The 2012-2013 academic year was another great year for the Division of Student Affairs! We continue to employ fresh faces who bring new ideas and ways of thinking to our work. Several new initiatives were launched. Another national championship was brought to UWF courtesy of our women’s soccer team.

The pages that follow are just the highlights of the accomplishments within the departments within the Division of Student Affairs. I hope you will enjoy reading about the things that you’ve come to know and expect from our staff yet find a few surprises that you didn’t know about us and our work.

Go Argos!

Kevin W. Bailey, Ph.D.
Vice-President for Student Affairs
The University of West Florida created a Strategic Plan for 2012-2017. The Division of Student Affairs current five-year plan ended in 2013, so the timing was right for the next iteration of the divisional plan. Over the course of most of this academic year, feedback was obtained from division staff and refined at the director-level. This back-and-forth process ensured that senior leadership was hearing and correctly interpreting what staff were telling us.

The Division of Student Affairs 2013-2017 Strategic Plan aligns with the University of West Florida’s plan and includes six areas of priority. Although every department within the division is not named specifically, each department has a role in contributing to the completion of one or more priorities.

**Priority 1:** Facilitate robust student life programs and services that support retention, persistence, and degree completion.

**Priority 2:** Utilize technology to increase student engagement and deliver information.

**Priority 3:** Cultivate and retain highly-qualified staff.

**Priority 4:** Develop Division-wide proficiency (competence) in the collection, analysis and dissemination of data that guides decision-making, guides resource allocation, and tells our story.

**Priority 5:** Advance student facility priorities identified within the scope of the UWF Campus Master Plan.

**Priority 6:** Expand collaborative partnerships between and among divisions.
Retention
In June 2011, the University Board of Trustees endorsed several key performance indicators (KPIs) that are to be monitored and advanced over the next 5 years. One of those is to increase our first-to-second-year retention rate. After a year of planning and research, cross-divisional efforts to increase the retention rate began in earnest this year.

Two University committees were established – the Committee on Retention Efforts (CORE) and the First Year Student Success Team – to help identify barriers to retention and graduation while providing valuable insight to the Director.

The Early Warning program, which typically occurs at week nine was moved to week eight. A critical piece to the success of Early Warning is faculty, who provide the information (poor academic performance, sporadic attendance or general concern) that generates the notice. Faculty response rates were the highest they’ve ever been (96%) and greater awareness of Early Warning and what to do if a student receives a notice was generated via a media campaign to faculty and students.

Additionally, phone calls were made to all first-time in college (FTIC) students who were enrolled in Fall 2011 but did not return in Fall 2012. Faculty, staff and students are eager to assist and want to know what they can do to help increase the university’s retention rate.

Presidents Hall Opening
The sister building to Heritage Hall (2010) opened in Fall 2012. Presidents Hall is also a 252-bed suite- and apartment-style residence hall for students and home to the sophomore-year living learning community Oracle. It opened on time, under budget and with 100 percent occupancy. Presidents Hall also boasts a convenience store and Papa John’s pizza parlor, which is a very popular late night destination for students from across campus.

Policy Development
The regulatory environment for higher education gets increasingly complex which leads universities to routinely create or modify policies and/or procedures in response. One of the areas of increasing media attention is how sexual misconduct (broadly defined) cases are adjudicated on college campus. The Office of Civil Rights (OCR) clearly explicated the requirements for the higher education community in their “Dear Colleague Letter” of April 2011. In response to the OCR letter, a Title IX policy was developed and approved by the Board of Trustees. The policy clearly states the prohibited behavior, rights of the victim and accused student as well as describe the investigative process. This new policy also aligns with the Student Code of Conduct, which was also updated this year.

The Division of Student Affairs has been an institutional leader in promoting and celebrating the difference that comprises the faculty, staff and students at UWF. A diversity and inclusion website was created, highlighting the programs, positions, policies, committees and classes that promote diversity and inclusion broadly defined. The tagline created is simple yet powerful - Awareness. Acceptance. Respect. In addition to the website, bracelets, pole banners and pop-up banners were created as the visible manifestations of our commitment to diversity and inclusion.

