



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Full Board Meeting

Thursday, December 5, 2024

UWF Conference Center

10:00 a.m. CT



Board of Trustees
UNIVERSITY of WEST FLORIDA

Full Board Meeting
Thursday, December 5, 2024
UWF Conference Center
10:00 a.m. CT

[Zoom Webinar](#) | Passcode: 125384

Agenda

- | | |
|---|------------------------|
| I. Call to Order | Suzanne Lewis, Chair |
| II. Roll Call | Anna Lochas |
| III. Greeting | Suzanne Lewis, Chair |
| IV. Public Comment | Anna Lochas |
| V. Approval of Minutes | Suzanne Lewis, Chair |
| VI. Reports | |
| a. President's Report | Dr. Martha Saunders |
| b. Provost's Metrics Report | Dr. Jaromy Kuhl |
| c. Committee Reports | |
| i. Academic Affairs Committee | Stephanie White, Chair |
| ii. Audit and Compliance Committee | Dick Baker, Chair |
| iii. Finance, Facilities, & Operations Committee | Jill Singer, Chair |
| iv. Student Affairs Committee | Suzanne Lewis |
| d. Direct Support Organization Reports | |
| i. UWF Business Enterprises, Inc. | Dick Baker |
| ii. UWF Foundation, Inc. | Dick Baker |
| iii. UWF Historic Trust, Inc. | Suzanne Lewis |
| VII. Unfinished Business | Suzanne Lewis, Chair |
| a. Consent Agenda | |
| i. ACA-1 : Approve Academic Affairs Committee Charter Revisions | |
| ii. ACA-2 : Approve Tenure as a Condition of Employment | |
| iii. AUD-1 : PCard 1 st Quarter Audit Report 2024-2025 | |
| iv. AUD-2 : Internal Audit Report | |
| v. AUD-3 : UWF Foundation Audited Financial Statements | |

- vi. [AUD-4](#): BEI, Inc. Audited Financial Statements
- vii. [STU-1](#): Student Affairs Committee Charter Revisions
- viii. [STU-2](#): Endorsement of the SUS Statement of Free Expression

VIII. New Business

Suzanne Lewis, Chair

a. Action Items

- i. [BOT-1](#): Approve Amendment to President's 2024-25 Goals

b. Information Items

- i. [INFO-1](#): Performance Rating on Employees
- ii. [INFO-2](#): UWF Haas Center Overview
- iii. [INFO-3](#): UWF Police Department Update
- iv. [INFO-4](#): UWF BOT 2025-26 Meeting Dates

IX. Announcements

Suzanne Lewis, Chair

X. Adjournment

Suzanne Lewis, Chair

Mission: *UWF delivers a learner-focused university education that enables students from varied backgrounds to meet their career and life goals. UWF research and community partnerships advance the body of knowledge and enhance the prosperity of the region and the state.*



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Approval of Minutes

❖ September 12, 2024

❖ November 14, 2024

**Full Board Meeting
September 12, 2024
UWF Conference Center
DRAFT Minutes**

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Board Meeting

9:00 a.m.

The public was provided with information on the UWF Board of Trustees website to join this public meeting in person in the UWF Conference Center or virtually through Zoom Webinar.

I. Call to Order

A. The meeting of the UWF Board of Trustees was called to order at 9:00 a.m. by Chair Suzanne Lewis.

II. Roll Call

A. Chair Lewis asked Anna Lochas to conduct roll call. Trustees Dick Baker, Maggie Brown, Susan James, Suzanne Lewis, Alonzie Scott, and Stephanie White were in attendance in person and Trustee Jill Singer was in attendance virtually. Trustee Paul Hsu was absent.

B. Others in attendance included:

Dr. Martha Saunders, President; Dr. Jaromy Kuhl, Provost; Howard Reddy, Vice President of University Advancement; Dr. Greg Tomso, Vice President of Academic Engagement and Student Affairs; Betsy Bowers, Vice President of Finance & Administration; Susan Woolf, General Counsel; Jamie Sprague, Associate Vice President of Human Resources; Dave Scott, Associate Vice President for Intercollegiate Athletics; Anamarie Mixson, Assistant Vice President for the Office of the President; Dr. Dallas Snider, Vice Provost; Patrice Moore, Assistant Vice President of Academic Advocacy and Graduation Success; Katie Condon, Assistant Vice President or Enrollment Affairs; Angela Bryan, SACSCOC Liaison and Director of Institutional Effectiveness; Christophe Lizen, Director of Institutional Research; Dr. David Bellar, Dean of the Usha Kundu, MD College of Health; Dr. David Earle, Dean of the College of Arts, Social Sciences and Humanities; Dr. Mohamed Khabou, Dean of

the Hal Marcus College of Science and Engineering; Dr. Scott Keller, Interim Dean of the Lewis Bear, Jr. College of Business; Karen Evans, Interim Dean, School of Education; Stephanie Clark, Dean of the University Libraries; Melissa Webb, Assistant Dean, Graduate School; Jeffrey Djerlek, Associate Vice President of Finance and University Controller; Chris Martin, Assistant Vice President of Facilities Management; Ed Ranelli, CEO, UWF Business Enterprises, Inc.; Cindy Talbert, Chief Auditing Executive; Matthew Packard, Chief Compliance Officer; Lauren Alidor, Internal Auditor; Michael Wyatt, Assistant General Counsel; Daniel Lucas, Associate Vice President of Advancement; Dr. Mary Anderson, Associate Vice President and Dean of Students; Lauren Loeffler, Assistant Vice President of Academic Engagement and Student Affairs; Brittany Sherwood, Chief Communications Officer; Chasidy Hobbs, Director of Conservation; Dr. Sherry Hartnett, Director of the Office of Workforce Development; Sandra Thompson, Director, Information Technology Services; Allen Pierce, Lead Help Desk Analyst for ITS; Baylee Schatz, Help Desk Analyst I for ITS; Angel Sedillo Program Manager for the University Commons; John Macdonell, Desktop Systems Specialist for WUWF; and Anna Lochas, BOT Liaison and Director of Public Policy Events.

III. Greeting

A. Chair Lewis welcomed everyone to the meeting.

IV. Public Comment

A. Chair Lewis opened the floor for public comment. There was none.

V. Approval of Minutes

A. Chair Lewis reminded the trustees that they had been given the opportunity ahead of time to review the minutes of the June 20, 2024, Board of Trustees Meeting. Chair Lewis asked for a motion to approve the minutes as presented if there were no changes or corrections.

1. Motion by: Trustee Baker
2. Seconded by: Trustee White
3. Motion passed unanimously.

VI. Reports

A. President's Report

1. Chair Lewis called on Dr. Martha Saunders to give the President's Report. Dr. Saunders presented on the University Strategic Directions.
 - a. Strategic Direction 1: Student Centered and Focused
 - b. Strategic Direction 2: Employee Success
 - c. Strategic Direction 3: Exceptional Academic Programming and Scholarship Aligned with State Needs
 - d. Strategic Direction 4: Community and Economic Engagement

- e. Strategic Direction 5: Infrastructure
- f. Strategic Direction 6: Operational Excellence
- g. Strategic Direction 7: Culture of Inclusion and Civility

B. Provost's Report

1. Chair Lewis called on Provost Dr. Jaromy Kuhl, to give the Metrics Report. Dr. Kuhl provided an update on the ten metrics.
 - a. Metric 1: Percent of Bachelor Graduates Employed \$40,000+ and/or Continuing Education 1 Year after Graduation.
 - b. Metric 2: Median Average Full-time Wages of Undergraduates Employed 1 Year after Graduation
 - c. Metric 3: Average Cost to the Student Net tuition and Fees for Resident Undergraduates per 120 Credit Hours.
 - d. Metric 4: Four-Year Graduation Rate for First Time in College Students (Full-Time).
 - e. Metric 5: Academic Progress Rate 2nd Year Retention with GPA at 2.0 or Above.
 - f. Metric 6: Percent of Bachelor's Degrees Awarded in Programs of Strategic Emphasis.
 - g. Metric 7: University Access Rate Percent of Undergraduates with a Pell Grant.
 - h. Metric 8: Percent of Graduate Degrees Awarded in Programs of Strategic Emphasis.
 - i. Metric 9A: Florida College System AA Transfer Three-Year Graduation Rates (Full and Part-Time Students).
 - j. Metric 9B: FTIC Pell Recipients 6-Year Graduate Rate (Full and Part-Time Students).
 - k. Metric 10: Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practice.

C. Committee Reports

1. Academic Affairs Committee
 - a. Chair Lewis called on Trustee Stephanie White to give the Academic Affairs Committee Report. Trustee White explained that the Academic Affairs Committee met on Thursday, August 15, 2024, via Zoom Webinar. The committee had four action items and one information item on their agenda.
 - i. The action items were as follows:
 - i. ACA-1: Approve Tenure as a Condition of Employment, presented by Dr. Jaromy Kuhl, Provost
 - ii. ACA-2: 2023-2024 Institutes and Centers Annual Report, presented by Dr. Jaromy Kuhl
 - iii. ACA-3: UWF Textbook & Instructional Materials Affordability Annual Report, presented by Dr. Dallas Snider, Vice Provost

