the Trustee’s special private gain or loss, or who votes in an official capacity on a measure that he or she knows would inure to the special private gain or loss of any principal by whom the Trustee is
retained or to the parent organization or subsidiary of a matter corporate principal by which will affect the Trustee or his or her the Trustee is retained other than an agency as defined in Section 112.312(2); or which the Trustee knows would inure to the special private gain or loss of a relative or business interests or associate(s), other interests or relatives, of the Trustee shall make every reasonable effort to disclose the nature of his or her interest in a public record in a memorandum filed with the Secretary, the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes of the Board meeting. If it is not possible for the Trustee to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

“Relative” as used in this paragraph 9 means any father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law.

10. Confidential Information. Board members will frequently receive information in connection with their membership on the Board. Trustees shall not use information acquired as a result of their position to their own advantage, profit, or gain. On occasion such information will be confidential. Confidential information includes all non-public information that is protected by federal or state law such as trade secrets, work product, collective bargaining negotiation discussions, records reflecting academic evaluations of faculty performance and student educational records. Trustees shall not use confidential information for any personal purpose and shall not disclose such information, in any form, except to those who require such information to carry out the business of the University or to those whom disclosure is legally mandated.

11 Authority of Individual Board Members. The authority of the Board rests with the board as a whole and is exercised in meetings of the board. Trustees shall conduct relationships with the University staff, students, the public and the media with this in mind. The expertise of the Board is needed in terms of policy-making and planning so that the University staff can do its best to operate the University.

Authority and Related Documents:

Board of Governors Regulation 1.001; Chapter 112, Part III, Florida Statutes.

History:


APPROVED: ____________________________ Date: ____________________________

Dr. Judith A. Bense, President
The University of West Florida Board of Trustees Conflict of Interest Disclosure Statement

This Conflict of Interest Disclosure Statement is intended to protect both the Board and the University, by affording the University ample opportunity to forestall any potential conflicts and assure that all Board decisions are above reproach.

To allow the Board and the University to monitor and promptly address any potential conflicts, please:

(i) identify below any relationships, financial or personal, that may constitute conflicts or potential conflicts of interest, or (ii) confirm that no such conflicts or potential conflicts are known to exist:

The following represent interests or relationships that are or may be in conflict with my position as Trustee of the University:

1. Personal, familial or business relationships that might reasonably give rise to a conflict involving the University.

____________________________________________________________________________________

____________________________________________________________________________________

2. Outside employment or service (any outside employment or provision of outside services by you or any member of your family that may be in conflict with your position as a Trustee of the University).

____________________________________________________________________________________

____________________________________________________________________________________

3. Outside interests, financial and other (any interests or positions which you or any member of your family hold in any outside concern from which the University obtains goods or services, or which provides services competing with the University):

____________________________________________________________________________________

____________________________________________________________________________________

4. Any other potential issues or conflicts:

____________________________________________________________________________________

____________________________________________________________________________________

OR

As of today's date, I have no financial, professional, or personal relationships that reasonably hold the potential for a conflict of interest involving my service as a University Trustee.

I am familiar with The University of West Florida Board of Trustees Conflict of Interest Policy pursuant to which this Disclosure Statement is filed. I have disclosed all potential conflicts of interests of which I am aware, and I agree to promptly file an additional Disclosure Statement if any additional matters subject to disclosure arise before my next annual Disclosure Statement is due.

Signature _______________________________ Date ___________________
The Board of Trustee 2014-2015 Goals

The University of West Florida Board of Trustees has an incredible amount of expertise and relationships that can be harnessed to further the mission of the University. During the 2014 Joint Board’s Retreat the trustees requested that an engagement plan be developed so that expected contributions are more defined and understood. At the retreat the following goals were identified for BOT action for 2014/15:

<table>
<thead>
<tr>
<th>Scorecard Perspective</th>
<th>Objective</th>
<th>Initiative</th>
<th>Due Date</th>
<th>Measure</th>
<th>Status as of 7/28/14</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>Return of $3.82M</td>
<td>Approval of 2014/15 Improvement Plan</td>
<td>June 17, 2014</td>
<td>Plan approved</td>
<td>Complete</td>
<td>Lewis Bear</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review progress reports on implementation of 2014-15 Improvement Plan. Assist administration with BOG approvals as needed</td>
<td>Review @ each BOT Meeting; BOG approval Dec 2014 and May 2015</td>
<td>50% funding returned in December and 50% in May 2014</td>
<td>First progress report on BOT Committee Agenda 8/14/14</td>
<td>Executive Committee</td>
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<tr>
<td></td>
<td></td>
<td>Aid administration with metrics definition refinement, especially to include military and/or moving to weighted measures or a PBF2 model</td>
<td>December 2014</td>
<td>Definitions or model more favorable to regional comprehensive university</td>
<td>BOG Holding workshop in October to discuss modifications. Lobby for needed changes.</td>
<td>Pam Dana; Lewis Bear</td>
</tr>
<tr>
<td>Improve standing in BOG Metrics</td>
<td>Setup BOT metrics committee to aid administration with longitudinal plan, streamlining metrics reporting and presidential goal setting</td>
<td>Setup: June 2014. Work complete: Dec 2014</td>
<td>Improved scores in BOG Metrics</td>
<td>Metrics Committee setup and making progress</td>
<td>Lewis Bear; Dave Cleveland, Susan O'Connor, Mort O'Sullivan</td>
<td></td>
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<tr>
<td></td>
<td>Review and oversight of dashboards</td>
<td>Quarterly</td>
<td>Improved scores in BOG Metrics</td>
<td>Metrics committee to streamline and setup review process</td>
<td>Lewis Bear; Dave Cleveland, Susan O'Connor, Mort O'Sullivan</td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td>Broaden Influence</td>
<td>Develop and implement BOT engagement plan</td>
<td>Develop: August 2014; Implement all year</td>
<td>Stronger relationships with BOG and other appropriate partners</td>
<td>Plan in progress</td>
<td>Specific assignments in plan</td>
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<tr>
<td></td>
<td>Identify candidates for BOG and work to secure spot</td>
<td>2017</td>
<td>Secure next available spot</td>
<td></td>
<td>Lewis Bear &amp; Pam Dana</td>
<td></td>
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<td></td>
<td>Ambassadorship</td>
<td>Utilize talk points in appropriate ways</td>
<td>July 2014, ongoing</td>
<td>Streamlined messages</td>
<td>Talk points being developed</td>
<td>All</td>
</tr>
</tbody>
</table>
The Board of Trustees engages nationally, statewide, regionally, and locally through its many networks both personal and professional. However, based on the goals above and the current challenges and opportunities of the institution it is recommended that the BOG engagement plan for 2014 focus on building relationships with the Florida Board of Governors, Legislature/Governor, and being visible and connected to the campus community. The following engagement goals are suggested:

2014/15 BOT Engagement Goals

1. Broaden influence with the BOG.
   - Measure: Regional comprehensives are more understood and respected in BOG decisions.

2. Strengthen influence with current and incoming Legislature/Governor.
   - Measure: Resources for UWF.

3. Be more visible on the UWF campus.
   - Measure: Positive campus climate and morale.

   - Measure: Positive town/gown relations & fundraising goals.

5. Complete an engagement form to help staff develop engagement plans in future years.
   - Forms complete and aids in building 2015/16 engagement plan
## Board of Trustee Engagement Goal 1

**Broaden Influence with the BOG**

Trustees are asked to connect with the BOG member assigned to them at the September meeting to begin a dialogue about UWF. If desired, staff will assist in setting up coffee, campus tour, dinner reservations, or other opportunities that may develop. Trustees will also have the opportunity to pair up with a UWF student to help tell our story. Trustees are asked to call on the BOG member following the September meeting to continue to develop a relationship, as appropriate and welcomed. Note: Staff will help coordinate when 2 BOT members are assigned to the same BOG members.

