2010 Annual Report

Volume I
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University of West Florida
Data definitions are provided in the Appendices.

Note concerning data accuracy: The Office of the Board of Governors believes that the accuracy of the data it collects and reports is paramount to ensuring accountability in the State University System. Thus, the Board Office allows university resubmissions of data to correct errors when they are discovered. This policy can lead to changes in historical data.
## University of West Florida 2010 Annual Report

### Sites and Campuses

<table>
<thead>
<tr>
<th>Enrollments</th>
<th>Headcount</th>
<th>%</th>
<th>Degree Programs Offered (As of Spr. 10)</th>
<th>Carnegie Classification</th>
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</thead>
<tbody>
<tr>
<td>TOTAL (Fall 2009)</td>
<td>11,191</td>
<td>100%</td>
<td>TOTAL 95</td>
<td>Undergraduate Instructional Program: Balanced arts &amp; sciences/professions, some graduate coexistence</td>
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<tr>
<td>Black</td>
<td>1,166</td>
<td>10%</td>
<td>Baccalaureate 63</td>
<td>Graduate Instructional Program: Single doctoral (education)</td>
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<tr>
<td>Hispanic</td>
<td>654</td>
<td>6%</td>
<td>Master’s &amp; Specialist’s 31</td>
<td>Enrollment Profile: High undergraduate</td>
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<tr>
<td>White</td>
<td>8,444</td>
<td>75%</td>
<td>Research Doctorate 1</td>
<td>Undergraduate Profile: Medium full-time four-year, selective, higher transfer-in</td>
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<tr>
<td>Other</td>
<td>927</td>
<td>8%</td>
<td>Professional Doctorate 0</td>
<td>Size and Setting: Medium four-year, primarily nonresidential</td>
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<tr>
<td>Full-Time</td>
<td>7,012</td>
<td>63%</td>
<td>Faculty (Fall 2009)</td>
<td>Basic: Doctoral/Research Universities</td>
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<tr>
<td>Part-Time</td>
<td>4,179</td>
<td>37%</td>
<td>Full-Time 318</td>
<td>Elective Classification: N/A</td>
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<tr>
<td>Undergraduate</td>
<td>8,707</td>
<td>78%</td>
<td>Total 197</td>
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<tr>
<td>Graduate</td>
<td>1,615</td>
<td>14%</td>
<td>Tenure/T. Track 214</td>
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<tr>
<td>Unclassified</td>
<td>869</td>
<td>8%</td>
<td>Other Faculty/Instr. 104</td>
<td></td>
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</table>

### BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 1:

**ACCESS TO AND PRODUCTION OF DEGREES**

### Baccalaureate Degrees Awarded

- 2005-06: 1,190
- 2009-10: 1,950

### Graduate Degrees Awarded

- 2005-06: 525
- 2009-10: 25

### Baccalaureate Degrees Awarded by Group

- 2005-06: 35
- 2009-10: 12

### Baccalaureates by Group as Percentage of Total UWF Baccalaureates

- 2005-06: 5.7%
- 2009-10: 4.8%

*2012-13 Targets for Degrees Awarded.*

*2012-13 Targets for Baccalaureates By Group Reported in Volume II - Table 4I.*
BOARD OF GOVERNORS – STATE UNIVERSITY SYSTEM GOAL 2: MEETING STATEWIDE PROFESSIONAL AND WORKFORCE NEEDS

Baccalaureate Degrees Awarded in Select Areas of Strategic Emphasis, 2009-10

2012-13 Target: More Than 502 Total

Graduate Degrees Awarded in Select Areas of Strategic Emphasis, 2009-10

2012-13 Target: More Than 92 Total

Licensure Exam Pass Rates

Nursing

93.9%

BOARD OF GOVERNORS – STATE UNIVERSITY SYSTEM GOAL 3: BUILDING WORLD-CLASS ACADEMIC PROGRAMS AND RESEARCH CAPACITY

Academic Research and Development Expenditures

$10.1 M*

$15.7 M*

*2011-12 Targets for Research & Development Expenditures.
Key University Achievements

► Student awards/achievements

1. Alexis Cummings (Advertising) was recognized in the American Advertising Federation’s Most Promising Minority Students Program Honor Roll.
3. Sharon Kirby (B.F.A./Sculpture) won a major international sculpture competition. Kirby’s sculpture was featured in *International Sculpture Magazine* (October 2009).