- iv. ACA-4: Approve General Education Course Offerings, presented by Dr. Dallas Snider
 - ii. The information items were as follows:
 - i. INFO-1: Summary of Degree Program Changes, presented by Dr. Dallas Snider
 - b. Trustee White explained that the Academic Affairs Committee recommended approval of all action items by the full Board of Trustees at the September 12, 2024, meeting.
2. Audit and Compliance Committee
- a. Chair Lewis called on Trustee Dick Baker to give the Audit and Compliance Committee Report. Trustee Baker explained that the Audit and Compliance Committee met on Thursday, August 15, 2024, via Zoom Webinar. The committee had six action items and two information items on their agenda.
 - i. The action items were as follows:
 - i. AUD-1: Auditor General IT Operational Audit Report, presented by Cindy Talbert, Chief Audit Executive
 - ii. AUD-2: Internal Audit Reports, presented by Cindy Talbert
 - iii. AUD-3: PCard 4th Quarter Audit Report 2023-2024, presented by Cindy Talbert
 - iv. AUD-4: IAMC Vision, Strategic Plan, Budget, and Technology Plan, presented by Cindy Talbert
 - v. AUD-5: Office of Compliance and Ethics Annual Report, presented by Matt Packard, Chief Compliance Officer
 - vi. AUD-6: Office of Compliance and Ethics Work Plan, presented by Matt Packard
 - ii. The information items were as follows:
 - i. INFO-1: Update on Compliance and Ethics Activities, presented by Matt Packard
 - ii. INFO-2: Internal Auditing and Management Consulting Update, presented by Cindy Talbert
 - b. Trustee Baker explained that the Audit and Compliance Committee recommended approval of all action items by the full Board of Trustees at the September 12, 2024, meeting.
3. Finance, Facilities, and Operations Committee
- a. Chair Lewis called on Trustee Jill Singer to give the Finance, Facilities, and Operations Committee Report. Trustee Singer explained that the Finance, Facilities, and Operations Committee met on Thursday, August 15, 2024, via Zoom Webinar. The committee had two action items and one information item on their agenda.
 - i. The action items were as follows:

- i. FFO-1: Revisions to UWF/REG 5.003 Micromobility Devices on Campus, presented by Betsy Bowers, Vice President of Finance and Administration
 - ii. FFO-2: Revisions to University Policy BOT- 09, Investment Policy, presented by Betsy Bowers
 - ii. The information items were as follows:
 - i. INFO-1: University Efficiencies, presented by Betsy Bowers
 - b. Trustee Singer explained that the Finance, Facilities, and Operations Committee recommended approval of all action items by the full Board of Trustees at the September 12, 2024, meeting.
4. Student Affairs Committee
 - a. Chair Lewis called on Trustee Alonzie Scott to give the Student Affairs Committee Report. Trustee Scott explained that the Student Affairs Committee met on Thursday, August 15, 2024, via Zoom Webinar. The committee had one action item.
 - i. The action item was as follows:
 - i. STU-1: UWF/REG 5.050 Speech, Assembly, and Public Expression, presented by Dr. Greg Tomso, Vice President of the Division of Academic Engagement & Student Affairs
 - b. Trustee Scott explained that the Student Affairs Committee recommended approval of the action item by the full Board of Trustees at the September 12, 2024, meeting.
5. Presidential Performance Evaluation and Metrics Ad Hoc Committee
 - a. Chair Lewis called on Trustee Jill Singer to give the Presidential Performance Evaluation and Metrics Ad Hoc Committee Report. Trustee Singer explained that the Presidential Performance Evaluation and Metrics Ad Hoc Committee met on Tuesday, August 13, 2024, via Zoom Webinar. The committee had two action items on their agenda.
 - i. The action items were as follows:
 - i. PPEM-1: Approve Presidential Performance Evaluation Report, presented by Jill Singer, Committee Chair.
 - ii. PPEM-2: Approve the President's 2025 Employment Agreement, presented by Jill Singer
 - ii. Trustee Singer explained that the Presidential Performance Evaluation and Metrics Ad Hoc

Committee would present these items to the board at their September 12, 2024, meeting.

D. Direct Support Organization Reports

1. UWF Business Enterprises, Inc.
 - a. Chair Lewis called on Trustee Dick Baker to give the Business Enterprises, Inc. Report. Trustee Baker provided an overview of BEI's finances, current activities, and plans for the organization.
2. UWF Foundation, Inc.
 - a. Chair Lewis called on Trustee Dick Baker to give the Foundation report. Trustee Baker provided updates from University Advancement and from the UWF Alumni Association. Trustee Baker reviewed recent gifts made to the University. Trustee Baker also reported on the Foundation Board and committee activities.
3. UWF Historic Trust, Inc.
 - a. Chair Lewis presented the UWF Historic Trust report to the board. Chair Lewis provided a summary of the July 22, 2024, UWF Historic Trust board meeting and provided information on the organization's events and activities.

VII. Unfinished Business

A. Consent Agenda

1. Chair Lewis noted there were thirteen items on the consent agenda.
 - a. ACA-1: Approve Tenure as a Condition of Employment
 - b. ACA-2: Approve 2023-2024 Institutes and Centers Annual Report
 - c. ACA-3: Approve Textbook Affordability Annual Report
 - d. ACA-4: Approve General Education Course Offerings
 - e. AUD-1: Auditor General IT Operational Audit Report
 - f. AUD-2: Internal Audit Reports
 - g. AUD-3: PCard Quarter 4 Audit Report
 - h. AUD-4: IAMC Vision, Strategic Plan, Budget, & Technology Plan
 - i. AUD-5: Office of Compliance and Ethics Annual Report
 - j. AUD-6: Office of Compliance and Ethics Work Plan
 - k. FFO-1: Revisions to UWF/REG 5.003 Micromobility Devices on Campus
 - l. FFO-2: Revisions to University Policy BOT-09, Investment Policy
 - m. STU-1: Revisions to UWF/REG 5.050 Speech, Assembly, and Public Expression on Campus

2. Chair Lewis informed the Trustees that they may pull any individual item from the consent agenda below for further review, if needed. Chair Lewis explained that each item was fully discussed during the committee meetings and all of the recommendations of the committees reflect the proposed action provided within the agenda. Chair Lewis asked if there were any requests to pull any consent agenda items for further discussion. There were no requests.
3. Chair Lewis asked for a motion for the Board to approve and adopt the recommendations of the Academic Affairs; Audit and Compliance; Finance, Facilities, and Operations; and Student Affairs Committees made during their meetings with respect to the matters set forth on the consent agenda?
 - a. Motion by: Trustee White
 - b. Seconded by: Trustee Scott
 - c. Motion passed unanimously.

Chair Lewis called for a brief recess at 9:40 a.m. The board meeting resumed with all original attendees present at 9:50 a.m.

VIII. New Business

A. Action Items

1. BOT-1: Final FY 23-24 University Carryforward & Fixed Capital Outlay
 - a. The first action item was presented by Jeffrey Djerlek, Associate Vice President for Finance and University Controller.
 - b. Chair Lewis asked for a motion to approve the updated and final University Carryforward Spending Plan and University Fixed Capital Outlay Budget for fiscal year 2023-2024 as of June 30, 2024.
 - i. Motion by: Trustee Brown
 - ii. Seconded by: Trustee Baker
 - iii. Motion passed unanimously.
2. BOT-2: FY24-25 University Carryforward, Fixed Capital Outlay & Certification Document
 - a. The second action item was presented by Jeffrey Djerlek, Associate Vice President for Finance and University Controller.
 - b. Chair Lewis asked for motion to approve the Estimated Fiscal Year 2024-25 University Carryforward Spending Plan; the Estimated Fiscal Year 2024-25 University Fixed Capital Outlay Plan; and the Certification Document for University Fixed Capital Outlay, Operating, and Carryforward Budgets.

- i. Motion by: Trustee Scott
 - ii. Seconded by: Trustee Baker
 - iii. Motion passed unanimously.
 - c. Chair Lewis asked for motion to authorize the President to make future adjustments to the Fiscal Year 2024-25 Carryforward Spending Plan and the Fiscal Year 2024-25 Fixed Capital Outlay Plan as institutional needs warrant.
 - i. Motion by: Trustee Brown
 - ii. Seconded by: Trustee Scott
 - iii. Motion passed unanimously.
3. BOT-3: Annual Report of Self-Supporting and Market Tuition Rate Programs
- a. The third action item was presented by Jeffrey Djerlek, Associate Vice President for Finance and University Controller.
 - b. Chair Lewis asked for motion to approve the Annual Report of Self-Supporting and Market Tuition Rate Programs for Fiscal Year 2023-2024.
 - i. Motion by: Trustee Baker
 - ii. Seconded by: Trustee White
 - iii. Motion passed unanimously
4. BOT-4: Naming Opportunity: Master of Science in Athletic Training Program
- a. The fourth action item was presented by Howard Reddy, Vice President of University Advancement.
 - b. Chair Lewis asked for motion to approve the recommendation of the President to name the Master of Science in Athletic Training program within the Usha Kundu MD College of Health and supporting the Department of Intercollegiate Athletics as the Andrews Institute and Baptist Healthcare Master of Science in Athletic Training program.
 - i. Motion by: Trustee James
 - ii. Seconded by: Trustee Scott
 - iii. Motion passed unanimously.
5. BOT-5: Naming Opportunity: Wright Family Institute for Global and Population Health
- a. The fifth action item was presented by Howard Reddy, Vice President of University Advancement.
 - b. Chair Lewis asked for motion to approve the recommendation of the President to name a newly established institute within the Usha Kundu MD College of

Health as the Wright Family Institute for Global and Population Health.

- i. Motion by: Trustee White
- ii. Seconded by: Trustee Scott
- iii. Motion passed unanimously.

6. BOT-6: Linking Industry to Nursing Education (LINE) Fund Proposals
 - a. The sixth action item was presented by Dr. David Bellar, Dean of the Usha Kundu MD College of Health.
 - b. Chair Lewis asked for motion to approve LINE Fund Proposals for Ascension Sacred Heart Hospital, Baptist Healthcare, and Santa Rosa Medical Center.
 - i. Motion by: Trustee Scott
 - ii. Seconded by: Trustee Baker
 - iii. Motion passed unanimously.
7. BOT-7: Collective Bargaining Agreement Between UWF and PBA
 - a. The seventh action item was presented by Jamie Sprague, Associate Vice President of Human Resources.
 - b. Chair Lewis asked for motion to ratify the 2024-2027 Collective Bargaining Agreement between the University of West Florida and the Florida Police Benevolent Association, Inc.
 - i. Motion by: Trustee White
 - ii. Seconded by: Trustee James
 - iii. Motion passed unanimously.
8. BOT-8: Amendment 7 to Internal Improvement Trust Fund Lease No. 2722
 - a. The eighth action item was presented by Chasidy Hobbs, Director of Conservation.
 - b. Chair Lewis asked for a motion to approve Amendment 7 to Lease 2722 with the Internal Improvement Trust Fund for the Pensacola campus properties and direct the Chair to take all necessary actions to effectuate this action.
 - i. Motion by: Trustee Brown
 - ii. Seconded by: Trustee Scott
 - iii. Motion passed unanimously.
9. BOT-9: Legislative Budget Requests
 - a. The ninth action item was presented by President Martha Saunders.