At the Division level, the multicultural competence committee created last year is off and running. This team of staff of students created two modules that 97% of Division staff participated in this year. The modules provide small group opportunities for staff to talk about stereotypes, their personal stories around diversity and to gain a greater appreciation of those who are different from (and similar to) themselves. Modules one and two are incorporated into divisional new employee orientation as modules three and four are in development for the 2013-2014 academic year.

Inaugural Events
• Convocation
The ritual of Convocation signals the beginning of a college career in the same, significant manner in which the ritual of Commencement marks the completion of the college career. The President, Provost, Vice Presidents, Deans, faculty and staff join with outstanding student leaders to welcome students in their first year. Family members and friends of new students are invited to share the Convocation experience.

• Student Affairs Faculty Fellow
Dr. John Waldron was the Student Affairs Faculty Fellow for the 2012-2013 academic year. The purpose in this position was two-fold. John learned about the Student Affairs division by attending bi-weekly student affairs directors meetings and accompanying Dr. Bailey to meetings. Second, John provided a faculty perspective in the division by assisting with the development of the transfer transition online modules, assisting with the development of protocols and standards for internship programs, and surveying the faculty to recommend ways for them to participate in summer orientation.
• Beach Bash
Beach Bash was held at Park West, Pensacola Beach. More than 800 students utilized personal and University transportation to come together for an action-packed afternoon at the beach. Music, free food, paddle boarding, sailing, volleyball, beach games and more activities were provided for students to welcome them to UWF and the greater Pensacola area.

• Argo Arrival Rebrand
In 2012, members of the Welcome Week planning committee, in collaboration with representatives from Marketing & Creative Services, discussed establishing a consistent brand for the program. In the past, Welcome Week was branded with a different theme each year. Adopting part of the previous year’s theme, Argo Arrival was selected as the name for the program. Noting the Florida heat characteristic of August in Pensacola, and major events like Wet ’n Wild and Beach Bash, M&CS developed a brand that emphasizes the feeling of summer. This branding is utilized in print, online, and social media.

• Argo Safe Ride
The UWF Campus Alcohol Coalition and SGA collaborated to create the Argo SafeRide program. Argo SafeRide utilizes the reputable services of Yellow Cab to provide discounted transportation for UWF Students. This program provides UWF students with a safe ride whenever other transportation is not available or feasible. It also ensures safe transportation home for students visiting establishments or events in the surrounding areas, and/or provides transportation to students who experience an unsafe situation such as an unsafe date or other risky situation. Students can purchase cab vouchers at the Commons Service Desk with cash, credit, check or Nautilus card. The voucher holds a value of $5.00 but is sold for $2.00. Students are able to purchase up to 10 vouchers per month and can get $50 worth of cab vouchers for only $20 every month.

• Academic Integrity Week and Banner
The purpose of Academic Integrity Week was to raise awareness of the UWF Honor Code, promote academic and personal integrity, and educate students regarding the UWF academic misconduct policies. The Office of Student Rights and Responsibilities, along with the UWF Student Government Association, UWF Office of the Provost and the UWF College of Business collaborated to design and carry out the week’s activities.

Welcome to the Student Affairs Family!
Dr. Sarah Luczyk joined the division in August 2012 as the inaugural Director of Student Affairs Assessment and Planning. A graduate of Florida State University, Sarah assists the staff with survey development and otherwise providing evidence that what they are doing is beneficial and works. She also serves as the divisional liaison to the SACSCOC Steering Team and is responsible for the administration of our Graduating Student Survey and the National Survey of Student Engagement (NSSE).

In January 2013, a University reorganization led to the realignment of the University Police Department and Environmental Health and Safety from Business, Finance and Facilities to Student Affairs. The first-ever Director of Retention was hired, Patrice Moorer. Patrice collaborates with University faculty, staff and administrators to design, develop, implement and measure outcomes of new programs and adapt existing programs/courses/support services to increase the number of students at all class levels that return to UWF each year, complete their degree and graduate. Patrice holds a Bachelor of Arts in Business Administration from Southern New Hampshire University and Master of Science in Counseling from Mercer University.