<table>
<thead>
<tr>
<th>Trustee</th>
<th>BOG Members</th>
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<tbody>
<tr>
<td>Lewis Bear</td>
<td>Mori Hosseini</td>
<td>Tom Kuntz</td>
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<tr>
<td>Mort O'Sullivan</td>
<td>Ed Morton</td>
<td>Wayne Huizenga, Jr</td>
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<td>Dave Cleveland</td>
<td>Ned Lautenbach</td>
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<td>Pam Dana</td>
<td>Alan Levine</td>
<td>Tom Kuntz</td>
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<tr>
<td>Ethan Friedland</td>
<td>Stefano J. Cavallaro</td>
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<tr>
<td>Richard Hough</td>
<td>Faculty Senate Member - UNF (Katrina W. Hall?)</td>
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<tr>
<td>Bob Jones</td>
<td>Matthew Carter</td>
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<tr>
<td>Suzanne Lewis</td>
<td>Dean Colson</td>
<td>Patricia Frost</td>
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<td>LuTimothy May</td>
<td>Daniel Doyle</td>
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<tr>
<td>Susan O'connor</td>
<td>Wendy Link</td>
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<td>Jay Patel</td>
<td>Mori Hosseini</td>
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<td>Bentina Terry</td>
<td>Elizabeth Webster</td>
<td>Matthew Carter</td>
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<td>Garrett Walton</td>
<td>Richard Beard</td>
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<tr>
<td>President Bense</td>
<td>Norm Tripp</td>
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### Opportunities to Engage

- **September BOG Meeting Hosted at UWF**
- **November Trustee Summit**
- **BOG Meeting - February at UWF (If Held) or March - Tallahassee**
Board of Trustee Engagement Goal 2

Strengthen influence with current and incoming Legislature/Governor

Trustees are asked to assist UWF in achieving our legislative agenda by developing stronger relationships with state legislators, as requested:

**University Coordinated meetings:**
1. **Post-Election November:** Government Relations will set up meetings with BOT members and their assigned Legislators, in their district offices, to discuss our legislative agenda and a formal get to know you meeting if they are not familiar with each other yet.
2. **January and February:** BOT members travel to Tallahassee for meetings, set up by Government Relations, with their assigned legislators in an effort to follow-up on UWF’s legislative agenda and react to any other legislation percolating in the capitol.
3. **March and April:** BOT members make calls to their legislator, Government relations will coordinate and brief BOT members prior to calls, in order to push our legislative agenda and stem any potentially harmful legislative from passing.
4. **May:** Personally thank their legislator for their support this session.

**Delegation Meetings:**
- **December:** Attend their Legislator’s delegation meeting. This gives them an opportunity to learn more about what the legislator is facing from the community and what local bills they are working on. Also allows for another time to meet face to face to show how engaged our BOT members are and strengthen their relationship with them.

**University Functions**
- **State of the University:** Legislators have attended this event in the past and this gives them an opportunity to start to build a relationship.
- **Veteran’s Day Event and MRVC Barbeque:** Another opportunity with legislators on campus
- **50th Anniversary celebration**
- Other events legislators are invited to.
Board of Trustee Engagement Goal 2
Strengthen influence with current and incoming Legislature/Governor

<table>
<thead>
<tr>
<th>Trustee</th>
<th>Legislator</th>
<th>Matt Gaetz</th>
<th>Senate President, Speaker of the House</th>
<th>Governor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewis Bear</td>
<td>Don Gaetz—Possible Senate Education Chair</td>
<td>Matt Gaetz</td>
<td>Senate President, Speaker of the House</td>
<td>Governor</td>
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<td>Jay Patel</td>
<td>Clay Ingram</td>
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<td>Dave Cleveland</td>
<td>Doug Broxson</td>
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<tr>
<td>Bob Jones</td>
<td>Brad Drake*</td>
<td>Patronis Successor*</td>
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<td>Bentina Terry</td>
<td>Mike Hill</td>
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<tr>
<td>Garrett Walton</td>
<td>Greg Evers</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td>House Education Chair</td>
<td>Senate Education Chair</td>
<td>House Education Appropriations Chair</td>
<td>Senate Education Appropriations Chair</td>
</tr>
</tbody>
</table>

**Opportunities to Engage**

- University Coordinated Meetings
- Delegation Meetings
- Periodic Phone Calls
- Local functions
- University functions
Board of Trustee Engagement Goal 3
Be more visible on the UWF Campus

The opportunities to engage on campus are endless and we recognize that trustees are volunteers with busy schedules. With that in mind trustees are asked to make every effort to attend the high priority events. Trustees are encouraged to participate in the medium priority events and they are encouraged to participate in at least 1-2 of the optional events each year.