- b. Chair Lewis asked for motion to approve the proposed 2025-2026 Legislative Budget Requests as presented.
 - i. Motion by: Trustee Scott
 - ii. Seconded by: Trustee Brown
 - iii. Motion passed unanimously.
- 10. BOT-10: 2024 UWF Board of Trustees Self-Evaluation Effectiveness Survey Results
 - a. The tenth action item was presented by Chair Suzanne Lewis.
 - b. Chair Lewis asked for motion to approve the 2024 UWF Board of Trustees Self-Evaluation Effectiveness Survey Results.
 - i. Motion by: Trustee Baker
 - ii. Seconded by: Trustee White
 - iii. Motion passed unanimously.
- 11. BOT-11: 2023-2024 Presidential Performance Evaluation Report
 - a. The eleventh action item was presented by Vice Chair Jill Singer.
 - b. Chair Lewis asked for motion to approve the 2023-2024 Presidential Performance Evaluation Report and compensation recommendation as presented and delegate authority to the Board of Trustees Chair to submit the report to the Board of Governors.
 - i. Motion by: Trustee Scott
 - ii. Seconded by: Trustee James
 - iii. Motion passed unanimously.
- 12. BOT-12: Renewal of Employment Agreement for President Martha D. Saunders for 2025
 - a. The twelfth action item was presented by Chair Suzanne Lewis.
 - b. Chair Lewis asked for motion to approve the renewal terms to the employment agreement for President Martha D. Saunders for the time period of January 1, 2025, through December 31, 2025, and authorize the Chair of the UWF BOT to execute on behalf of the BOT the renewed employment agreement.
 - i. Motion by: Trustee Scott
 - ii. Seconded by: Trustee Baker
 - iii. Motion passed unanimously.

B. Information Items

1. INFO-1: FY 2023-2024 Final Operating Budget Summary Performance
 - a. Chair Lewis called on Jeffrey Djerlek to present the Fiscal Year 2023-2024 Final Operating Budget Summary Performance.
2. INFO-2: DSO Operating Budgets FY 2023-2024 and DSO Resources Utilized
 - a. Chair Lewis called on Jeffrey Djerlek to present the DSO Operating Budgets for fiscal year 2023-2024 and DSO Resources Utilized for fiscal year 2023-2024.
3. INFO-3: UWF Bonuses Report for 2023-2024
 - a. Chair Lewis called on Jamie Sprague to present the UWF Bonuses report for 2023-2024.
4. INFO-4: Review of UWF's Commitment to the NCAA Principles of Conduct
 - a. Chair Lewis called on David Scott, Associate Vice President for Intercollegiate Athletics to present the final information item on UWF's Commitment to the NCAA Principles of Conduct.

IX. Announcements

- A. Chair Lewis identified that all agenda items had been discussed. Chair Lewis reminded the board of the upcoming Board of Trustee meetings. Chair Lewis then called on Dr. David Earle, Dean of the College of Arts, Social Sciences and Humanities to give a brief overview of the college and introduce the students from the College that would be joining the board for lunch.
- B. Dr. David Earle gave a brief introduction to the College of Arts, Social Sciences and Humanities highlighting their upcoming programs and events. He then introduced students Jenna Zydlo, Addysen Kimball, and Maggie Brown. He identified that these students would join the board for lunch today.
- C. Chair Lewis then asked if the board members had any additional business to discuss. No other business was discussed.

X. Adjournment

11:18 a.m.

- A. Chair Lewis thanked those in attendance for their participation. With no other business to discuss, Chair Lewis adjourned the meeting at 11:18 a.m.

**Special Full Board Meeting
November 14, 2024
Zoom Webinar
Minutes**

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Board Meeting

9:55 a.m.

The public was provided with information on the UWF Board of Trustees website to join this public meeting virtually through Zoom Webinar.

I. Call to Order

A. The meeting of the UWF Board of Trustees was called to order at 9:55 a.m. by Chair Suzanne Lewis.

II. Roll Call

A. Chair Lewis asked Anamarie Mixson to conduct roll call. Trustees Maggie Brown, Paul Hsu, Susan James, Suzanne Lewis, Ariauna Range, Alonzie Scott, Jill Singer, and Stephanie White were in attendance. Trustee Dick Baker was absent.

B. Others in attendance included:

1. Martha Saunders, President; Jaromy Kuhl, Provost; Gregory Tomso, Vice President of Academic Engagement & Student Affairs; Howard Reddy, Vice President of University Advancement; Betsy Bowers, Vice President of Finance and Administration; Dave Scott, Associate Vice President for Athletics; Jamie Sprague, Chief Human Resource Officer; Susan Woolf, General Counsel; Anamarie Mixson, Assistant Vice President for the Office of the

President; Abigail Megginson, Director, Government Relations; Cindy Talbert, Chief Audit Executive; Matt Packard, Chief Compliance Officer; Dallas Snider, Vice Provost; Dan Lucas, Associate Vice President for Advancement; Jeffrey Djerlek, Associate Vice President of Finance and Controller; Angela Bryan, SACSCOC Liaison and Director of Institutional Effectiveness; Christophe Lizen, Director of Institutional Research; Katie Condon, Assistant Vice President of Enrollment Affairs; Brittany Sherwood, Chief Communications Officer; Patrice Moorer, Assistant Vice President; James Adams, Interim Executive Director of Business and Auxiliary Services; Lauren Alidor, Internal Auditor; Eman El-Sheikh, Associate Vice President for the Center for Cybersecurity; and Aurora Osborn, Senior Director of the Office of Campus Culture and Access.

III. Greeting

A. Chair Lewis welcomed everyone to the meeting.

IV. Public Comment

A. Chair Lewis opened the floor for public comment. There was none.

V. Unfinished Business

A. Consent Agenda

1. Chair Lewis noted there was one item on the consent
 - a. FFO-1: FY 2024-25 University Fixed Capital Outlay Budget Amendment
2. Chair Lewis informed the Trustees that they may pull the item from the consent agenda below for further review, if needed. Chair Lewis explained that the item was fully discussed during the Finance, Facilities, and Operations Committee meeting, and the recommendation of the committee reflects the proposed action provided within the agenda. Chair Lewis asked if there were any requests to pull the consent agenda item for further discussion. There were no requests.
3. Chair Lewis asked for a motion for the Board to approve and adopt the recommendation of the Finance, Facilities, and Operations Committee made during their meeting with respect to the matter set forth on the consent agenda?
 - a. Motion by: Trustee Scott
 - b. Seconded by: Trustee Singer
 - c. Motion passed unanimously.

VI. Announcements

- A. Chair Lewis identified that all agenda items had been discussed. Chair Lewis asked if the board members had any additional business to discuss. No other business was discussed.

VII. Adjournment**9:58 a.m.**

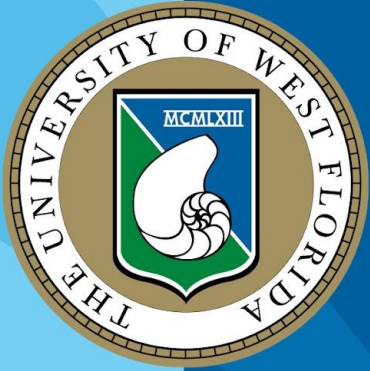
- A. Chair Lewis thanked those in attendance for their participation. With no other business to discuss, Chair Lewis adjourned the meeting at 9:58 a.m.



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Reports

- ❖ **President's Report**
- ❖ **Provost's Metrics Report**
- ❖ **Committee Reports**
- ❖ **DSO Reports**



President's Report to the Board of Trustees

MARTHA D. SAUNDERS, PH.D.
PRESIDENT

December 2024



UNIVERSITY *of* WEST FLORIDA

2022-2027 Strategic Plan

Culture of Inclusion & Civility

Community & Economic Engagement

Student-Centered & Focused

Academic Programs & Scholarship

Employee Success

Operational Excellence

Infrastructure

Strategic Direction | 1
Student Centered and Focused

U.S. News
& World
Report's Top
Public Schools

- REGIONAL SOUTH
RANKINGS



**BEST
COLLEGES**

U.S. News & WORLD REPORT

REGIONAL UNIVERSITIES
SOUTH
2025

Strategic Direction | 1

Student Centered and Focused



Best for Vets



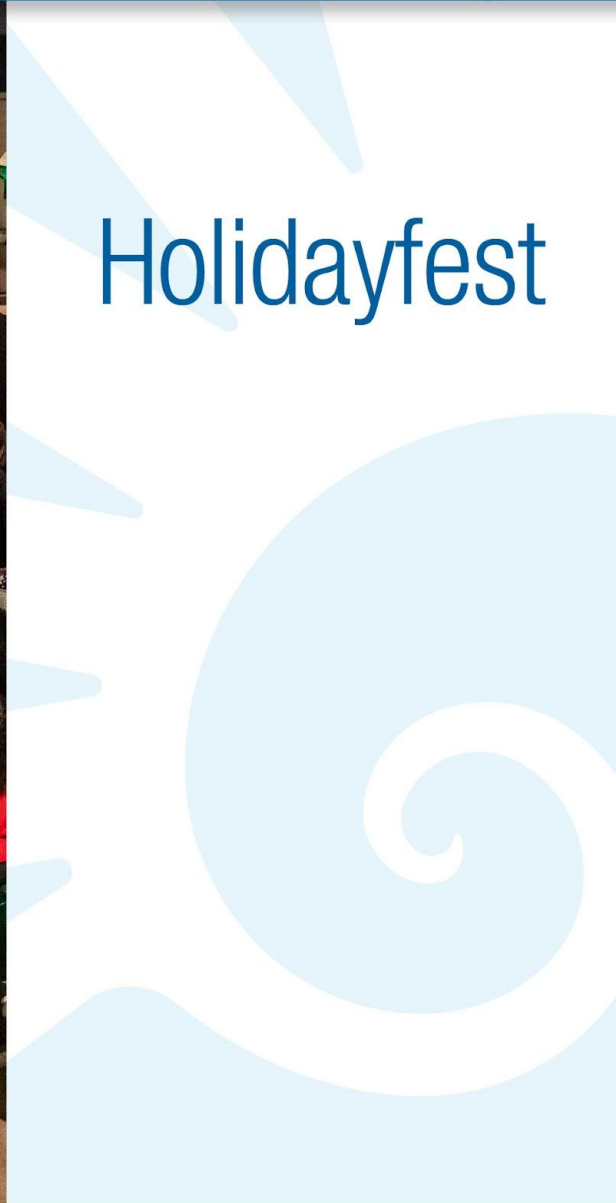
National Supply Chain Logistics Competition