► Faculty awards/achievements

1. Dr. Kuiyuan Li, Professor of Mathematics, named UWF University Distinguished Professor.
2. Dr. Greg Yost awarded the E.W. Hopkins Faculty Member of the Year Award in the College of Business.
3. Dr. John Smykla, Professor of Criminal Justice, named UWF University Distinguished Professor

► Program awards/achievements

1. Mathematics-UWF students’ performance in gatekeeper math courses ranked #1 in Florida State University System (FSUS) by ENLACE Florida (*ENLACE Florida Volume 111, Issue 5, October 2009*).
2. College of Business Education Center awarded $11.8 million for construction.
3. Department of Exercise Science is endorsed by the American College of Sports Medicine (ACSM) and prepares students for careers in the fitness industry (exercise physiologist, cardiopulmonary rehabilitation, personal fitness, aging studies, and strength/conditioning coaching).

► Research awards/achievements

1. Wade Jeffrey, Will Patterson, Richard Snyder awarded over $750,000 for Deepwater Horizon oil spill research.
2. Hui-Min Chung awarded $364,266 from National Institutes of Health (NIH) for “A Genetic Model for Investigating Gamma-Secretase 3 Year Award.”
3. Glenn Rohrer and Diane Scott awarded $650,000 from U.S. Department of Education for “Hometown Heroes and Veteran’s Service Organization Training Project.”

► Institutional awards/achievements

1. UWF is poised to exceed its goal of 12,000 students by 2012 through a combined effort at all levels of the University.
2. Athletic Visioning Process developed University Park, Master Athletic Facilities Plan that directs the growth and development of the UWF Athletic Program.
3. School of Science and Engineering Building opened for classes in Spring 2010 and awarded a LEED Gold certification in October 2010.
Summer 2010 provided the most unique opportunities imaginable for the University of West Florida in response to the Deepwater Horizon Oil Spill. UWF Centers and Institutes played a major role as “first-responders” in local crisis management by providing immediate environmental sampling data, marine life monitoring, Gulf Coast economic impact data, small business counseling and disaster assistance, as well as archaeological site monitoring (both on land and underwater). The University also made available housing, conference and meeting space, laboratory space, boats and marine services to those coming to research or respond to the oil spill. UWF hosted numerous visitors, dignitaries, federal and state workgroups, and public hearings on campus, including the Governor’s Oil Spill Recovery Task Force; the Florida House of Representatives Workgroup on Claims; the NOAA Administrator Dr. Jane Lubchenco; Florida Attorney General Bill McCollum; U.S. Senator Bill Nelson; and White House appointed Claims Administrator Ken Feinberg. UWF partnered with other SUS institutions and received four grants totaling over $750,000 from the $9,000,000 designated for oil spill research.

UWF spearheaded the creation of the President’s Higher Education Coalition of Northwest Florida which includes the public post-secondary institutions in the panhandle. One of the initiatives and resources developed by the coalition is the “Academic Portal – Career Pathways”. The portal will be a source of information located in high schools, workforce development offices, and on college campuses to assist residents and students in determining the classes needed to successfully complete a degree with the credentials needed in a specific occupation. The coalition is also establishing a Direct Admit process in conjunction with the five regional state colleges in the Florida Panhandle: Pensacola State College, Chipola College, Northwest Florida State College, Gulf Coast Community College and Tallahassee Community College. Allowing students to be admitted simultaneously to UWF when they enter a college will enhance their ability to more quickly enter the UWF and receive their bachelor’s degrees.

The UWF Haas Center for Business Research and Economic Development plays a key role in economic forecasting, marketing research, business expansion, tourism and real estate development on local, regional and state levels. UWF hosts the Florida Small Business Development Center (FSBDCN) which links the state’s education system with community outreach to aid in the development and education of Florida’s entrepreneurs and small business community.

The Department of Computer Science launched a new graduate program, specializing in database systems, that began in Fall 2010. This specialization emphasizes designing, implementing, maintaining, and administering large database systems. The new program was made possible through a grant, which will cover 80 percent of the tuition for the first semester of study. This master’s program is in direct response to Florida’s Great Northwest Occupational Analysis to provide more qualified employees for the workforce throughout the region.