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Implementation</th>
<th>Outcome</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Year</td>
<td>Attend 1 Athletic Event</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>8/22/2014</td>
<td>UWF 2014-15 Convocation</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>High</td>
</tr>
<tr>
<td>8/22-9/6/2014</td>
<td>Attend Welcome Week activity</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>9/17-18/2014</td>
<td>BOG Meeting @ UWF, Pensacola</td>
<td>Trustees partnered with Governors</td>
<td>BOG Engagement</td>
<td>High, Sept 18 is full BOG, Sept 17 is committees</td>
</tr>
<tr>
<td>9/17/2014</td>
<td>BOG Reception @ UWF Science &amp; Engineering, Pensacola</td>
<td>Trustees partnered with Governors</td>
<td>BOG Engagement</td>
<td>High</td>
</tr>
<tr>
<td>9/22/2014</td>
<td>State of the University President’s Address &amp; Bar-b-que (&quot;Come Meet your Trustees” at the BBQ)</td>
<td>Trustees actively participate in day’s activities.</td>
<td>Campus Engagement</td>
<td>Medium</td>
</tr>
<tr>
<td>10/13-18/2014</td>
<td>Attend Homecoming activity</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>10/17-19/2014</td>
<td>Attend Family Weekend</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Implementation</td>
<td>Outcome</td>
<td>Priority</td>
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</tr>
<tr>
<td>October or November 2014</td>
<td>Best Robotics</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>November, 2014</td>
<td>Trustee Orientation &amp; Trustee Summit</td>
<td>Trustees partnered with Governors</td>
<td>BOG Engagement</td>
<td>If required by BOG</td>
</tr>
<tr>
<td>12/12/2014</td>
<td>Lunch following FBOT Meeting: BOT and Invited Campus Guests&lt;br&gt;&lt;br&gt;(Note: Will target specific guests, invite by invitation and introduce them at lunch)</td>
<td>Campus guests invited to lunch with Trustees</td>
<td>Campus Engagement</td>
<td>High</td>
</tr>
<tr>
<td>1/1/2015</td>
<td>Be a judge for the Pace Student’s Scholarship</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>February-May 2015</td>
<td>Award Scholarships at local High Schools</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>3/18-19/2015</td>
<td>BOG Meeting @ Florida A&amp;M, Tallahassee</td>
<td>Trustees partnered with Governors</td>
<td>BOG Engagement</td>
<td>Optional</td>
</tr>
<tr>
<td>3/25/2015</td>
<td>BOT Meeting @ Emerald Coast Campus and Lunch following FBOT Meeting: BOT and Invited ECC Guests</td>
<td>Emerald Coast Campus guests invited to lunch with Trustees</td>
<td>Campus Engagement</td>
<td>High</td>
</tr>
<tr>
<td>3/27/2015</td>
<td>UWF Honors Convocation</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Medium</td>
</tr>
<tr>
<td>4/1/2015</td>
<td>UWF Nautilus Excellence Awards Ceremony</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Medium</td>
</tr>
<tr>
<td>6/15-7/30/2015</td>
<td>Attend Orientation or Open House</td>
<td>Trustees invited to participate</td>
<td>Campus Engagement</td>
<td>Optional</td>
</tr>
</tbody>
</table>
## Board of Trustee Engagement Goal 3

Chart Continued

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Implementation</th>
<th>Outcome</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/23/2015</td>
<td>Lunch following FBOT Meeting: BOT and Invited Campus Guests</td>
<td>Campus guests invited to lunch with Trustees</td>
<td>Campus Engagement</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td><em>(Note: Will target specific guests, invite by invitation and introduce them at)</em></td>
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</tr>
<tr>
<td>6/24/2015</td>
<td>Joint Board’s Retreat and dinner</td>
<td>Trustees invited to participate</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>8/1/2015</td>
<td>BOT Orientation</td>
<td>Trustees invited to participate</td>
<td></td>
<td>If Required</td>
</tr>
</tbody>
</table>
Board of Trustee Engagement Goal 4
Continue UWF Ambassadorship

Please continue current ambassadorship, including assistance with fundraising goals. UWF will provide talk points related to the BOG metrics for use in the community, as well as additional information as needed for specific endeavors.

