State of the University Address
President Judy Bense
September 30, 2009
THANK YOU

▪ For your **hard work** to make our University a better place to learn, to teach, to do research, and serve our region and state

▪ For **helping me** for the last 15 months and **supporting me** to continue to be your President — truly the highest honor and privilege of my life

▪ For **staying at UWF** during the absolute **worst** economic times in 70 years (the “Great Recession”)

Challenges & Opportunities
WHAT A YEAR!

- MORE budget cuts
- Banking system collapsed
- Retirement savings cut in half
- Can’t buy or sell our homes
- Prices increased
- $1,000 bonus was all we could afford
- Increasing competition from colleges in our region
- No end in sight

There was every reason to cut and run and despair
But we did NOT; but it took faith in ourselves and hard work
1. UWF received a **9% reduction** from the state.

2. Our E&G budget is now **down $15m** (over three years) returning us to **2003 funding levels**.

3. We received **$4.5m** in **non-recurring federal stimulus**.

4. We also received the ability to **raise tuition a total of 15%**.
1. The **UWF Strategic Plan** guided our process.

2. Reductions were made **strategically**; **not** across the board.

3. **DISCOUNTED:** **Instruction**, **direct support for instruction**, **student services** and **critical areas**.

4. The Divisions prepared 7% and 12% reduction models.
## Discounting Model

<table>
<thead>
<tr>
<th>NACUBO Classification</th>
<th>Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Instruction</td>
<td>5.75%</td>
</tr>
<tr>
<td>Academic Support</td>
<td>6.5%</td>
</tr>
<tr>
<td>Student Support</td>
<td>6.75%</td>
</tr>
<tr>
<td>Public Service</td>
<td>8%</td>
</tr>
<tr>
<td>Research</td>
<td>8%</td>
</tr>
<tr>
<td>PO&amp;M</td>
<td>10%</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>10.07%</td>
</tr>
</tbody>
</table>
Our 09-10 Budget

- General Revenue: 57%
- Educational Enhancement (Lottery): 32%
- Student Fee Trust: 6%
- Federal Stimulus Funds: 5%

****The # from the state is at 100% enrollment -- with limited waivers -- therefore our projected number for Student Fee Trust is less than the state.
1. Federal Stimulus (non-recurring)
   - Payouts for layoffs (26)
   - Plug budget from 9% to 7% ($1.5m)
   - Strategic Investments in Direct Instruction ($2m)

2. Tuition Differential. Invested entirely in undergraduate education.

3. $1,000 bonuses: Invested in you!
Based on GROWTH

Currently we are a **NO-GROWTH** state

- Population is Decreasing
- State Revenue is Decreasing
  - *Sales Tax, Real Estate Transactions, Fees*
  - *Property Values are Decreasing*

Unemployment is at 10.7%
Florida’s Revenue Sources continued Decline
STATE BUDGET ROLLER COASTER

HURRICANE RECOVERY BUBBLE
REAL ESTATE BOOM
Dec 2007
RECESSION
FEDERAL STIMULUS

2000
2005
2010
2012
?
State economists forecast that we are down $950 million from last year.

Expect the State to continue to reduce our budget by at least the amount of tuition differential we receive.

Moving away from state support to state assistance.
THE SHIFT IN SUPPORT

STATE SUPPORT

TUITION INCREASE

- Federal Stimulus
- Student Fee Trust Fund
- Educational Enhancement (Lottery)
- General Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Federal Stimulus</th>
<th>Student Fee Trust Fund</th>
<th>Educational Enhancement (Lottery)</th>
<th>General Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2008</td>
<td>40%</td>
<td>10%</td>
<td>5%</td>
<td>55%</td>
</tr>
<tr>
<td>FY2009</td>
<td>40%</td>
<td>10%</td>
<td>5%</td>
<td>55%</td>
</tr>
<tr>
<td>FY2010</td>
<td>40%</td>
<td>10%</td>
<td>5%</td>
<td>55%</td>
</tr>
</tbody>
</table>
What this means for US

- Goal is **sustainability & growth of students, faculty, and staff**
  - Sustain our **jobs**
  - Sustain our **budget**
  - Grow & retain our student body = **grow our budget in the future.**
  - We must face this reality with a business plan.
2008-9
Significant Accomplishments
Not the best kept secret!

We said we wanted Visibility!
Visibility

Visibility Campaigns

- Creating Great Futures
- Student Recruitment Statewide
- Summer Online
- Partnerships
- Athletics
Creating Great Futures for NWFL

25,000 UWF Grads
Live and work in Northwest Florida

uwf.edu/impact
University of West Florida Recruitment Campaign for Spring 2009

“I chose West Florida…”
“I chose small class sizes.
I chose UWF.”
Cheryl, Pre-Law
Online Summer Program

Oh, the places you can go...