UWF is a leader in providing access to numerous flexible learning opportunities for students through online courses. Over the past year thousands of students enrolled in the online-only environment. The number of UWF students enrolled as online-only students has increased steadily from 1460 students in Fall 2007 to 2333 in Fall 2010.
The composition of "Other Transfer" cohorts may vary greatly by institution and by year.

**Graduation Rate from SAME Institution.

** FTE for this metric uses the standard IPEDS definition of FTE, equal to 30 credit hours for undergraduates and 24 for graduates.
INTRODUCTION

Working Mission

As the only university in Northwest Florida, the University of West Florida combines the advantages of a collegiate culture with the capacity for high quality scholarship and graduate programs. Dedicated to helping students realize their full potential, UWF favors small classes with fully qualified professors who deliver personalized, caring and innovative education at both undergraduate and graduate levels. While UWF officially maintains the status of a moderate-sized, regional comprehensive university, many UWF programs and faculty members seek and achieve national prominence. UWF’s research enterprise emphasizes applied research, simultaneously creating opportunities for student engagement and growth. By pursuing and nurturing mutually beneficial community partnerships, UWF enhances the educational, cultural and economic development of the region and beyond.

Working Vision

UWF aspires to greatness by empowering each individual it serves with knowledge, skills and opportunity to contribute responsibly and creatively to a complex world and by fulfilling its promise as the intellectual center of Northwest Florida.

Other Contextual Introductory Comments

The Florida legislature established the University of West Florida in 1963. Initially a senior institution offering baccalaureate and graduate degrees in support of the needs of the Panhandle, the campus began accepting freshmen and sophomore students in 1983. In 1995, it began offering the doctorate in Education. A significant number of UWF students come from families with a military connection. Although the majority of students have traditionally come from the Panhandle, students from the Florida peninsula and beyond have increasingly been drawn to UWF due to its strong academic reputation, its flexibility in educational delivery, and its close proximity to some of the world’s most beautiful beaches. For more than 40 years, UWF has been delivering on the promise of Creating Great Futures.

With its regional focus, UWF serves as an economic growth engine for Northwest Florida contributing an estimated $650 million annually to the regional economy and providing an increasingly educated workforce to the region. In partnership and collaboration with regional leaders in health care, business, technology, performing arts, military, non-profit organizations, K-12 and other educational institutions and more, UWF cultivates a strong network of regional partners dedicated to making Northwest Florida a better place to live and work.

UWF is committed to providing opportunity and access to higher education. UWF works with community partners to build a prestigious regional institution that is dedicated to shaping today’s students into tomorrow’s leaders. Through programs in allied health and life sciences, computer science, engineering, business, logistics, education and other professional areas of study, UWF works to meet regional needs and provide students with hands-on experience in their fields. Real-world experience through active learning and a focus on disciplinary content, critical thinking, communication, integrity, and project management skills are
at the core of UWF academics. UWF graduates emerge with global competence in their fields.