Program Reviews
Program reviews are typically conducted every seven years for academic departments. However, no such review is required for administrative units, although it’s a best practice. The Division of Student Affairs adopted a program review process for departments on an every 5-year basis. One external reviewer is required along with two internal reviewers external to the department undergoing the review. Program review results are presented to the Student Affairs Committee of the Board of Trustees and are incorporated into that department director’s annual goals. The following departments conducted program reviews this year: Student Disability Resource Center, The Educational Research Center for Child Development, Conference Services and Wellness Services.
25th Leadership Awards Banquet

The Conference Center was transformed into a Hollywood-like movie premier for the silver anniversary of the leadership awards. Dr. Linda Dye, Vice President Emeritus, returned to present the award named in her honor. Dr. Debbie Ford, past Vice President, could not return in person yet provided a video remembrance of her time at UWF and presented the award named in her honor. The recipients of the major student awards were:

- **Dr. Debbie Ford Emerging Leader Award:** Nora Troutman
- **Dr. Kenneth L. Curtis Leadership Award:** Wayne Glass
- **Dr. Linda O. Dye Leadership Award:** Danielle Berkowitz

Leadership in Energy and Environment Design

Two buildings were designated as Gold LEED (Leadership in Energy and Environment Design), which means they are certified for “green” design: Heritage Hall within Housing and Residence Life, and the Student Health Center.
### In the Classroom

Staff members in the Division of Student Affairs also contribute to the academic experience of students by teaching the following undergraduate and graduate courses:

<table>
<thead>
<tr>
<th>COLLEGE</th>
<th>COURSE NUMBER</th>
<th>COURSE NAME</th>
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Below are selected accomplishments to highlight what departments have achieved in the 2012-2013 academic year.

**Assessment & Planning**
- Conducted National Survey of Student Engagement, Beginning College Survey of Student Engagement and the Consortium: Orientation and New Student Programming Survey Fall 2012.
- Conducted Regional Benchmarking surveys: Student Strengths Inventory and Orientation and New Student Programs survey.
- Seventy assessments were conducted through CampusLabs software.

**Career Services**
- Reconfigured a new business plan for the office to include new individual college career events and new charges for employer recruiting events, resulting in a 77% increase in attendance at events by employers and a 15% increase in student attendance.
- Offered and taught two sections of the newly-created Major Exploration and Career Choice course (SLS 2990).
- Increased overall student use of the office by 123%. This was done through an increase in marketing, enhanced collaborations, and on-the-go services.
- Established an undergraduate peer-mentoring model for career development. Three paid “Career Peers” were hired to assist with drop-in appointments and career development workshops, which expanded the capacity of career planning appointments.

**Counseling & Psychological Services**
- Implemented a twelve-session limit per student, per year for individual counseling. This change in services increased the number of unique students we were able to reach. There was a 14% increase in the number of students served even though there was no difference in the number of total appointments provided.
- Supported the second year of $300,000 Suicide Outreach & Support (SOS) grant program, which provided 27 QPR trainings, training 298 faculty, staff, students and community members.
- Facilitated several groups: Women’s Understanding Self and Others, In, Out, & In Between, Co-ed Understanding Self and Others, Heart Healing, Men’s Understanding Self and Others, Yes I’m a Black Man, Yes I’m in College, Sexual Assault Survivors. Between, Co-ed Understanding Self and Others, Heart Healing, Men’s Understanding Self and Others, Yes I’m a Black Man, Yes I’m in College, Sexual Assault Survivors.
- Implemented a twelve-session limit per student, per year for individual counseling. This change in services increased the number of unique students we were able to reach. There was a 14% increase in the number of students served even though there was no difference in the number of total appointments provided.

**Dean of Students**
- Over 600 Admission Clearances were completed by the Dean of Students Office.
- Recognized 107 Who’s Who Among Students in American Universities & Colleges recipients.
- Developed a Student Case Management Services unit.
- Developed and implemented a plan to replace the printed version of the University of West Florida Student Handbook with an online version.

**ERCCD**
- Enrollment for fall was 89 (61% students) compared to last year’s 94 (60% students), and spring enrollment was 91 (60% students) compared to last year’s 95 (52% students).
- Students engaged in 752 hours of practicum/field experiences with the Center.
- The Center was re-accredited by AdvancEd (Southern Association of Colleges and Schools).