Great
Colleges to
Work For





Holidayfest



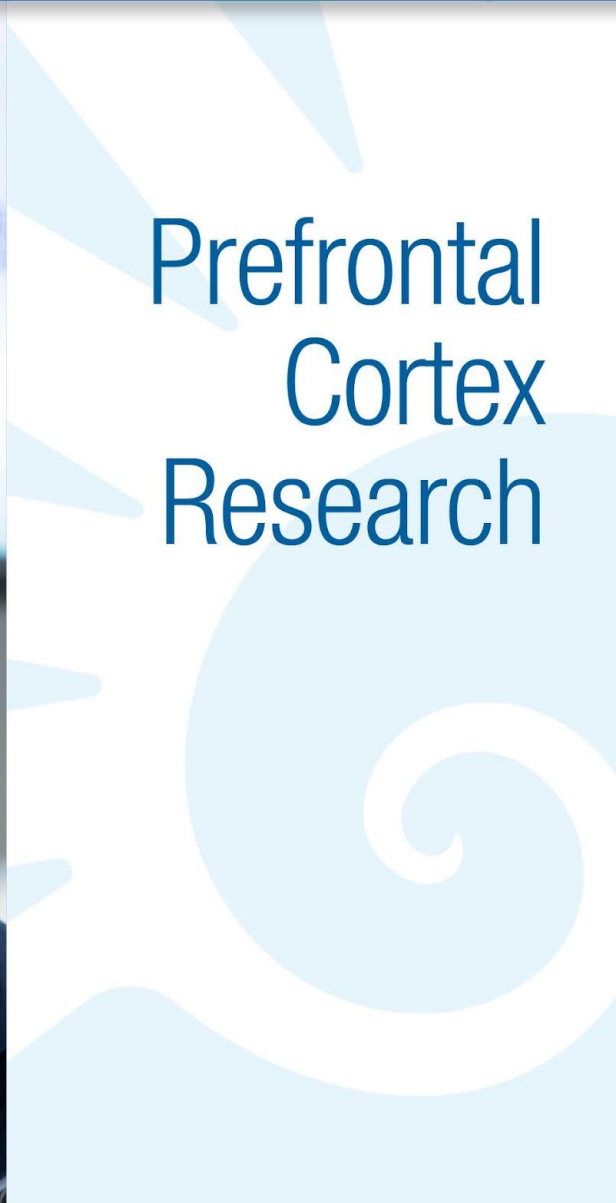
Strategic Direction | 2
Employee Success

\$895,905.60
Cancer
Innovation
Research
Fund Grant





Prefrontal Cortex Research



School of
Education
Dean

DR. DENISE SOARES



Strategic Direction | 3

Exceptional Academic Programming and
Scholarship Aligned with State Needs



B.S. in Information Technology Earns ABET

Strategic Direction | 3

Exceptional Academic Programming and Scholarship Aligned with State Needs



Wright Family Institute for Global and Population Health

Strategic Direction | 3

Exceptional Academic Programming and Scholarship Aligned with State Needs



CENTER FOR
CYBERSECURITY

AT THE UNIVERSITY OF WEST FLORIDA



Launching Florida's Cyber Coast

At the UWF Center for Cybersecurity, we're bridging the gap from the real world to the cyber world.

The UWF Center for Cybersecurity is a regional hub for cybersecurity education and research, including multidisciplinary programs and research opportunities, outreach activities, and industry partnerships.

\$750,000 NCAE-C Grant

Strategic Direction | 3

Exceptional Academic Programming and Scholarship Aligned with State Needs



\$3.3M Triumph Grant

Strategic Direction | 3 Exceptional Academic Programming and Scholarship Aligned with State Needs



Andrews Institute and Baptist Health Care
Master of Science in Athletic Training Program



Barbara Goggins Train Pavilion

Strategic Direction | 4
Community and Economic Engagement



Beyond School Walls with
Big Brothers Big Sisters



All of Us Research Program

Strategic Direction | 4
Community and Economic Engagement



Miss U.S. International



Sandy Sansing Sports Medicine Center

Strategic Direction | 7
Culture of Inclusion and Civility



Campus Conversation: A Community Dialogue in Divisive Times



UNIVERSITY *of*
WEST FLORIDA

Metrics Report

Dr. Jaromy Kuhl, Provost
December 5, 2024



Office of the Provost
UNIVERSITY *of* WEST FLORIDA

Performance-Based Funding Metric		2022-2023	2023-2024
1	Percent Employed or Re-Enrolled	10	?
2	Median Wages	10	?
3	Median Cost to Student	10	✓
6	Bachelor's Degrees in Programs of Strategic Emphasis	10	✓
7	Access Rate	8	✓
8	Graduate Degrees in Programs of Strategic Emphasis	10	✓
10	Percent Completing 2+ High-Impact Practices	10	✓
4	4-Year Graduation Rate	4	↑
5	Academic Progress Rate	7	↑
9A	Transfer 3-Year Graduate Rate	0	↑
9B	Pell 6-Year Rate	5	↓

Academic Affairs Committee Report

Committee:

- Stephanie White, Chair
- Paul Hsu
- Susan James

Meeting:

The Academic Affairs Committee met on Thursday, November 14, 2024 via Zoom Webinar.

Agenda:

The Academic Affairs Committee had two action items and three information items on their agenda.

- Action Items:
 - [ACA-1](#): Approve Academic Affairs Committee Charter Revisions
 - Presented by Dr. Jaromy Kuhl, Provost
 - [ACA-2](#): Approve Tenure as a Condition of Employment
 - Presented by Dr. Jaromy Kuhl, Provost
- Information Items:
 - [INFO-1](#): Academic Program Reviews for 2024-2025
 - Presented by Dr. Dallas Snider, Vice Provost
 - [INFO-2](#): Update on Anticipated New Academic Programs for 2024-2025
 - Presented by Dr. Dallas Snider, Vice Provost
 - [INFO-3](#): Comparison of Textbook Affordability Efforts
 - Presented by Dr. Dallas Snider, Vice Provost

The Academic Affairs Committee recommended approval of all action items by the full Board of Trustees at the December 5, 2024 meeting.

Audit and Compliance Committee Report

Committee:

- Suzanne Lewis, BOT Chair
- Alonzie Scott
- Paul Hsu

Meeting:

The Audit and Compliance Committee met on Thursday, November 14, 2024 via Zoom Webinar.

Agenda:

The Audit and Compliance Committee had four action items and three information items on their agenda.

- Action Items:
 - [AUD-1](#): PCard 1st Quarter Audit Report 2024-2025
 - Presented by Cindy Talbert, Chief Audit Executive
 - [AUD-2](#): UWF Audited Financial Statements
 - Presented by Cindy Talbert, Chief Audit Executive
 - [AUD-3](#): UWF Foundation Audited Financial Statements
 - Presented by Cindy Talbert, Chief Audit Executive
 - [AUD-4](#): BEI, Inc. Audited Financial Statements
 - Presented by Cindy Talbert, Chief Audit Executive
- Information Items:
 - [INFO-1](#): Internal Auditing and Management Consulting Update
 - Presented by Cindy Talbert, Chief Audit Executive
 - [INFO-2](#): IAMC QAR Self-Assessment
 - Presented by Cindy Talbert, Chief Audit Executive
 - [INFO-3](#): Purchasing Card Program Update
 - Presented by Cindy Talbert, Chief Audit Executive

The Audit and Compliance Committee recommended approval of all action items by the full Board of Trustees at the December 5, 2024 meeting.

Finance, Facilities, and Operations Committee Report

Committee:

- Jill Singer, Chair
- Paul Hsu
- Stephanie White

Meeting:

The Finance, Facilities, and Operations Committee met on Thursday, November 14, 2024 via Zoom Webinar.

Agenda:

The Finance, Facilities, and Operations Committee had one action item and two information items on their agenda.

- Action Item:
 - [FFO-1](#): FY 2024-25 University Fixed Capital Outlay Budget Amendment
 - Presented by Jeffrey Djerlek, Associate Vice President & University Controller
- Information Items:
 - [INFO-1](#): Update on FY 2024-2025 Current Modified Operating Budget
 - Presented by Jeffrey Djerlek, Associate Vice President & University Controller
 - [INFO-2](#): Update Preliminary FY2024 UWF Financial Reports
 - Presented by Jeffrey Djerlek, Associate Vice President & University Controller

The Finance, Facilities, and Operations Committee recommended approval of all action items by the full Board of Trustees at the November 14, 2024 Special Full Board meeting.

Student Affairs Committee Report

Committee:

- Alonzie Scott, Chair
- Suzanne Lewis
- Maggie Brown

Meeting:

The Student Affairs Committee met on Thursday, November 14, 2024 via Zoom Webinar.

Agenda:

The Student Affairs Committee had two action items on their agenda.

- Action Items:
 - [STU-1](#): Student Affairs Committee Charter Revisions
 - Presented by Dr. Greg Tomso, Vice President of the Division of Academic Engagement & Student Affairs
 - [STU-2](#): Endorsement of the SUS Statement of Free Expression
 - Presented by Aurora Osborn, Senior Director of the Office of Campus Culture and Access

The Student Affairs Committee recommended approval of all action items by the full Board of Trustees at the December 5, 2024 meeting.