BOARD OF GOVERNORS - STATE UNIVERSITY
SYSTEM GOAL 1: ACCESS TO AND PRODUCTION OF DEGREES

- Enrollment growth increased by over 4.6 percent through strategic marketing and recruitment
  - Application rate increased 10 percent
  - Acceptance rate is 67 percent
- Graduate headcount increased 7.9 percent (includes degree-seeking and non-degree seeking graduate students)
- The mean high-school GPA for entering UWF freshmen is 3.53 with median test scores of 1,080 (SAT) and 24 (ACT) compared with the state average of 995 (SAT) and 19.5 (ACT)
- Overall freshman to sophomore retention rate is 80 percent
- “Top 5” scholarship program targets highest performers in Florida high schools and now has 167 top scholars attending UWF in Fall 2010
- Honors program participation increased by 18 percent with a 91.6 percent retention rate for 2008 Honors program initiates
- UWF TRIO director received from the US Department of Education a “Student Support Services TRIO grant 2010-2015 Year 1” of $301,541
  - Students tracked through Student Success & TRIO programs showed 72 percent retention in sophomore year and 4 year graduation rate of 55 percent
- UWF provided over $1 million in scholarship support including First Generation and Needs Based scholarships
- Student Success Task Force recommendations for student success and retention are under study
- Increased First Year Experience and Welcome Week activities and improved Argo Camp for entering freshmen to aid retention
- Hosted the University’s first “Family Weekend” during Fall 2010 to aid retention
- Third year of the Delphi First Year Experience living/learning program resulted in a significant rise in retention rate among participants
  - Retention from Spring 2010 to Fall 2010 was 83 percent
  - Students enrolled in this program enrolled in an average of 30.14 semester hours during the 2009-2010 academic year
  - 296 students in the program reside in Martin Hall
- Initiated the Oracle Second Year Experience living/learning program to aid retention
  - 250 students in the program are housed in Heritage Hall
- Increased residential housing capacity to 1,780 and 100 percent capacity to strengthen campus experience
  - Newest residence facility, Heritage Hall, opened for the Fall 2010 semester
- UWF continues to partner with regional educational and workforce development groups to build Northwest Florida Career Pathways
  - a portal supporting career exploration aligned with Northwest Florida’s post-secondary academic opportunities
  - funded through a Florida’s Great Northwest grant
  - scheduled for Fall 2011 implementation
• The College of Business (COB) hosted articulation visits from area state colleges and created articulated business programs/courses with Pensacola State College and Northwest Florida State College
• New School of Science and Engineering facility opened for classes in Spring 2010
  o Design of building is based on an interdisciplinary approach to curriculum development and interaction among Computer Science, Computer Engineering and Electrical Engineering, Mathematics and Statistics, and Physics students and faculty in keeping with Project Kaleidoscope principles
• Began construction of new Health and Wellness Center for students with nearly 17,000 square feet of space for counseling and health related services
• UWF named a 2011 Military Friendly School by G.I. Jobs Magazine
• UWF listed as a “Military Friendly Colleges and Universities” by Military Advanced Education

BOARD OF GOVERNORS - STATE UNIVERSITY
SYSTEM GOAL 2: MEETING STATEWIDE PROFESSIONAL AND WORKFORCE NEEDS

• Initiated B.S.B.A. in General Business at Pensacola and Emerald Coast Campuses
• Intensified marketing of B.S.B.A. in General Business in the Fort Walton Beach area
• Completed Cycle II of the three-year project “Northwest Florida Teacher Institute for Physical Science (NWFL-TIPS)” to provide Professional Development Training in Physical Sciences for teachers in the region

• Received a second grant of $325,000 from Florida’s Great Northwest to continue the executive-model M.S. in Computer Science/Software Engineering
• Continued internship program with area businesses in partnership with the Pensacola Young Professionals group
• Haas Center for Business Research and Economic Development hired two research economists to provide enhanced economic forecasting for the region
• College of Professional Studies (COPS) partnered with the Navy Dive School on programming
• COPS continues to provide the deployed military with detailed cultural training using handheld devices
• Preliminary exploration of Professional Science Master’s (PSM) programs in public health, biomedical/pharmaceutical sciences, medical informatics, and environmental science
• Capstone, internship, and/or field placement experiences offered in the majority of undergraduate programs, many involving service to the community
• Online delivery of courses and programs in targeted areas to expand access to degrees

BOARD OF GOVERNORS - STATE UNIVERSITY
SYSTEM GOAL 3: BUILDING WORLD-CLASS ACADEMIC PROGRAMS AND RESEARCH CAPACITY

• Maintained program accreditations:
  o College of Business- The Association to Advance Collegiate Schools of Business (AACSB)
  o B.A./Social Work-Council on Social Work Education (CSWE)
  o B.M, B.M.E./Music-National Association of Schools of Music (NASM)
• B.S./Chemistry-American Chemical Society (ACS)
• B.S./Clinical Laboratory Sciences-National Accrediting Agency for Clinical Laboratory Sciences (NAACLS)
• B.S./Computer Engineering, B.S./Electrical Engineering-Accreditation Board for Engineering and Technology (ABET)
• B.S./Health, Leisure, and Exercise Science/Athletic Training-Commission on Accreditation for Athletic Training Education (CAATE)
• B.S.N./Nursing-Commission on Collegiate Nursing Education (CCNE)
• M.A./Psychology/Counseling and Industrial Organizational Psychology specializations-Masters in Psychology Accreditation Council (MPAC)
• M.P.H./Public Health-Council on Education for Public Health (CEPH)
• M.A., M.Ed., Ed.S., Ed.D./Professional Education/Teacher Education Programs-National Council for Accreditation of Teacher Education (NCATE)