**Environmental Health and Safety**
- For the fourth year in a row, EH&S obtained grant funding from the Federal Department of Homeland Security (DHS) through Florida’s Office of State Home Land Security in order to expand the University’s Internal Emergency Notification System which provides for internal building notification broadcasts. EH&S was awarded three grants totaling $134,900 to continue expansion of the internal building system. EH&S has obtained $471,900 in DHS grant funding for this initiative since 2009.
- Conducted 14 different training classes with a total campus community employee participation of 1,288.
- Worked in conjunction with the State Fire Marshal’s Office to inspect and ensure 100% of UWF facilities are in compliance with fire and life safety codes.
- Responsible for maintaining UWF’s National Weather Service designation as a StormReady University.

**Housing and Residence Life**
- Opened Presidents Hall with 252 beds, on time and under budget.
- Made extensive efforts to accommodate students during opening while having 104% occupancy in the residence halls.
- Residence Life staff facilitated more than 250 formal programs for residents throughout the year.

**Inclusions Services and Programs**
- Partnered with Autism Pensacola to host the biggest Autism program ever seen in the state of Florida. Program presenters included internationally renowned persons in the field, including Robert Kennedy, Jr. and Temple Grandin.
- Hosted the first-ever state of Florida ADA Law Conference. This Conference featured one of the authors of ADA legislation (Section 504) which brought not only local businesses to the campus but educators from throughout the state of Florida as well as nearby states.
- Proctored 600 exams for students registered with the Student Disability Resource Center.
- Partnered with the Student Government Association to create a memorial to recognized UWF students who pass away during their time of enrollment.

**Intercollegiate Athletics**
- There were 7 GSC titles won in the following sports: Women’s Soccer, Women’s Volleyball, Women’s Cross Country, Men’s Golf, Women’s Golf, Men’s Tennis and Women’s Tennis.
- Women’s Soccer won the first national championship in program history at the 2012 Division II Women’s Soccer National Championship in Evans, GA.
- UWF Athletics won both the women’s sports and men’s sports GSC All-Sports Trophy.
- Ten student-athletes were designated as “All-Americans”.

**Residence Life**
- Made extensive efforts to accommodate students during opening while having 104% occupancy in the residence halls.
- Residence Life staff facilitated more than 250 formal programs for residents throughout the year.
Office of Student Rights and Responsibilities

- Revised and updated the Student Code of Conduct.
- Cosponsored the University’s first Academic Integrity Week with Academic Affairs and Student Government Association.
- There were 369 Student Conduct Cases and 96 Academic Misconduct cases, both of which are a decrease from the 2011-2012 academic year.

Recreation and Sports Services

- Group Fitness classes held 18,732 participations by offering more than 45 classes per week.
- Climbing Center usage increased 54% including 115 first-time users.
- The Sport Club Program had more than 650 participants in 2012-2013 and Scuba Club tallied 670 community service hours, the highest total earned by any club.

Student Health Services

- Collaborated with UWF Department of Nursing for Flu Vaccination Clinic.
- Partnered with Department of Health, Leisure and Exercise Science, West Florida AHEC, Student Government Association, Students Ending Tobacco, Students Against Tobacco and the Escambia County Health Department to provide smoking cessation program for students, staff and faculty.
- Made significant updates to the website including adding a short video that speaks to the services offered in the clinic and a newly revised immunization compliance form.

Student Government Association

- Hosted the first-ever Paint Your Pride event in which more than 35 student organizations participated to paint a ceiling tile to represent their organization. Tiles are now hung in the breezeway of the commons.
- University Outreach Committee awarded Dr. Susan Jans-Thomas, Ms. Rustian Phelps, Captain Henry Fair and Dr. Richard Hawkins with the Distinguished Teaching Award.
- University Outreach Committee awarded and presented SGA Distinguished Staff Awards at Nautilus Excellence Awards to Jessica Tweed, Eric Kollar, Chuck Stanhope, and Patricia Hartley.
- SGA distributed the inaugural call for green fee proposals in which departments, staff, and students submitted proposals. An adhoc committee of SEAS students and SGA students met to review and narrow down proposals. Approximately $145,500 was awarded for the installation of filtered water fountain stations around campus, LED lighting and a charging port for electric cars.