UWF Summer Online '09

Meet the nine hour summer enrollment requirement for Florida undergraduate students anywhere, anytime.

uwf.edu/summeronline
Community Partnerships Campaign

JOIN FORCES for Higher Education

UWF named a top military-friendly institution

Dr. Judy Bense and Gen. Charles Horner, USAF (Ret) with UWF ROTC Cadets

POWER UP for Higher Education

UWF and Gulf Power: Creating Great Futures for Northwest Florida

Dr. Judy Bense  Susan Story

uwf.edu/impact
Athletics Awareness Campaign

University of West Florida

UWF ARGONAUTS
Creative....
Newspaper Ad Concepts

Slam Dunk
Bob Stinnett is an Argonaut, one of the originals. He followed his dream to coach the game he grew up playing. Now he’s back to champion the basketball team he first led as captain.

Stinnett knows how to put winners on the court. His Pensacola HS Tigers made it to the state final four; his Washington HS Wildcats and Pensacola Junior College Pirates both won state championships. **Now he wants to take the Argonauts to the top.**

This University of West Florida Athletic Hall of Fame member has the drive to help the Argonauts add another Gulf South Conference trophy alongside the 50 trophies already decorating the case. You can count on it.

**UWF Athletics... Building Champions for Life**
Bob Stinnett, Head Coach, Men’s Basketball
B.S. ’68

Winning Tradition
As the new director of University of West Florida Intercollegiate Athletics, Dave Scott stands at the helm of a 13-team NCAA Division II program with 50 Gulf South Conference and five national championships to its credit.

Scott’s inherited program boasts decorated coaches and loads of talented scholar-athletes. With a record like that, what do you do for an encore? **Scott’s aim is to “pay it forward.”**

His dreams are already taking shape. For starters, there’s a new head coach for men’s basketball, a new Athletic Club and a brand new Argonaut mascot to boost school spirit. Bigger prizes lie ahead, just beyond the horizon, and Scott is setting the course.

**UWF Athletics... Building Champions for Life**
Dave Scott, Athletic Director, M.S. ’88
UMC 18-Month Timeline – Fall 2009 through Fall 2010

General Student Recruitment
July 2009 – Dec. 2010

- Web Presence
- Social Media Launch
  - Jan. – Aug. 2009

- Web Presence Redesign Cycle III
  - (uwf.edu and templates)
  - Jul. – Dec. 2010
  - Launch: Dec. 2011

- Spring Recruitment Campaign
  - Central Florida/NWFL
  - Jan. – Apr. 2010
  - Launch: Jan. 20

- CGF: Community Partnerships
  - May – Aug. 2010
  - Launch: Jul. 4

- Athletic Awareness
  - Student Recruitment
    - Aug. – Nov. 2009
    - Launch: Sept. 21

- STEM/SSE Opening
  - Dec. 2009 – Feb. 2010
  - Launch: Feb. 3

- Summer Online
  - Feb. – Jun. 2010
  - Launch: Mar. 8

- Fall Recruitment Campaign
  - Athletic Component
    - July – Oct. 2010
    - Launch: Sept. 15

Jul-09 Oct-09 Jan-10 Apr-10 Jul-10 Oct-10 Dec-10
We said we wanted to Grow & Retain
Historic Enrollment Growth

- 11,180 students, 6.9% growth
- FTIC increased 12.47% from 1,082 to 1,217
- Retention increased 12% from 72% to 84% at Sophomore level
- 1623 students living on campus (106 more than last year)
- Graduate students up 39.5% from 339 to 473
Campus Growth

School of Science & Engineering Currently Under Construction
Student Housing

• Fast track on student housing
• Heritage Hall
  • Opening Fall 2010
  • 252 Beds, Suite Style
  • Silver LEED standard (Green building)
  • $15 million project
Wellness Center
- West of C.F.P.A.
- Budget - $4.6 M CITF
- Complete – Fall, 2010

Natatorium Renovation
- Budget - $4.126 M
- Complete – July, 2010

Locker Rm. Renovation
- Budget - $400,000 CITF
- Complete – Dec., 2009
Childcare Center

- Childcare – Opened, January, 2009
- Southeast - College of Professional Studies
- $2.819M; 10,015 G.S.F.
Maritime Museum
We said we wanted to maintain Quality.
80 Merit scholars (top 5 in graduating class)
- Average SAT 1070
- Average ACT 23
- Average GPA 3.5
- Honors freshman increased from 134 to 169 (26.12%)
Alumni Success