- Maintained small classes with qualified professors
  - UWF has 65 percent of faculty as tenure track as compared to 31 percent nationally
- UWF College of Business seniors scored in top 15 percent nationally on major field tests
- UWF Business Logistics students placed in the top three in national case competition in Denver, CO, against students from top national programs including Ohio State, Michigan State and the University of Arkansas
- Established College of Business Assurance of Learning (AOL) standing committee to oversee assessment of learning program
- Secured donor endowment for accounting program
- Received state funding for a new College of Business Education Center
- Over 100 students studied abroad last year at partner institutions in countries such as Ireland, Germany, Japan, Indonesia, Costa Rica, Hong Kong, China, Brazil and the Netherlands.
- Department of Mathematics and Statistics developed a national model for the delivery of statistics program through hybrid format (online + face-to-face) that increased completion rates as well as achievement
- The Department of Mathematics and Statistics was recognized by the state for the achievement of students in mathematics general education courses
- Recent UWF graduates in Exercise Science earned four of the five national slots available for acceptance into the Naval Aerospace Physiology Program
- “Next Exit History” project/History Program received a commercialization grant for a mobile application for downloading historical information for travelers
- Research dollars awarded increased 19.5 percent in total dollars over FY2009
- Number of research awards increased by 10 percent over FY2009 to 101
- The Center for Environmental Diagnostics and Bioremediation (CEDB) faculty contributed significantly as “first responders” to the Deepwater Horizon oil spill
  - Contributed substantially in terms of research and communication to the public to increase understanding of the oil spill’s impact on the Gulf Coast
  - Awarded over $750,000 in grant funding for continued work on oil spill-related research via Florida Institute of Oceanography (funding from BP award to State of Florida):
- $215,021-“Uncoupling of Autotrophy and Heterotrophy: Effects of the Deepwater Horizon Oil Spill on Microbial Food Webs”
- $154,459 -“Acute Effects of Oil on Northern Gulf of Mexico Reefs and Reef Communities”
- $185,915- “Coast Watch: Remote Sensing and Verification Sampling of Oil Spill Impact on Florida Coast”
- $193,518- “Assessing the Impact of the Deepwater Horizon Oil spill on Coastal Waters of the Florida Panhandle Water Sediments and Fish”

- UWF received four federal awards totaling $1,645,000
  - $262,000 from US Small Business Administration for "Turnaround Business Assistance Program" which will provide assistance to businesses negatively affected by current recession
  - $400,000 from US Department of Health and Human Services for "The Diffusion of Health Information Exchange to Achieve Meaningful Use" to study the impact of the use of electronic health records in the Pensacola Strategic Health Initiative
  - $650,000 from US Department of Education for "Hometown Heroes and Veteran's Service Organization Training Project" to provide UWF scholarships for veterans and an education program for veteran service officers
  - $333,000 from US Department of Labor for "Hometown Heroes Reach Out" to provide UWF scholarships for veterans

- Awarded approximately $2 million for the UWF Supplemental Educational Services project to provide afterschool tutoring services for approximately 2,000 children across Northwest Florida

- Awarded two $30,000 commercialization grants from the Board of Governors
  - A device and improved method for the detection of protozoan pathogens in potable and environmental waters
  - Next Exit History ~ TellusPoint™ to provide location-based historical information to travelers

- $24,264-“Identifying and Addressing Cancer Outcome Disparities in Breast and Lung Cancer Yr 1 of 5 Year Florida Biomedical Research Program”


- $364,266-National Institutes of Health (NIH) Award – “A Genetic Model for Investigating Gamma-Secretase 3 Year Award”

- Student Technology Fee funded 15 projects to enhance use technology in teaching and learning
  - Example: $168,000 awarded to the UWF Libraries to create a library, information rich learning community for UWF students called the Skylab Project

- University of West Florida designated a “Participating University” in Software Engineering Research Center (SERC) on February 4, 2010. SERC is a National Science Foundation (NSF) sponsored Industry/University Cooperative Research Center (I/UCRC) that has been ongoing for 23 years

- The School of Science and Engineering (SSE) will host the SERC showcase on November 17-18, 2010

- The School of Science and Engineering will host the Association for Computing Machinery (ACM) Southeast Regional Programming Contest on November 2010. ACM,
the largest global professional association for computer scientists, annually invites teams from universities all over the world to compete in solving the most challenging programming problems.