Student Transition Programs

- Created the online Transfer student Orientation modules to include 3 videos from President Bense, Dr. Tom Westcott and SGA President Cora Merritt.
- Hosted the GPA Dinner for Delphi and Oracle members who had a GPA of 3.0 or higher. Guest speaker was Dr. Jaromy Kohl, Department of Mathematics and Statistics Chairperson and Professor. Forty students attended the dinner. However, 85 students met GPA requirements.
- Required Transfer students to complete Orientation either face-to-face or online.

Testing and Technology

- Overall, 5,275 examinations were administered by the center, an increase of 13% over last year’s total administrations.
- Revenue for 2012-2013 increased 5.2% compared to the same time last year.

University Commons and Student Activities

- Led efforts to initiate Beach Bash, an event that has quickly become the cornerstone of Argo Arrival.
- Hosted a successful Martin Luther King, Jr. Day of Service after years of program dormancy (60 participants, three sites, approximately 150 service hours).
- Hosted Student Leadership Awards Banquet for 25th anniversary celebration, complete with VIP guests Dr. Bense and Dr. Linda Dye, a video message from Dr. Deborah Ford and a video retrospective from past recipients of the awards, as well as a significantly enhanced event setup and production.
- Increased total fraternity and sorority membership by 16%.

University Police Department

- Provided several Active Shooter presentations and training sessions at the Certified Fraud Examiners training session, for University employees through the Human Resources training program and for Landrum Services.
- Offered the following community outreach programs: College Sexual Assault Awareness, Rape Aggression Defense.

Wellness Services

- Purchased AlcoholEdu & Haven for the purpose of implementing it to all incoming residential students at orientation.
- Transitioned Peer Educator Program from a volunteer model to a paid model.
- Coordinated a national-level Take Back the Night sexual violence awareness/prevention program for the entire UWF community.
Kevin Ducros
MBA Student
Aix-en-Provence, France

University of West Florida men’s tennis player Kevin Ducros became the second men’s tennis player in league history to win the GSC Commissioner’s Trophy in 2013. Ducros is also the first men’s tennis player from West Florida to win the award. The award recognizes the most outstanding male and female athlete within the Gulf South Conference.

“He had a great career at the University of West Florida,” said UWF athletic director Dave Scott. “He graduated and is now working on his MBA. He played during some of the most successful years we’ve had in men’s tennis. He had a season-ending injury which could have ended his career, but he came back and not only competed but he played the No. 1 spot and led us to the national finals two years in a row. He’s a great representative of the institution.”

Ducros graduated with a bachelor’s degree in the fall of 2012 and maintained a 3.22 cumulative GPA after a semester of graduate school during the spring of 2013. He was named a unanimous pick to the GSC All-Academic Team.

Off the court and outside the classroom, Ducros has volunteered at numerous charity events including the annual Pensacola Pink-Ribbon Tennis Tournament to promote breast cancer awareness, the annual Pensacola Autism Association’s community fundraiser and the Pensacola Sports Association’s annual Racquet Roundup clinic for children ages 6-12. In addition, Ducros has spent time as a volunteer soccer coach for a local children’s team.

His duties included scheduling games, coordinating referees and field use, organizing trainings and running practices.

Ducros exemplifies what the University of West Florida, the Gulf South Conference and NCAA Division II looks for in a student-athlete.

Chelsea Scott
Senior
Health, Leisure & Exercise Science/Sport Management
Pace, FL

Chelsea Scott, a Pensacola native and 2013 “William Healey Leadership Award” recipient, began working at the Aquatic Center as a lifeguard and swim lesson aide while dual enrolled at Pace High School and UWF. Once a UWF student majoring in Sport Management and a Recreation and Sports Services Facilities entry-level employee, Chelsea dedicated herself to learning every facet of Facility Operations. As a Customer Service Representative, she learned the financial aspects of HLS Facility Operations. When promoted to Building Manager, her responsibilities included verification/reconciliation of Daily Cash Reports and facility risk management.