Business Enterprises, Inc. Report

BEI Overview

- At the end of September, BEI reported a net income of \$84,877 for the first quarter of FY 2025 which was less than the previous year's net income due to lease termination for Starbucks unit 100 in Argonaut Village. Ending Cash balance was \$1.38 million compared to \$896,755 in the previous year.
- Argonaut Village remains 100% leased with Bagelheads eatery scheduled to open in January.
- Renegotiation of the Follett Bookstore contract have been concluded and Follett will be providing capital advances to BEI/UWF of \$1.0 million consisting of \$300,000 cash advance upon renewal of the contract for two five years terms; \$200,000 cash advance upon implementation of the EAP program, which provides students with online access to all the assigned instructional material for a reduced total cost of \$270/student/semester; \$250,000 cash advance for renewal of the second five-year term; and \$250,000 for bookstore renovation and upgrade. In addition, Follett has agreed to provide BEI with a grant of \$50,000 to fund AR collections.
- BEI and Aramark have also completed negotiations to amend and extend the dining service contract through 5/5/28 with two additional 5-year extensions with annual commission rates and meal price increases upon mutual agreement of both parties. Under the contract amendments, Aramark will provide BEI/UWF \$1.075 million cash advances which includes \$300,000 for Pace Library coffee house renovation; \$425,000 for implementation of the DROP food service order/pickup program; and \$350,000 for Chick-fil-A renovation. Aramark will also provide BEI/UWF with an additional \$100,000 unrestricted cash advance to further its general education mission.



Division of University Advancement Reports

FY25 How Are We Doing:

- Total New Cash, New Pledges and New Planned Gifts since July 1, 2024: as reported to the Board as of December 4th - **\$3,981,629**
- Annual Fund: **\$818,947**
- **35** major gifts
- **189** Nautilus level donors (donors at \$1,000 or more) received YTD

Some Recent Gift Highlights:

- \$500k from Stephen & Mona Wright to support the Wright Family Institute for Global and Population Health
- \$320k from Baptist Healthcare and Andrews Institute to name the Baptist Healthcare & Andrews Institute Master of Science in Athletic Training
- \$160k from Ascension Sacred Heart for Nursing
- \$125k from Helen Ihns to establish a scholarship endowment for Electrical Engineering
- \$105k pledge from Dr. Judy Bense for softball
- \$75k anonymous gift to softball
- \$50k Jim & Shirley Cronley to support Athletics
- \$32k from Margaret & Harry Stopp to support the UWF Historic Trust



Foundation Report:

The UWF Foundation Board of Directors held their Investment, Audit Budget, Nominating and Executive Committee meetings on Wednesday, November 13th, 2024. Their Board meeting was held on December 4th at the UWF Historic Trust - J. Earle Bowden Building.

The third quarter investment pool performance report ended September 30, 2024. Total market value assets started the quarter at \$132,139,068 and ended the quarter at \$137,862,274.

The following action items were taken by the **Investment Committee** and the Board heard the following chair reports:

ACTION ITEM:

The Investment Committee received three investment strategy recommendations from CAPTRUST:

Invest a total of \$6 million with \$3 million in Ares U.S. Real Estate Fund IX, \$1.5 million in private equity LLR Equity Partners VII, and \$1.5 million in T. Rowe Price OHA Select Private Credit Fund.

The motion to accept the recommendations was approved.

ACTION ITEM:

After a review of the spending policy, the Investment committee called for and unanimously passed a motion to affirm the 4% spending rate.

The **Audit Budget Committee** heard a Housing report including strong occupancy for Fall 2024. Housing is waiting for the results of a market analysis study to support the trends they have already seen and to gauge demand. It was further reported that Housing has hired a new Senior Associate Director of Facilities.

The **Nominating Committee** reviewed their committee charge as well as the roles and responsibilities of board members; potential members were discussed.

The **Grant Committee** reviewed scholarship applications for Spring 2025 and awarded 9 scholarships totaling \$24,000.



Alumni Report:

- Athletics: Alumni hosted tailgates with the colleges for every home football game. We were able to interact with 1000s of alumni and get updated contact information and share new swag. In addition, Alumni Relations set up info tables at UWF Soccer on Sept. 20 and UWF Volleyball on Nov. 2.
- Homecoming: Homecoming 2024 was a success, with two large signature events hosted on Friday and Saturday to engage alumni and their families. We continued our annual Alumni Homecoming Breakfast on Museum Plaza, this time working with Chick-Fil-A and Nobu coffee to serve free breakfast. Attendees were encouraged to bring donations for Argo Pantry to this event. Over 100 breakfast entrees were served at this event. The official Alumni Association Homecoming Tailgate before the football game featured new vendors and was very busy. We secured a sponsorship from Walmart Supercenter Creighton Rd. to help fund these events.
- We are excited to announce a new benefit for our Graduates of the Last Decade alumni, made possible through our sponsorship with Pensacola Young Professionals. This partnership aims to provide opportunities for networking, professional growth, and community engagement to our recent graduates. Our GOLD Alumni will have a 20% discount to PYP.

- Still promoting UWF License Plates. Limited opportunity to get a FREE UWF License Plate- email kstanley@uwf.edu if you know anyone interested. Passed UNF and FGCU in license plate count. The specialty license plate can no longer be canceled. Legislation was passed to protect all FL public university plates from cancellation.
- Alumni travel opportunities for 2025-2026 have been announced. Locations include Ireland, Greece, French Riviera, Alaska and the Canadian Rockies. More information can be found on the alumni website.

Upcoming UWF Alumni Events:

- Fall Commencement - 12/7/24
- Golden Graduates Celebration and Luncheon - 12/7/24
- Grad Cap Contest on @UWFAlumni Instagram - week of 12/9/24
- Women & Wealth Luncheon - 1/16/25
- Annual "Live Like a Donor Night" at UWF Basketball - 1/23/25
- Alumni CPR Certification Course with Heartbeat Safety - 2/21/25
- "Dinner and a Show" event feat. Fiddler on the Roof @ UWF CFPA - 2/21/25



UNIVERSITY of WEST FLORIDA
HISTORIC TRUST

UWF Historic Trust Report

The UWF Historic Trust Board met on Monday November 25, 2024.

Action Items – There were three action items on the agenda:

- 1. Treasurer’s Report** –The Treasurer report included the Income Statement and Balance Sheet for October 31, 2024. The UWFHT had a monthly expense over income of \$72,365.00. We are awaiting an \$86,000 reimbursement from the state which once received would have us tracking income over expense. Our events and special programs brought in significant income in October, and utilities and grants accounted for the highest expenses. **The Treasurer’s report was approved with unanimous support.**
- 2. Museum of History Boiler Replacement**– The Pensacola Museum of History’s boiler is at the end of its life span. Our HVAC provider recommends replacing it. The cost of replacement is \$86,775. Staff recommend covering the cost of the new boiler from our UWF Foundation Quasi-Endowment reserve fund. **A motion authorizing the Executive Director to initiate the transfer of the funds from our UWF Foundation Quasi-Endowment reserve fund to our UWF Foundation spending account (05877) to pay for the boiler replacement. approved with unanimous support.**
- 3. End of year collection donations**– Occasionally items are donated to the museum in December that the donor would like to take advantage of any tax credits the donor may be eligible for the year. In the past the board has allowed the Executive Director to approve these last-minute donations allowing the donor to include them in their tax filings **A motion was made to allow the Executive Director to sign the donation agreement and was unanimously approved.**

Informational Items:

1. Report by the Executive Director –

- The Executive Directed shared that our state small matching grant application done in partnership with the UWF Archaeological Institute and Dr. Judy Bense ranked 7th out of 60 grants. This grant provides funds to create a National Register of historic Places nomination for a Tristan DeLuna Archaeological District. \$45,825.
- The UWF Historic Trust was awarded an Impact 100 Grant for the Pensacola Children’s Museum new exhibit: *Our Town: A Space for All*.
- Both the UWF Historic Trust and the Pensacola Museum of Art received FooFoo Fest grants this year. The Historic Trust’s Blue Trees public art installation engaged numerous citizens and school groups as well as a lot of media coverage. The Pensacola Museum of Art’s Celebrating 70 series of events was also well attended and a catalog

of 70 works from the museum's permanent collection was released at a Gala celebration. Our Year-to-Date visitation 4% higher lower than last year.

- The Historic Trust won the **Safe Streets Award** at the CivicCon Awards this year for our work with East Zaragoza. The award ceremony is on Monday, December 2 from 6 - 7:30 p.m. at the SCI building.

2. Committee Reports:

- **PMA Report** – PMA Board Chairman Chris Heaney shared with the board details about The Pensacola Museum of Art's celebration of its 70th anniversary through a series of events designed to engage art lovers of all ages. An Art Themed Halloween Block Party on October 31st kicked off a week of free admission to the museum. This event was followed by a special curator's tour on the evening of November 7th. A ticketed fine art and dining experience on November 9th gave patrons an opportunity to support the museum's collection and leave a legacy for future generations.
- **PoP Mural Committee Report**- Committee Chair Katrina Mougey updated the board on the committee's November 15th meeting. Mrs. Mougey shared that the committee was considering locations for at least 4 new murals. Members of the committee will be contacting property owners to discuss the possibility of adding murals to their properties. She also shared the idea of having a monthly PoP Mural committee presence at the DIB's Saturday market.
- **Property and Collection's Committee Report** – Committee Chair Carter Quina reported on the committee's October 28th meeting. He updated the board on current and proposed exhibits at the Museum of History. He also shared highlights of a presentation that was given to the committee by TS Strickland about the Bluffline Trail project being proposed. This trail would connect Jackson Lake on the West side of Downtown to Ferry Pass. The trail would follow the waterfront of Pensacola and include signage telling the history of Pensacola along the way. Mr. Quina also shared the discussion by the committee about the potential donation of a historic house in the North Hill Neighborhood. More discussion with the donor is needed before the committee is able to make a recommendation.

The meeting adjourned and the next meeting of the UWF Historic Trust will be on January 27th, 2025.



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Unfinished Business

❖ Consent Agenda

Consent Agenda

Consent Agenda Items:

1. [ACA-1](#): Approve Academic Affairs Committee Charter Revisions
2. [ACA-2](#): Approve Tenure as a Condition of Employment
3. [AUD-1](#): PCard 1st Quarter Audit Report 2024-2025
4. [AUD-2](#): Internal Audit Report
5. [AUD-3](#): UWF Foundation Audited Financial Statements
6. [AUD-4](#): BEI, Inc. Audited Financial Statements
7. [STU-1](#): Student Affairs Committee Charter Revisions
8. [STU-2](#): Endorsement of the SUS Statement of Free Expression

Trustees may pull any individual item from the consent agenda for further review as needed. Each item was fully discussed during the committee meetings and all recommendations of the committees reflect the proposed action provided on the agenda.