BOARD OF GOVERNORS - STATE UNIVERSITY SYSTEM GOAL 4: MEETING COMMUNITY NEEDS AND FULFILLING UNIQUE INSTITUTIONAL RESPONSIBILITIES

• Negotiated with the state for the use of 82 previously donated acres for the location of the first phase of West Campus Business and Technology Park
• Unveiled the University Park, Master Athletic Facilities Plan
• Communication students received the Florida Public Relations golden image award for work with the Ballet Pensacola
• The Center for Applied Psychology (CAP), housed within the School of Psychological and Behavioral Sciences, conducted its third regional conference in support of returning veterans
• Next Generation Learning Community, in cooperation with the local Chambers of Commerce, school districts, Pensacola State College, and industry and business partners, to align workforce development needs to educational initiatives
• UWF is a Ford Partnership for Advanced Studies Professional Development Hub working to transform public high school education and allowing educators to receive professional development in numerous career fields
• Extremely positive response to certificate program developed by UWF College of Business (COB) for the Navy Federal Credit Union (NFCU)
  o Development of additional certificates to be delivered via Distance Learning is in planning
• Department of Electrical and Computer Engineering continued contract with Gulf Power to offer continuing education courses for employees
• Pensacola Shakespeare Company launched by Theatre faculty member
• Communication Leadership class continued its community engagement practices with the donation of $26,000 through its fundraising efforts to the Boys and Girls Clubs of Pensacola
• UWF Emerald Coast established a Career Academy articulation agreement with Walton County School District for Health Sciences and Construction Technology
• UWF Emerald Coast established a dual enrollment articulation agreement with Okaloosa County School District
• UWF Emerald Coast is engaged in the Emerald Coast Science Center to introduce children to STEM and foster an interest in the sciences
• Haas Center for Business Research and Economic Development specializes in data analysis for the purposes of economic forecasting, marketing research, business expansion, tourism and real estate development
  o Obtained in excess of $550,000 in research and sponsored research funding including a statewide study of the return on investment of Florida’s public libraries and a labor force analysis for Northwest Florida
• Completed a statewide study of Florida’s public libraries
  • Over $500,000 in projects carrying over into FY 2010-2011
  • Secured federal earmark to examine healthcare information technology
  • Helped generate report on possible consolidation of Escambia County and City of Pensacola governments
• UWF Small Business Development Center
  • Surpassed 30,000 clients over the history of the UWF SBDC program
  • Received final accreditation from the US Association of Small Business Development Centers (ASBDC)
  • Opened new “circuit-rider” counseling locations in DeFuniak Springs and Santa Rosa Beach
  • Received new funding from TEAM Santa Rosa EDC and the Walton County Economic Development Alliance
  • Partnered with the Pensacola Bay Area Chamber of Commerce to present a 7-week “Excellence in Entrepreneurship” course for technology firms in conjunction with the Center for Innovation and Entrepreneurship
  • Relocated offices to reduce costs
• Hometown Heroes Teach- consortium in the Florida panhandle which includes Workforce Escarosa, Inc., Workforce Development Board of Okaloosa and Walton Counties, the University of West Florida and Escambia, Santa Rosa, and Okaloosa school districts. Hometown Heroes Teach is sponsored by the University of West Florida and funded by the Department of Labor Employment and Training Administration and Department of Education.

• The School of Science and Engineering hosted the fourth annual BEST (Boosting Engineering, Science and Technology) robotics competition on October 23, 2010
  • Twenty teams from Northwest Florida schools participated in this year’s competition which included approximately 600 middle and high school student team members; UWF is the only BEST Robotics hub in the State of Florida
• Fall 2009, Spring and Summer 2010-UWF students completed 67,040 service hours

PROGRESS ON PRIMARY INSTITUTIONAL GOALS AND METRICS AS OUTLINED IN THE UNIVERSITY WORK PLAN

UWF Priority 1: Increase student progress toward completion of high quality degrees that meet regional and state needs