A promotion to Facilities Program Assistant, the pinnacle of undergraduate student employment, afforded Chelsea opportunities in Special Event Management. She graduated in May 2013 and is pursuing a Master’s degree in Recreation and Leisure Services at Texas State University, and was selected as a nominee for the NIRSA: Leaders in College Recreation Region Four Student Representative.
The following is a list of goals for the Division of Student Affairs for the 2012-2013 year and how the Division accomplished these goals.

1. Develop a strategic plan for the division of student affairs.
   • Division Strategic Plan 2013-2017 was completed in July 2013.

2. Increase attention and commitment to issues of diversity and inclusion.
   • 97% and 75% respectively of the division has completed the two mandatory modules (Sense of Self and Sense of Others).
   • All of the actions of the year-one diversity plan have been implemented.

3. Devote attention to improving student affairs facilities for students.
   • Fee committee voted to give 75% of triad fee increase to athletics. Student life facilities committee approved a $2 increase to the Capital Improvement Trust Fund fee to move the tennis courts to make way for University Park.
   • RFQ disseminated for a developer for University Park.
   • Completed staff moves in Buildings 19 and 21.
   • USCA conducted survey of students related to desired amenities for a new student union; a focus group was planned but did not occur.

4. Implement Year One Actions of FTIC Retention Plan.
   • Hired inaugural Director of Retention, Ms. Patrice Moorer to focus on retention-specific initiatives.
   • Developed First-Year Success Team.
   • Established the Committee on Retention Efforts (CORE).
   • Assisted with Early Warning campaign and increased offerings of the Academic Foundations Seminar.
   • All of the actions of the year-one diversity plan have been implemented.

5. Enhance departmental attention to compliance and operational consistency.
   • Title IX policy completed and passed by the Board of Trustees.
   • Several operational/procedures manuals were written: Student Conduct, UCSA and Intramural Sports.
   • Based on the results of an audit, the SA Weekly newsletter will be used to communicate compliance requirements each semester (conflict of interest, reporting harassment/discrimination, etc.).

6. Review and strengthen the Delphi (first-year) and Oracle (second-year) residential learning communities.
   • Strategically develop new residential and non-residential learning communities in partnership with academic leadership.
   • Increase the number, chapter membership, and variety of social fraternities and sororities.
   • Update the First Time In College student (FTIC) retention plan, and develop retention plans for student subpopulations such as transfers, graduate students, military and students of color.
   • Implement strategies to identify and assist “at risk” FTICs with their academic success.
   • Develop a model for leadership development programs with a focus on major/career skill development.
   • Explore opportunities to partner with existing campus and community faith-based organizations.
   • Implement a case management approach for students experiencing a hardship or crisis.
   • Expand the contributions of Student Affairs staff at new faculty orientation.
   • Develop a plan for the continuing engagement of parents and families with the University and each other post orientation.
   • Explore texting options for the reporting of non-emergency information to the University Police Department.
   • Increase the number of ID card swipers as a means to track levels of student involvement and participation.
   • Install security cameras around the residence halls and parking lots to enhance student safety.

For the next four years, divisional goals will align with the aforementioned University Strategic Plan. For 2013-2014, the following actions have been identified to align with the University’s Strategic Plan:

• Develop the next series of modules for multicultural competence, and outline competencies to be achieved by all Division staff.
• Provide regular briefings to the Provost’s Council, All Academic Chairs and Directors, Faculty Senate, Staff Senate, and Student Government Association (SGA) related to the student experience at UWF.
• Develop a methodology for the public presentation of assessment results on the Student Affairs website.
• Develop an annual assessment plan for the Division.
• Identify theoretical frameworks that support all Divisional student learning outcomes.
• Develop infographics and other documents to depict the results of the Graduating Student Survey and national benchmarking surveys.
• Reassess on-going assessment efforts and align with the Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) Accreditation.
• Partner with other divisions to advance the Campus Master Plan (including the University Park design, the multipurpose field project, east campus housing, etc.).
• Utilize Jason Quest (software program) as a portal to house community engagement opportunities, and utilize the technology to provide necessary metrics in regards to student engagement.
• Develop assessment of student community engagement initiatives to assist in measuring the impact of mutually beneficial partnerships on the co-curricular student experience.