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

New Business

❖ Action Items

❖ Information Items

**Board of Trustees
Full Board Meeting
December 5, 2024**Amendment to the President's 2024-25 Goals

Recommended Action:

Approve an amendment to the President's 2024-25 goals to add a goal for achievement of gender equity goals as described in BOG Regulation 2.003(4).

Background Information:

The President's 2024-25 goals were approved at the June 2024 BOT meeting. Pursuant to BOG 2.003(4), the Intercollegiate Athletics equity plan was required to be finalized by September 30. BOG Regulation 2.003(4)(d) requires that the BOT "annually evaluate the president on the extent which the gender equity goals have been achieved." The President's goals now need to be amended to include achievement of the gender equity goals described in the plan.

Implementation Plan:

The amended President's Goals for 2024-25 will replace the previously approved goals.

Fiscal Implications:

None

Relevant Authority:

BOG Regulation 2.003

Supports Strategic Direction(s):

Strategic Direction 7: Culture of Inclusion and Civility

Supporting Documents:

1. BOG Regulation 2.003
2. Revised 2024-2027 President's Goals

Prepared by:

Susan A. Woolf, General Counsel, Office of the General Counsel, 850-474-3420, swoolf@uwf.edu

Brittany Sherwood, Chief Communications Officer, Office of Institutional Communications, 850-474-3096, bsherwood@uwf.edu

Presenter:

Susan A. Woolf, General Counsel

2.003 Equal Access and Opportunity.

(1) Discrimination on the basis of race, color, national origin, sex, pregnancy, religion, age, disability, marital status, veteran status, or any other basis protected by applicable state and federal law against a covered individual at any university is prohibited. Covered individuals include prospective and enrolled students, prospective and current employees, and visitors. No person shall, on the basis of race, color, national origin, sex, pregnancy, religion, age, disability, marital status, veteran status, or any other basis protected by law, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any university program or activity, or in any employment condition or practice, conducted by the university.

(2) Equal Access and Opportunity for Students. Each university shall promote and ensure equal access and opportunity in accordance with this regulation. Each university shall:

- (a) Make available classes, programs, facilities, and services without regard to the protected status of an individual; however, this is not intended to eliminate the provision of classes or programs designed to meet the needs of students with disabilities or programs tailored to students with specialized talents or skills.
- (b) Establish policies, procedures, and reporting mechanisms that prohibit and address unlawful discrimination, including harassment, of students, and visitors to the university.

(3) Equal Access and Opportunity in Employment. Each university shall:

- (a) Offer equal opportunity and access in employment to all qualified individuals without regard to the protected status of the individual.
- (b) Establish policies, procedures, and reporting mechanisms that prohibit and address unlawful discrimination, including but not limited to harassment, of employees.
- (c) Establish a designated office or person responsible for the development and implementation of the equal employment opportunity program at each university. Such person or office, or president's designee, shall receive, investigate, and address complaints related to unlawful discrimination, including harassment, and recommend necessary action to the president or other decision-making designee.

(4) Equal Access and Opportunity in Intercollegiate Athletics.

- (a) Each university with an intercollegiate athletics program shall comply with all applicable requirements of their respective athletic conference or association, applicable state and federal law and regulations, including the provisions of Title IX, in providing equal opportunity and access to students who participate in intercollegiate athletics, as well as in intramural, club, or recreational athletics.

- (b) By September 30 of each year, each university shall develop an equity plan pursuant to 1000.05(3)(d)1., Florida Statutes, that addresses the following:
 - 1. Sex equity in sports offerings, participation, availability of facilities, scholarship offerings, and funds allocated for administration, recruitment, comparable coaching, publicity and promotion, and other support costs; and
 - 2. The proper level of support for women's athletic scholarships, in compliance with state and federal regulations, including Title IX.
- (c) The Chancellor of the State University System shall annually assess the progress of each state university's plan and by December 1 of each year advise the Board of Governors and the Legislature regarding compliance.
- (d) Each board of trustees shall annually evaluate the presidents on the extent to which the gender equity goals have been achieved.

(5) Each university shall develop and submit to the Board office, a budget plan to support attainment of the university's goals as outlined in its plan referenced in subsection (4), in accordance with state and federal law.

Authority: Section 7(d), Art. IX, Fla. Const. 1006.71, 1000.05, 760.01, 760.10, 110.112, Florida Statutes; History: New 11-4-10; Amended 11-5-20; 11-09-2023.

2024-27 THREE YEAR PRESIDENTIAL GOALS

= Previously Approved Goal = New Proposed Goal

UWF Strategic Direction: Student Centered and Focused

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Add 5 full scholarships	X	X	X	Recruit high-achieving students Visibility
Achieve 100% housing utilization of total available beds	X	X	X	Student retention Increase graduation rate Strengthen campus life
Sustain and expand the pipeline for STEM talent to fill critical jobs needs in the region and state	X			Increased degree productivity and program efficiency Increased community and business workforce Improved scores on PBF metrics 1,2,6,8
Enhance parent engagement for student success	X	X		Student retention Increase graduation rate Strengthen campus life
Align Academic Engagement Programs to Enhance Student Retention and Success	X	X	X	Student retention Increase graduation rate Strengthen campus life
Maintain or increase total PBF metric score	X	X	X	
Implement Strategic Enrollment Plan 2023-2028	X	X	X	Improve student enrollment and retention
Provide access to high-impacts practices for students	X	X	X	Improve student learning and retention Prepare students for life beyond the classroom Improve metrics 1 and 10a
Build Student Resilience	X	X	X	Promote health and wellbeing Develop wellness dashboard; improve retention Improve metrics 4 and 5

UWF Strategic Direction: Employee Success

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Develop and implement plan for employee retention	X			Improved overall performance Stable retention numbers
Offer pedagogy workshops for faculty geared toward improving student success	X	X	X	Increased retention/graduation rate Employee success Enhanced faculty engagement

UWF Strategic Direction: Exceptional Academic Programming and Scholarship Aligned with State Needs

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Create new strategic plan for UWF Emerald Coast campus	X			Increase enrollment Strengthen presence in FWB
Launch strategic plan for UWF Emerald Coast		X		Strengthen presence in FWB
Launch Civil Engineering degree program (contingent on recurring funding)		X		Increase enrollment
Establish a UWF Center for Land Development (contingent on recurring funding)	X	X		Increase enrollment Visibility Strengthen community partnerships
Develop talent pipeline programming with major employers	X	X		Hire pipeline coordinator Strengthen employer partnerships Develop new employment pathways Improve Metric 1
Host Board of Governors meeting	X			Visibility for UWF
Establish Water Quality Research Center (pending Governor's approval)	X			Increased funded research Increased service to region
Develop strategic plan for research and scholarly activity	X			Increased funded research
Develop proposal for Ph.D. in Health & Human Performance Analytics	X			Fill critical healthcare needs Align with state workforce needs
Enhance academic programming through Data and AI certificates	X	X	X	

UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Strengthen donor support Strengthen alumni engagement	X	X	X	Strengthen donor support Strengthen alumni engagement
Continue Public Phase of Capital Campaign	X	X		Increase financial support
Complete Capital Campaign			X	Increase financial support
Strengthen Florida Alumni Network	X	X	X	Strengthen alumni connections throughout the state to create a groundswell of support in financial and legislative avenues
Strengthen Campus and Community Partnership Engagement	X	X	X	Strengthen mutually beneficial community partnership Highlight successful partnerships Recognize community leadership Assess community engagement
Feasibility study lab school (pending Governor's approval)	X			Strengthen community educational outcomes Align with state workforce needs

UWF Strategic Direction: Infrastructure

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
[Phase 1] Landscape Master Plan	X			Visibility Efficiency
Implement Campus Master Plan	X	X	X	Visibility Efficiency
Build Gooden Center Addition	X			Expanded opportunities for students and student-athletes
Improve roads, parking lots and related infrastructure	X	X		Visibility Efficiency Stewardship of Assets
Continue planning for on-campus athletic stadium	X			Strengthen campus life

Infrastructure Continued

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Demolish off-line residence halls	X	X		Create room for expansion
Complete Satellite utility plant		X		Create room for expansion
Develop Plan for ERCCD Expansion (Pending funding)	X	X		Employee/student retention
Complete ERCCD Expansion			X	Employee/student retention
Break ground football stadium			X	Enhance campus life Increase opportunities for public/private partnerships
Develop Plan for new residence hall	X			Increase enrollment Increase retention
Break ground new residence hall			X	Increase enrollment Increase retention

UWF Strategic Direction: Operational Excellence

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Increase automation for operational efficiency	X			Reduced costs
Streamline process for curriculum changes	X			Improve alignment with workforce Strengthen Metric 1 score

UWF Strategic Direction: Culture of Inclusion and Civility

Presidential Goal	FY 24-25	FY 25-26	FY 26-27	Anticipated Outcomes
Foster a climate of civil discourse according to the principles set forth in the State University System Free Expression Statement and the Board of Governor’s Civil Discourse Final Report	X	X	X	Improved overall performance Develop campus-wide civil discourse workgroup Hire civil discourse coordinator Offer programming and training
Foster an inclusive and equitable environment in Intercollegiate Athletics	X	X	X	Improve student-athlete access

**Board of Trustees
Full Board Meeting
December 5, 2024****Performance Ratings on Employees Who Annually Make \$200,000 or More**

Recommended Action:

Informational

Background Information:

In 2023, Florida Statute 1001.741 was passed to reflect the following: Each state university president shall annually present to the state university board of trustees the results of performance evaluations and associate annual salaries for all evaluated academic and administrative personnel earning an annual salary of \$200,000 or more, regardless of funding source for such salaries.