Board of Trustee Engagement Goal 5
Complete Engagement Form

Complete an engagement form to help staff develop engagement plans in future years. Staff will provide a form that collects information about your civic, personal, and professional connections and specific areas of interest that would aid UWF in achieving its mission and goals.
OVERVIEW

The core of the University of West Florida’s mission is a commitment to ensuring student success. As outlined in the 2012-2017 UWF Strategic Plan, the University is dedicated to planning and investing strategically to enhance student success and educational attainment.

UWF is concentrating on three key areas of focus that provide the University the greatest ability to make a positive impact on students during 2014-2015. This plan is aligned with the priorities highlighted within the Board of Governors Performance Based Funding Metrics and driven by national best practices in retention and completion.

THREE KEY AREAS OF FOCUS

Metric 4. Six-Year Graduation Rate for First-time-in-College (FTIC) Students
Metric 5. Academic Progress Rate
Metric 9. Baccalaureate Degrees Awarded Without Excess Hours

HISTORY

Our efforts toward student retention and graduation rate began in earnest in Fall 2012 upon the approval of our 2012-2017 Strategic Plan by the UWF Board of Trustees. A one-year retention plan, geared toward FTIC students, included the hiring of a Director of Student Retention and a statistical modeling of our students’ progress historically. In addition, the UWF Haas Center surveyed all non-returning FTIC students to determine reasons why they had not re-enrolled. We began a focus on early warning and significantly increased the number of faculty who provided information to trigger alerts. We formed a university-wide committee on retention efforts (CORE) and began to look at institutional barriers to retention. We identified gateway courses that may be problematic to students as well as advising issues.

Noel Levitz, a leading enrollment management consulting firm, was selected as a partner to assist with market research and to conduct an analysis of current enrollment practices. The assessment began in November 2013 and will end in June. Recommendations from this assessment will be included in UWF’s Strategic Enrollment Plan.

STRATEGIES & RATIONALE

The following content outlines the specific and measurable actions and initiatives that will be completed during the 2014-15 academic year. UWF is concentrating on three key focus areas, as positive progress related to one metric is likely to increase the University’s standing related to another. Therefore, UWF has adopted a holistic approach to increasing the institution’s standing by focusing on strategies to maximize impact on student success.

Create a comprehensive, centralized unit for student support services.

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<tbody>
<tr>
<td>Create a separate College dedicated to student success. The College will be known as University College and will have overarching responsibility for student academic support, professional readiness, retention initiatives and University advising.</td>
<td>Add advising training module into curriculum for department chair development program.</td>
</tr>
<tr>
<td>Hire a dean for University College.</td>
<td>Create a comprehensive advising plan for implementation in Fall 2015.</td>
</tr>
<tr>
<td>Appoint an advising “czar” to oversee and coordinate all University advising.</td>
<td></td>
</tr>
</tbody>
</table>
**Performance Funding Improvement Plan 2014-2015 / Key Areas of Focus**

**Rationale:** During the fall semester, UWF will create *University College* to streamline student services into a comprehensive unit that will enhance the effectiveness of student support services. A centralized, “one-stop-shop” for student support is a common model in 21st century American universities. The college will consist of three major units: (1) academic programs, which will include the University Honors program and general studies; (2) University advising, which will coordinate campus-wide advising; and (3) professional readiness to provide high impact programming with demonstrable impact on student career success. Creation of *University College* will include hiring of a Dean of *University College* and appointing an advising “czar” to oversee and coordinate all University advising.

By May 2015, a training module for advising will be added to the curriculum of the current *Department Chair Development Program*. At UWF, departmental advising is key to a student’s effective progress toward degree. With changes in policies and online support, department chairs will need to be individually equipped to guide the advising function within their programs. Additionally, UWF will create a comprehensive advising plan that will provide the construct for an integrated approach to student advising university-wide.