Ongoing strategies for achieving the goal
• Strengthen retention and advising efforts
  • Development of comprehensive retention and advising efforts
  • Continued discussions regarding implementation of Student Success Task Force recommendations
  • Continued development of freshman and sophomore year experiences programs (Delphi and Oracle programs)
• Collaborative efforts between Division of Academic Affairs and Division of Student Affairs to track retention efforts
Metrics and ongoing initiatives
- Overall freshman to sophomore retention rate is 80 percent
- Continued discussions regarding evaluation of advising services
- Under the direction of the Provost, the college deans are evaluating low enrollment programs, specializations, and certificates with the goal of streamlining academic programs where appropriate

UWF Priority 2: Improve access through articulation and other strategies with state colleges, K-12 schools, the military, and other community partners

Ongoing strategies for achieving the goal
- Development and renewal of articulation agreements with state colleges in the region
- Evaluation of viability of low-enrollment programs and certificates
- Assessment of online courses and programs through Quality Matters

Metrics and ongoing initiatives
- Overall headcount enrollment increased by over 4.6 percent through strategic marketing, recruitment, and retention efforts
- Graduate headcount increased 7.9 percent (includes degree-seeking and non-degree seeking graduate students)
- Continued development of mobile learning technologies in light of the approximately 25 percent of FTE generated by online courses during each regular semester
- Continued development of Quality Matters initiative to certify quality of online offerings

UWF Priority 3: Promote economic development of the region and the state through applied research and public service

Ongoing strategies for achieving the goal
- Increase grant applications and awards
- Provide opportunities for faculty-student collaboration on funded research projects

Metrics and ongoing initiatives
- Research awards increased by 17.6 percent from $13,989,693 to $16,390,488
- Substantial Deepwater Horizon oil spill response by UWF faculty
  - Over $750,000 in oil spill related grants
- Office of Undergraduate Research established

UWF Priority 4: Support high quality student experiences that emphasize engagement and flexible modes of course and program delivery

Ongoing strategies for achieving the goal
- Examine new pathways to foster student/faculty research and other high impact educational opportunities
- Evaluate branch campus delivery effectiveness
Metrics and ongoing initiatives
- Established Office of Undergraduate Research to inspire and sustain undergraduate student engagement in research and scholarly activities across all disciplines
- $168,000 Technology Fee award to the UWF Libraries to create a library, information rich learning community for UWF students called the Skylab Project
- Implemented in Fall 2010, a new textbook rental program that saved students approximately $180,000
- Student Computer Center renovations completed in Fall 2010 increased space to 38,000 square feet and seating for up to 80 students
- Began construction of new Health and Wellness Center for students with nearly 17,000 square feet of space for counseling, and health related services
- Continued executive-model M.S. in Computer Science/Software Engineering through a Florida’s Great Northwest grant
- Consultant engaged to study UWF Emerald Coast Campus effectiveness

UWF Priority 5: Recruit and retain talented faculty and staff

Ongoing strategies for achieving the goal
- Demonstrate the linkage between university planning and budgeting
- Evaluate degree of satisfaction with faculty evaluation standards and policies
- Chart recognition of faculty and staff

Metrics and Ongoing Initiatives
- Planning and Budgeting Research Team established to research best practices for integrated, strategic, and aligned planning and budgeting practices and present a report to the President by December 31, 2010
- Revised tenure and promotion guidelines and procedures are being implemented during the 2010-2011 academic year

ADDITIONAL INFORMATION ON QUALITY, RESOURCES, EFFICIENCIES, AND EFFECTIVENESS

- Under the direction of the Provost, the college deans are evaluating low enrollment programs, specializations, and certificates with the goal of streamlining academic programs
- The Provost instituted a moratorium on new academic programs during the 2010-2011 academic year
- Streamlined and reduced staffing levels to achieve target budget cuts necessitated by the continuing economic downturn
- College of Business (COB) developed flexible multi-year budget plan in anticipation of future budget cuts given uncertain economic conditions
- COB completed revisions and upgrades of departmental promotion, tenure and annual evaluation policies for consistency with revised university level policies and AACSB standards
- President created several Work Groups to promote best practices:
  - Planning and Budgeting Research Team – to research best practices for integrated, strategic, and aligned planning and budgeting practices and present a report to the President by the end of the calendar year
  - SACS Fifth-Year Interim Report Team--over 50 individuals across campus involved in writing
narratives for the Southern Association of Colleges and Schools Commission on Colleges Fifth-Year Interim Report due in March 2011