Implementation Plan:

Completed

Fiscal Implications:

None

Relevant Authority:

Florida Statute 1001.741

Supports Strategic Direction(s):

Strategic Direction 6: Operational Excellence

Supporting Documents:

1. Dr. Saunders' Letter to the Board of Trustees
2. Florida Statute 1001.741

Prepared by:

Jamie C Sprague, Associate Vice President, Human Resources, jsprague@uwf.edu

Presenter:

Jamie C Sprague, Associate Vice President



November 8, 2024

University of West Florida
Board of Trustees
11000 University Parkway
Pensacola, FL 32514

University of West Florida Board of Trustees:

Florida Statute 1001.741 states that “Each state university president shall annually present to the state university board of trustees the results of performance evaluations and associate annual salaries for all evaluated academic and administrative personnel earning an annual salary of \$200,000 or more, regardless of funding source for such salaries.”

The following is the University of West Florida’s (UWF) report for the 23-24 annual performance evaluations:

Total number of employees who annually make over \$200,000

- 24 Executive Service, Faculty, and University Work Force
 - 7 Executive Service
 - 3 – Faculty 9/10 month
 - 11- Faculty 12 month
 - 3- University Work Force

Salary Ranges per employee type

- Executive Service - \$220,485 to \$520,653
- Faculty 9/10 month - \$200,040 to \$233,739
- Faculty 12 month - \$200,180 to \$256,095
- University Work Force - \$224,394 to 200,614

23-24 Annual Performance Evaluation Ratings

- Executive Service
 - 7 Superior
- Faculty 9/10 month
 - 3 Exceed Expectations
- Faculty 12 month
 - 6 Exceeds Expectations

- 5 Superior
- University Work Force
 - 3 Superior

Delegation was given to the Associate Vice President of Human Resources to oversee the day-to-day review and approval of personnel action forms and supporting documentation for all salaries, salary increases, and the 23-24 annual performance evaluation ratings.

Florida Statute 1001.741 states that a summary of this information can be presented to the state university board of trustees. Through this letter, I certify that the above information is in accordance with Florida Statute 1001.741 and is accurate for the 23-24 annual performance evaluations.

Sincerely yours,

A handwritten signature in cursive script that reads "Martha Saunders". The signature is written in black ink and is positioned above the typed name.

Martha Saunders, Ph.D.
President

Select Year:

The 2024 Florida Statutes

[Title XLVIII](#)[Chapter 1001](#)[View Entire Chapter](#)

EARLY LEARNING-20 EDUCATION CODE EARLY LEARNING-20 GOVERNANCE

1001.741 State university personnel; recruitment of faculty; performance assessment and reporting; employment practices; requiring certain oaths or statements prohibited; grievances.—

(1) Except as delegated pursuant to paragraph (a), each state university president has the final authority for hiring the provost, the deans, and all full-time faculty for the university, and has an ongoing duty to assess the performance, productivity, and employment practices of the university's provost and deans. The president of the university is encouraged to engage in faculty recruiting as appropriate, and shall provide a regular report and recommendations on employment practices to the board at least twice annually.

(a) The president may delegate hiring authority to individuals on the university's executive management team within the president's office, to the provost, or to individual deans; however, the president or the person delegated such hiring authority is not bound by the recommendations or opinions of faculty or other individuals.

(b) A state university may not require any statement, pledge, or oath other than to uphold general and federal law, the United States Constitution, and the State Constitution as a part of any admissions, hiring, employment, promotion, tenure, disciplinary, or evaluation process.

(2) Notwithstanding s. [447.401](#) or any other law related to faculty grievance procedures, personnel actions or decisions regarding faculty, including in the areas of evaluations, promotions, tenure, discipline, or termination, may not be appealed beyond the level of a university president or designee. Such actions or decisions must have as their terminal step a final agency disposition, which must be issued in writing to the faculty member, and are not subject to arbitration. The filing of a grievance does not toll the action or decision of the university, including the termination of pay and benefits of a suspended or terminated faculty member.

(3) Each state university board of trustees must have procedures for the review of the president's selection and reappointment of each member of the university's executive management team, and his or her respective contract and annual salary, before such contracts and salaries become effective, in accordance with the personnel program established by the Board of Governors.

(4) Each state university president shall annually present to the state university board of trustees the results of performance evaluations and associated annual salaries for all evaluated academic and administrative personnel earning an annual salary of \$200,000 or more, regardless of the funding source for such salaries. The results may be presented in a summary or written format.

History.—s. 3, ch. 2023-82.

**Board of Trustees
Full Board Meeting
December 5, 2024****Overview of the Haas Center for Business Research and Economic Development**

Recommended Action:

Informational

Background Information:

The UWF Haas Center remains one of Northwest Florida's leading sources for data-driven solutions outlining industrial innovation and workforce development. We serve industry, government, non-profits, and academia seeking impactful findings. Our market research covers a variety of topics, including economic impact studies, consumer and visitor profiles, as well as research on talent gaps.

Our researchers collaborate to bring objective and reliable information to all customers. The Haas Center has a wide range of specializations, including industrial innovation in the form of prototyping and 3D printing, economic impact modeling, and data collection.

The Haas Center's economic impact studies have reached clients across the state and Southeastern United States. Intricate forecasting models in REMI and Implan are both services that the Haas Center provides to its clients. As the organization recognizes that each research question requires an individually tailored solution, the unique approach that our research team takes is sure to provide the most current and thoughtful analysis to fit the client's needs.

Implementation Plan:

N/A

Fiscal Implications:

N/A

Relevant Authority:

N/A

Supports Strategic Direction(s):Strategic Direction 4: Community and Economic Engagement

Supporting Documents:

1. Haas Center Presentation

Prepared by:Nicole Gislason, Executive Director, Haas Center, nicole@uwf.edu**Presenter:**

Nicole Gislason, Executive Director



UNIVERSITY *of* WEST FLORIDA



Measure Economic Success

Impact 100

Leonardo Helicopters

Navy Federal

Economic Development Administration: University Center

University of Central Florida & Veterans Entrepreneurship Initiative (VEI)

Santa Rosa Island Research

Chevron

Collect, Analyze & Disseminate Data

City of Pensacola

Community Health

Festivals

Indian River County

Walton County

Waterfront Mission

Education K-20

Achieve Dashboard

Pensacola Chamber

Economic Developers

Florida Chamber

Policy Leaders

Media Requests

Regional Transportation & Planning (TPO)

Innovate

Portable Security Scanner

Prototypes for Automated Recycling

Solar Charging Station

Oceana Turbine (ONR)

Alternator Redesign

Measure Economic Success



NAVY FEDERAL'S ECONOMIC IMPACT

2022-2026

An economic analysis of Navy Federal's three primary campus locations and their estimated impact on stimulating growth, job creation, and new businesses in their communities over a five-year period.



WASHINGTON, D.C. METRO AREA
A top-10 employer for Fairfax County, VA

PENSACOLA, FL
Area's largest employer

WINCHESTER, VA
Area's third largest employer & second largest private employer



Contributions to the regions' GRP

\$80 BILLION
TOTAL OUTPUT



DIRECT
Impacts from direct expenses and expenditures



\$15.2B **INDIRECT**
Impacts from business-to-business purchases



INDUCED
Impacts from employee spend within the regions



\$9B
TOTAL TAX REVENUE

\$1.4B STATE & LOCAL



Each job at Navy Federal's primary campuses seeds another two in the region

57,000
JOBS CREATED

TOP INDUSTRIES IMPACTED BY NAVY FEDERAL GROWTH



Financial Institutions & Authorities

NAVY FEDERAL CREDIT UNION.



Other Federal Gov't Enterprises



Mgmt of Companies & Enterprises



Mgmt Consulting Services



Computer-related Services

*Does not include incentive data

Measure Economic Success



PANAMA CITY TERMINAL 2024 ECONOMIC IMPACT REPORT



\$47.1 MILLION

contributed annually to the local economy through direct, indirect and induced impacts

✓ **\$25.5 MILLION
DIRECT IMPACT**

includes annual salaries & benefits,
infrastructure investments

✓ **\$14.7 MILLION
INDIRECT IMPACT**

includes annual business-to-
business purchases

✓ **\$6.9 MILLION
INDUCED IMPACT**

includes annual consumer
spending on goods & services



166 DIRECT JOBS

providing

\$9.3M

in annual earnings with an
average salary of **\$56K**

THE TERMINAL SUPPORTS OUR LOCAL ECONOMY

\$3.9M

TOTAL ANNUAL TAX CONTRIBUTIONS

\$2.5M

for military funding and social security

\$760.2K

for teachers and education

\$690.7K

for roads & bridges and other infrastructure

THE TERMINAL IS VITAL TO ENERGY SECURITY IN THE REGION

In the event of a hurricane or other natural disaster, the terminal is critical to ensuring the uninterrupted flow of fuel supply to emergency response teams, airports, fuel stations and consumers across the Panhandle region and throughout Florida.

If a disaster were to occur in the area, without the terminal, fuel costs may increase more than