**Increase the number of full-time faculty members and academic advisors.**

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<tbody>
<tr>
<td>Hire 3 new academic advisors.</td>
<td>Hire 18 new full-time faculty members (including 6 dedicated to General Studies courses).</td>
</tr>
</tbody>
</table>

**Rationale:** Hiring 18 new full-time faculty members will enhance the student-to-faculty ratio to ensure that students are provided the courses and attention required to progress toward completion of a degree in a timely fashion. Hiring 18 new faculty members will better equip the institution to meet the curricular needs of students in growing programs and ensure that students are obtaining enhanced mentoring and high impact learning experiences, which lead to greater success in degree completion. Six of these faculty lines will be dedicated to General Studies courses.

While UWF has been actively engaged in enhancing and strengthening advising services through the campus, hiring 3 new academic advisors will provide support in areas of identified need. One of the advisors will be assigned to University College. The other two will be assigned to the College of Arts, Social Sciences & Humanities and the College of Science, Engineering & Health. This will ensure that a professional advisor in each college to support the faculty advisors.

**Develop degree completion tools for students.**

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<tbody>
<tr>
<td>Create and disseminate a Financial Literacy Program.</td>
<td>Develop and disseminate a Graduation Guide for students after completion of 60 credit hours.</td>
</tr>
</tbody>
</table>

**Rationale:** Some of the major factors that slow students in making timely progress toward a degree are a myriad of financial obstacles. UWF seeks to better equip students to understand the complex landscape of options and requirements that often accompany paying for a university education by developing a *Financial Literacy Program* for all students. The program will raise awareness among students about financial resources and more importantly, provide financial aid literacy information. Financial Literacy materials will be distributed to all students throughout the academic year. Additionally, a significant number of UWF students are working adults and must accommodate their employment needs by enrolling in fewer credit hours. On average, more than 50 percent of the UWF student population enrolls in 12-13.5 credit hours per semester, and more than 60 percent of UWF students indicated in the Beginning Student Survey (conducted during Fall 2013) that they expect to work while attending classes.

Therefore, a *Graduation Guide* will be developed to provide to students who have completed 60 credit hours. The guide will ensure that students receive a series of communications throughout their junior and senior years that reinforces the importance of staying on track and completing the requirements of their degree.
Purchase and implement new degree audit and planning software.

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<tbody>
<tr>
<td>Implement <em>DegreeWorks</em> degree audit system. Integrate 8 semester degree plans.</td>
<td>Implement <em>DegreeWorks Student Planner</em> module.</td>
</tr>
<tr>
<td>Purchase and implement <em>College Scheduler</em> software platform in order to create more refined, targeted and critical course scheduling. Integrate with <em>DegreeWorks</em>.</td>
<td>Provide training to faculty and staff on <em>College Scheduler</em>.</td>
</tr>
</tbody>
</table>

**Rationale:** A degree audit system supports an effective advising model, and serves as an invaluable tool to ensure students monitor their academic progress and advance toward graduation. *DegreeWorks*, a web-based degree audit system, will replace the current in-house system and allow UWF the flexibility to provide students with robust data that encourages timely graduation.

By enhancing the degree audit system, UWF students will have the ability to develop a long-term plan for degree completion, verify that the courses included in the plan fulfill degree requirements, explore different degree plans, and fully understand remaining degree requirements. The *DegreeWorks Student Planner* will further enhance the advising experience by providing advisors a platform to create and track a long-range academic plan for students. *College Scheduler*, a separate web-based schedule-planning tool, will provide students with scheduling options to ensure they register for the maximum number of credit hours, therefore decreasing their time to degree.

**Revise current and develop new University policies to support progress to obtaining a degree.**

<table>
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</thead>
<tbody>
<tr>
<td>Secure approval of <em>Progress to Degree Policy</em>.</td>
<td>Begin implementation of <em>Progress to Degree Policy</em>.</td>
</tr>
<tr>
<td>Secure approval of revised <em>Attendance Policy</em>.</td>
<td>Begin implementation of revised <em>Attendance Policy</em>.</td>
</tr>
</tbody>
</table>

**Rationale:**

*Progress to Degree Policy*

The University’s goal is to provide students with access to high-quality, relevant and affordable learning experiences from enrollment through graduation. The *Progress to Degree Policy* is central to and aimed at assisting students’ progress toward degree in an efficient manner while effectively meeting their academic goals. Embedded within the policy will be graduation benchmarks that begin with two and four-year plans of study, and are intended to support progress toward graduation.