- Doug Benham, CEO of Arby's
- James Ellis - President & CEO of the Institute of Nuclear Power Operations at Lockheed Martin, former U.S. Navy Admiral
- Suzanne Lewis, Superintendent of Yellowstone National Parks
- Carmen Martinez - Current U.S. ambassador to Zambia
- Mark Oken, CFO Bank of America, retired
- Hansel Tookes - CEO of Raytheon Aircraft
Athletic Success

- 50th overall Gulf South Conference title, most among all active GSC schools

- Fourth straight GSC Women’s All-Sports Trophy, fifth in last six years

- Five GSC championships and 10 NCAA postseason appearances

- 11 of 13 teams advanced to postseason

-Athletic Visioning Team

Building Champions for Life
We said we wanted Partnerships.
Partnerships

- NWFL Higher Education President’s Coalition
  - Concept. United regional approach. 81,000 students
  - FGNW Grant
    - The University of West Florida
    - Pensacola Junior College
    - NWFL State College
    - Gulf Coast Community College
    - Chipola Community College
    - Tallahassee Community College
Campaign Priorities & Timeline

CAMPAIGN PRIORITIES

BUSINESS ECONOMIC DEVELOPMENT
“Business will create jobs.”
—Don, future entrepreneur

ENDOWED SCHOLARSHIPS
“I will help build the future.”
—Alex, future computer engineer

HEALTH CARE
“I will help save lives.”
—Ama, future nurse

PUBLIC HISTORY ARCHAEOLOGY
“I will help us learn from the past.”
—Molly, future archaeologist

THE ARTS
“I will move audiences with beautiful music.”
—Cory, future concert pianist

SCIENCE, ENGINEERING TECHNOLOGY
“I will discover new medicines.”
—Mary, future neuroscientist

CAMPAIGN TIMELINE

Beginning of Quiet Phase: JUL 2004
Overall Campaign $ Goal Established
Kickoff Public Phase: SEPT 2007
Recognition of Leadership Gifts
End of Campaign Celebration: DEC 2010
GIFTS BY CAMPAIGN PRIORITY:  July 1, 2004 – September 9, 2009

Campaign Total:  $38,989,772

* $3M College of Business Campaign gifts NOT included
** Includes designations to all campaign priorities

- Science, Engineering and Technology $1,295,837
- Other Gifts Unrestricted $4,566,348
- Other Gifts Restricted $5,108,814
- Arts $5,750,552
- Endowed Scholarships $4,487,537**
- Public History and Archaeology $15,913,730
- Business and Economic Development $420,813*
- Health Care $1,446,142
- Maritime Museum $5,449,961
- Public History and Archaeology $10,463,769
Academic Affairs

- 20 COB students studied in Hong Kong & China
- Sloan C Award & 2010 GI Jobs Military Friendly Destination
- Accreditation of Masters in Public Health
- $1 million shared grant for Computer Engineering & funding for Online Master’s in Software Engineering
- New Executive Ed.D. Program
- Creating Great Futures at $38.9m & still counting
- Created 6 new endowments
- 38% of faculty/staff made a gift to UWF this year
- Significant marketing efforts
- Awarded 1,318 scholarships
Student Affairs

- Record housing, 1623
- Launched first year living learning community Fall 2008 with 350 FTIC students (502 FTIC now)
- Voyages Leadership, awarded 17 leadership medals over the past year.
- University Park and Recreation facility attendance totaled more than 475,000 visitors during 2008-2009
- Alcohol awareness program awarded $130k national grant
University Affairs

- Updated master plan & 6 major building projects
- New instructional delivery tools
- National recognition awards
- Improvements in campus safety and environmental sustainability
- X-Stream Science created
2009-10
The Year Ahead
The Year Ahead

Maintain our focus on our strategic priorities:

1. High Quality Academic Programs
2. Purposeful Enrollment Growth
3. Academic & Student Support Services
4. Partnerships & Collaboration
5. Investments in People
We should be proud!

- Of the 23 strategic goals and 41 measurable achievements under our five strategic priorities. We have made progress on almost all of them.

- The Vice Presidents have worked hard this year to align their divisional goals with these priorities and will continue to refine and align in the days ahead.
THIS YEAR

- Keep on with what works: quality students & programs, promotion/marketing, student life through building dorms and improving athletics, community outreach—getting stronger
- Look at a new budget model for UWF
- Develop a sustainability plan for the Emerald Coast

- LISTEN TO YOU MORE
- BE WITH YOU MORE—HERE, IN OUR HOUSE
Questions?
Let’s celebrate our success and welcome a new academic year.

Join me at the BBQ on the greens between buildings 10 & 12.