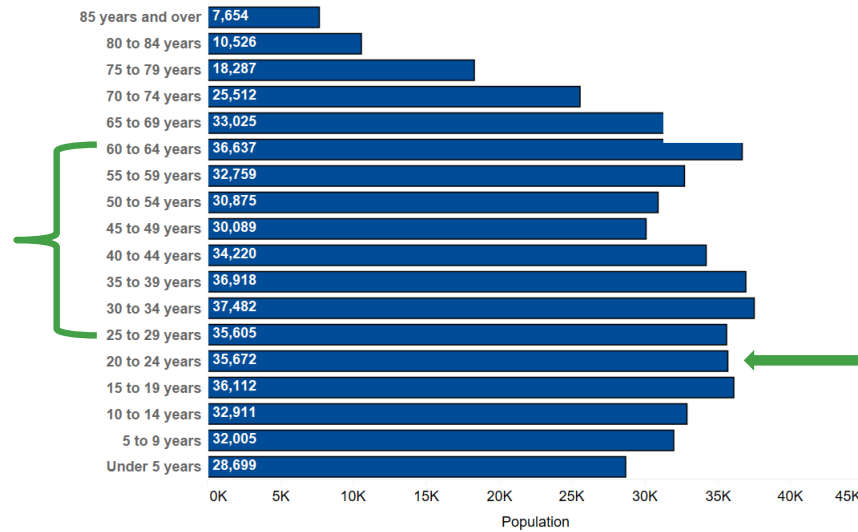
7 cents per gallon



Track Demographic + Workforce Data



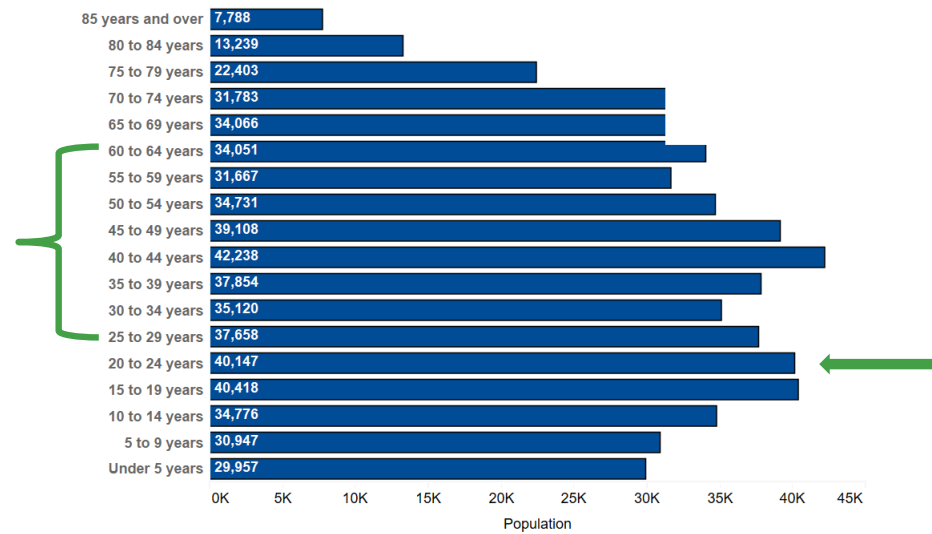
Population of Pensacola MSA 2024



Total Population: **534,987**



Population of Pensacola MSA 2032



Total Population: **577,950**

Collect + Analyze Data



What is your **employment status**?

2024



- I work full-time. (46%)
- I work part-time. (9%)
- I am a full-time student. (2%)
- I am a part-time student. (1%)
- I am not currently employed or in school. (9%)
- I am retired. (33%)

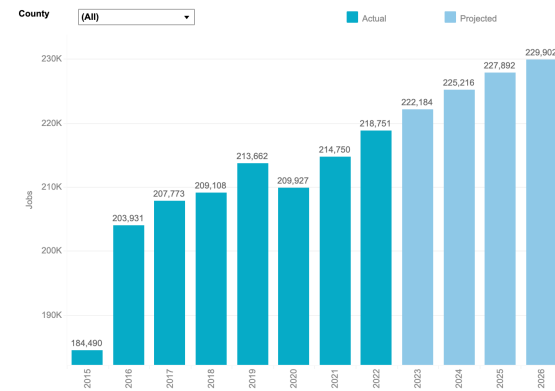
Job Growth

- + Overview
- + Business Characteristics
- + Employment
 - Job Growth
 - Labor Force Participation
 - Net Migration
 - Unemployment
- + Housing Statistics
- + Income Measures
- + Top Industries
- + Top Occupations

Pensacola MSA State Comparison Comparable Metros

Job Growth ?

Pensacola Metro Area (Escambia and Santa Rosa Counties)



County: (All)

Job growth represents the total number of people employed by year.

Sources: "Databases, tables & calculators by subject," U.S. Bureau of Labor Statistics, Datasheet retrieved from <https://www.bls.gov/>. Emsi Burning Glass - economicmodeling.com. Data visualization provided by the UWF Haas Center.



Disseminate Data



Share this page: [Twitter](#) [Facebook](#) [Email](#)

Sustaining Sponsors

Board of Trustees
Full Board Meeting
December 5, 2024University of West Florida Police Department Update

Recommended Action:
Information Item**Background Information:**

This update will provide the Board with an overview of recent activities, police programs, and accreditation with the Commission for Florida Law Enforcement.

Implementation Plan:

Provide an overview of the current project status and highlighting key milestones achieved.

Fiscal Implications:

None

Relevant Authority:

University Policy AC-30.02-09/23

Supports Strategic Direction(s):

- Strategic Direction 3: Exceptional Academic Programming and Scholarship Aligned with State Needs
 - Strategic Direction 6: Operational Excellence
-

Supporting Documents:

1. University Policy AC-30.02-09/23

Prepared by:

Tiffany Nisewonger, Executive Assistant, Finance & Administration Vice President's Office,
tnisewonger@uwf.edu, 850-474-2209

Presenter:

Marc Cossich, Chief of Police, University Police



UNIVERSITY POLICY AC-30.02-09/23

TO: The University of West Florida Community
FROM: Dr. Martha D. Saunders, President
SUBJECT: Representation of Accreditation Status in Print and Electronic Media
RESPONSIBLE OFFICE: Office of the Provost

I. Purpose:

Accreditation in the United States plays a significant role in fostering public confidence in higher education, maintaining standards, enhancing institutional effectiveness, and improving higher education by establishing a common set of requirements with which accredited entities must comply. Any institution of higher education or academic program or unit within the institution, seeking or holding accreditation from one or more accrediting bodies recognized by the U.S. Department of Education, must describe its accreditation status accurately and reference the accreditor in accordance with federal policy and the standards of the accrediting body.

II. Policy:

UWF’s institutional-level accreditation status must be accurately stated and must reference the accrediting body in accordance with 34 CFR §602.28 and the principles and requirements of the accrediting body. UWF’s accreditation statement is published on the Institutional Accreditation page of the Department of Institutional Effectiveness under the Office of the Provost. The Office of Institutional Communications provides guidance to colleges and divisions of UWF as to standards for referencing the University’s accreditation status. All units, programs, departments, colleges, divisions, and any individual acting on behalf of the University should adhere to the University guidelines for publishing information regarding the accreditation status of the University or one of its disciplines, colleges, or academic programs regardless of print or electronic media format. The accreditation status of any of UWF’s disciplines, colleges, or academic programs must be accurately stated and must reference the accrediting body in accordance with 34 CFR §602.28 and any standards or guidelines provided by the relevant accrediting body.

No statement may be made regarding any possible future accreditation status.

Approved by: DocuSigned by: Martha Saunders
D54A387C376848D...
Dr. Martha D. Saunders **Date:** 09/18/2023

Authority: BOG Reg. 1.001, University Board of Trustees Powers and Duties

Cross Ref.: None

History: Adopted August 2014; revised September 2023

Last Review: September 2023

**Board of Trustees
Full Board Meeting
December 5, 2024**

Review the Proposed UWF BOT Meeting Dates 2025-2026

Recommended Action:

Informational

Background Information:

The UWF Board of Trustees (BOT) is scheduled to meet four (4) times annually during the fiscal year 2025-2026. BOT committee meetings are scheduled prior to full Board meetings. The Board of Governors meeting dates were considered when selecting the dates below. BOT conference calls, special meetings, and emergency meetings will be scheduled as needed.

Trustees are asked to check the proposed dates against their calendars and advise BOT staff of any conflicts. Trustees will be asked to approve the final 2025-2026 BOT meeting dates at the March 20, 2025, BOT meeting.

Meeting locations are indicated below, however, at any time the Board Chair decides a virtual meeting format, or a different location would best serve all involved, those changes will be announced and publicly noticed on the UWF BOT Website @ uwf.edu/trustees at least (7) days prior to a scheduled meeting.

August 15, 2025	UWF BOT Committee Meetings via Zoom
<i>September 10-11, 2025</i>	<i>BOG Meeting @ FGCU</i>
September 18, 2025	UWF Board of Trustees Meeting @ UWF Conference Center
<i>October 9, 2025</i>	<i>BOG Workshop @ UCF</i>
<i>November 5-6, 2025</i>	<i>Trustee Summit & BOG Meeting @ UF</i>
November 13, 2025	UWF BOT Committee Meetings via Zoom
December 11, 2025	UWF Board of Trustees Meeting @ UWF Conference Center
<i>January 28-29, 2026</i>	<i>BOG Meeting @ FSU</i>
February 19, 2026	UWF BOT Committee Meetings via Zoom
<i>February 23, 2026</i>	<i>BOG Conference Call</i>
March 19, 2026	UWF Board of Trustees Meeting @ Emerald Coast Campus

March 25-26, 2026

BOG Meeting @ UWF

May 14, 2026

BOG Conference Call

May 21, 2026

UWF BOT Committee Meetings via Zoom

June 18, 2026

UWF Board of Trustees Meeting @ UWF Conference Center

June 24-25, 2026

BOG Meeting @ USF

Implementation Plan:

N/A

Fiscal Implications:

N/A

Relevant Authority:

N/A

Supporting Documents:

N/A

Prepared by:

Anna Lochas, Board of Trustees Liaison, Office of the President, alochas@uwf.edu

Presenter:

Suzanne Lewis, Chair, UWF Board of Trustees

2025 – 2026 Meetings and Events

August 14, 2025 Committee Meetings @ 9:00 a.m. via Zoom

September 18, 2025 Full Board Meeting @ 9:00 a.m. at the Conference Center

November 13, 2025 Committee Meetings @ 9:00 a.m. via Zoom

December 11, 2025 Full Board Meeting @ 9:00 a.m. at the Conference Center

February 19, 2026 Committee Meetings @ 9:00 a.m. via Zoom

March 19, 2026 Full Board Meeting @ 9:00 a.m. at the Emerald Coast Campus

May 21, 2026 Committee Meetings @ 9:00 a.m. via Zoom

June 18, 2026 Full Board Meeting @ 9:00 a.m. at the Conference Center

UWF Events: Save the Date

New Student Convocation
State of the University
UWF Holidayfest
Fall Commencement
Honors Convocation
Founders Week
Spring Commencement

Board of Governors Meetings

September 10-11, 2025 @ FGCU
November 5-6, 2025 @ UF
January 28-29, 2026 @ FSU
February 23, 2026 Zoom
March 25-26, 2026 @ UWF
May 14, 2026 Zoom
June 24-25, 2026 @ USF

Board of Governors Trustee Summit

November 5, 2025, at the University of Florida



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Announcements



Board of Trustees
UNIVERSITY *of* WEST FLORIDA

Adjournment