The policy will include limitations on changing or declaring a major, minor or dual degree, set limits on the number of course withdraws and redefine the grade forgiveness policy.

The impact of this policy will be significant in relation to a variety of factors. For example, based on a historical data comparison, juniors and seniors represent more than 40 percent of the student population that request to change their major. Modifying the process to require the student to be counseled by an advisor to ensure that students are fully informed of all of the implications, including excess hours and graduation. One of the aspects of the policy will be the inclusion of a departmental approval requirement for junior and senior students to change their major. This requirement will reduce the likelihood of students changing programs without making an informed decision. This preventive measure will create a proactive approach to assist students in degree completion in the most efficient fashion.
Revised Attendance Policy
UWF expects students to take full responsibility for their academic work and progress. To progress satisfactorily, students must meet the requirements of each course for which they are registered, and successful work depends, to a large extent, on regular class attendance. A First-Time-in-College Student Class Attendance Policy will be developed and approved to encourage engagement and support retention. Class attendance is regarded as an academic matter, therefore, this policy will set the expectation that each faculty member record attendance for all FTIC students enrolled in a General Studies course and provide the students with a written attendance policy.

Implement additional tools, strategies and programs aimed at increasing retention and graduation.

**Rationale:**
Administer Student Strengths Inventory© through Beacon software

Last year, UWF conducted a pilot program through the software Beacon. The program administers The Student Strengths Inventory© (SSI), which is an assessment designed to help UWF develop data-driven, evidence-based student success solutions. The SSI is administered to incoming FTIC students at UWF during summer orientation and identifies individuals who might be at risk based on non-cognitive factors, such as resiliency and academic self-efficacy. The results provide predictive models needed to develop and suggest programs, plan interventions and offer assistance to specific targeted students.

Implement a Supplemental Instruction Program

High DWF (drop, withdraw and fail) rates represent unsuccessful enrollments in a course. The assumption is that these high rates lead to eventual attrition from the institution. The implementation of a Supplemental Instruction Program will emphasize the development of organizational skills, questioning techniques, and test preparation strategies in an effort to increase retention and improve grades in historically difficult courses. This will ultimately lead to the increase in graduation rates of UWF students.

Supplemental instruction will be a “free service” offered to all students in a targeted course. Supplemental instruction is a non remedial approach to learning as the program targets high-risk courses rather than high-risk students.

Increase communication with students regarding the Excess Hours Policy.

**Rationale:**
UWF has been meeting the statutory requirement of communicating to students about excess hours. However, following a 2013-2014 assessment of the effectiveness of the related communication methods, we discovered that meeting the minimum requirements of the law did not serve the full needs of students. Based on that data, we identified a series of areas in which our system of connecting with students could be improved.

The Excess Hours Guide will be used as a resource to ensure UWF faculty, staff and students are fully informed of all aspects related to excess hours surcharge. The guide will provide relevant information on credit hours that count toward excess hours and semester-based exemptions, and is used as a resource to educate students on the implications of changing their major and excessively withdrawing from courses.
As new advisors come on line, it is important to give them specific training in the Excess Hours Policy due to the complexity of the statute.

**Implement Summer Success Program for FTIC students on academic warning.**

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<tbody>
<tr>
<td>Evaluate 2014 Summer Success Program pilot.</td>
<td>Recruit students for the 2015 Summer Success Program.</td>
</tr>
</tbody>
</table>

**Rationale:** The Summer Success Program is targeted towards students on academic warning at the end of the spring semester of their first year. Students will be provided a financial aid grant to offset the cost of tuition for a summer course. The program gives students two options: First, students could repeat a course for which they qualify for a grade forgiveness option. Second, students will have the option of taking an academic foundation course geared toward at-risk freshman. A pilot program is currently being conducted during Summer 2014. An evaluation of the pilot program will be conducted during the Fall 2014 semester. During the Spring 2015 semester, at-risk FTIC students will be recruited into the 2015 Summer Success program.

**SUMMARY**

UWF is dedicated to creating and enhancing programs, policies and services that remove barriers to degree completion and increase the institution's profile in the SUS Performance Based Funding Model. By embracing accountability measures and implementing actionable, measurable steps, the University will better equip students to move into successful careers.