- Data User Group—to bring together campus data stewards/experts to resolve data issues and work together to reach data solutions
- Non-Traditional Student Task Force – to suggest ways to grow enrollment and offer more effective approaches of organizing to better serve the non-traditional adult student audience

- Consolidation of operations. In various areas of the university, previously separate operations have been consolidated for improved efficiencies. Combined support staffs now support various offices, such as General Counsel and University Affairs, in central administration. Marketing and Communications has restructured for improved efficiencies and alignment. A downsized development staff achieved UWF’s fifth highest year in annual cash-gift fundraising. In addition, faculty and staff giving reached the highest in UWF history. Various Business Services operations have consolidated and downsized for streamlined management.

- Automation. Information technology and related technologies are improving efficiencies in previously non-automated areas such as student conduct management, where $23,000 in annual staff savings has been realized. In other areas, increasing automation is allowing staffing to remain flat while transaction loads and workloads are increasing dramatically. In WUWF public media (radio/television), automation has allowed labor savings in excess of $20,000 annually and additional $20,000 of other production cost savings. Use of address verification software and bar coding systems in Postal Services has saved UWF $147,000 in mailing costs since January 2009.

- Energy efficiencies. Investments in automated building system controls, updated building systems, and other energy conservation and waste reduction measures are allowing UWF to contain consumption and keep utility costs within budget in spite of rapidly escalating prices.

- Strategic sourcing. UWF continues to seek the most appropriate sourcing strategy for services. In many cases this involves outsourcing previously internal operations, such as moving email systems to Google for an estimated $200,000 savings, or outsourcing areas of grounds services which has resulted in improved service at lower cost. In other cases, strategic sourcing can actually involve moving services in-house, as in the case of the student health center where in-sourcing is estimated to save in both staff and contract management costs.

- Consortial collaborations. A special form of strategic sourcing is participating in joint agreements and consortial collaborations with other institutions. For example, UWF has joined the CampusEAI Consortium to reduce the costs of operating an institutional software portal. Participation in Florida LambdaRail provides cost savings for network services.

- Contract administration. UWF seeks every opportunity to achieve contract negotiations and re-negotiations resulting in savings. In 2009-2010 this saved an estimated $332,000 in service costs.
ADDITIONAL RESOURCES

- University of West Florida
- Strategic Priorities and Measurable Achievements, 2008-2012
- University of West Florida At-A-Glance Information
- University of West Florida Carnegie Classification Information
- University of West Florida Voluntary System of Accountability Portrait
- University of West Florida College Navigator Information
- University of West Florida Institutional Research
- University of West Florida Common Data Set

University of West Florida Divisional Links
- President
- President’s Division
- Division of Academic Affairs
- Division of Student Affairs
- Division of University Advancement
- Division of University Affairs

University of West Florida Colleges
- College of Arts and Sciences
- College of Business
- College of Professional Studies

University of West Florida Peer Institutions
Revised August 2010
- East Tennessee State University
- Indiana State University
- Rowan University (NJ)
- Stephen F. Austin University (TX)
- University of Massachusetts--Lowell
- University of South Dakota
- Western Carolina University (NC)

University of West Florida Peer Aspirant Institutions
- Boise State University (ID)
- Georgia Southern University
- James Madison University (VA)
- Appalachian State University (NC)
- Indiana University of Pennsylvania
- Montclair State University (MD)

University of West Florida Links of Special Interest
- Florida Public Archaeology Network
- Florida Small Business Development Center
- UWF Academic Technology Center
- UWF Air Force ROTC
- UWF Archaeology Institute
- UWF Army ROTC
- UWF Athletics
- UWF Center for Environmental Diagnostics and Bioremediation
- UWF Center for University Teaching, Learning and Assessment
- UWF Delphi Program (First Year Experience)
- UWF Educational Research Center for Child Development
- UWF Emerald Coast

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University of West Florida Highlighted Academic Programs

- Anthropology
- Health, Leisure and Exercise Science
- Marine Biology
- Marketing
- Master's in Business Administration
- Mathematics and Statistics
- Social Work