



Board of Trustees
UNIVERSITY OF WEST FLORIDA

Presidential Performance Evaluation & Metrics Committee Meeting

**Tuesday, July 21, 2026
1:00 p.m. CST**



Board of Trustees
UNIVERSITY OF WEST FLORIDA

Presidential Performance Evaluation & Metrics Committee Meeting
Tuesday, July 21, 2026
Zoom
1:00 p.m. CST

Agenda

- I. Call to Order**
- II. Roll Call**
- III. Greeting**
- IV. Public Comment**
- V. New Business**
 - A. President's 2025-2026 Evaluation
 - 1. Review of President's Self Evaluation
 - 2. Discuss Additional Criteria
 - 3. Discuss Evaluation Instrument
 - B. President's 2026-2027 Goals
 - 1. Review of Goals Submitted
 - 2. Discuss Additional Goals
- VI. Good of the Order**
- VII. Adjournment**



Board of Trustees
UNIVERSITY OF WEST FLORIDA

President's Goal Reports

Goal 1 - Capital Campaign



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Oversee the achievement of expanding and meeting the goal of the “Here For Good” campaign to \$100 million.

The University of West Florida continues to make strong progress toward achieving and surpassing the expanded \$100 million goal of the “Here for Good” capital campaign, the most ambitious comprehensive fundraising effort in institutional history. Originally launched with a \$90 million target, the campaign goal was increased to \$100 million following significant philanthropic momentum and sustained donor engagement.

Campaign performance remains strong, with more than 10,000 donors contributing to date and continued growth across major giving, annual fund participation and corporate partnerships. In November 2025, the University surpassed \$95 million in total funds raised, prompting the official expansion of the campaign goal. UWF is now on track to meet, and potentially exceed, the \$100 million milestone by the campaign’s conclusion on June 30, 2026.

For the current fiscal year, UWF is projected to raise more than \$8 million in total philanthropic support, including more than \$1.8 million in annual fund gifts (cash, pledges, and planned gifts under \$10,000) and more than \$6.5 million in major gifts (cash, pledges, and planned gifts of \$10,000 or more).

Additional indicators of engagement underscore this momentum, including participation from more than 550 faculty and staff donors, over 450 Nautilus-level donors contributing \$1,000 or more, and the successful securing of more than 60 new major gifts during the fiscal year.

Alumni engagement continues to grow, with a current participation rate of 4% and clear opportunities for growth. These results reflect strong philanthropic momentum and continued investment in the University’s mission and future, further strengthened by the leadership of President Diaz as UWF’s seventh president.

As the campaign enters its final phase, efforts are focused on securing leadership-level gifts and maintaining engagement to ensure a successful conclusion.

Goal 2 - Brand Refresh



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Oversee and implement a comprehensive University brand audit and refresh.

To strengthen its position in an increasingly competitive higher education landscape, the University of West Florida has completed a comprehensive brand audit and is now advancing into the implementation phase of a full brand refresh. This effort is designed to ensure the University's brand accurately reflects its mission, continued growth, and strategic direction, while improving clarity, consistency, and differentiation in the marketplace.

The recently completed audit included a thorough evaluation of institutional messaging, visual identity, and stakeholder perceptions, providing a strong foundation for the work ahead. Building on these insights, the University is now preparing for the rollout of a refreshed brand identity and logo, timed to align with the upcoming academic year.

At the core of this initiative is a focus on strengthening and refining the University's messaging and visual identity to better align with institutional priorities, including student success, workforce impact, research, and community engagement. By creating a more cohesive and compelling brand, UWF aims to enhance its effectiveness in student recruitment, fundraising, and broader community engagement.

Implementation efforts are already underway. The University has refined its institutional narrative to ensure consistency in messaging across all audiences and platforms. Updated visual identity elements, including a new logo and brand standards, are being finalized for deployment across digital, print, and campus environments. Equally important is internal alignment; comprehensive brand guidelines, tools, and training will be provided to ensure consistent adoption across all divisions and departments.

The rollout will occur in phases. Following the completion of the audit in 2025, the University is using the Spring of 2026 to finalize brand assets and prepare for launch. The official unveiling of the refreshed brand will coincide with the new fiscal year, launching July 1, 2026, supported by a coordinated marketing and communications strategy. Beyond launch, ongoing efforts will focus on campus-wide adoption and sustained brand governance to ensure long-term consistency and impact.

Through this initiative, the University of West Florida is positioning itself to achieve a stronger, more unified institutional identity. The refreshed brand is expected to improve the effectiveness of enrollment marketing, increase donor engagement and philanthropic alignment, and elevate the consistency and quality of University communications. Ultimately, this work will enhance UWF's visibility and reputation at both the regional and national levels.

Goal 3 - Talent Catalyst



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Double the number of Talent Catalyst internship partners from 7 to 14.

The UWF Talent Catalyst program is a structured internship program that connects University of West Florida undergraduate students with Northwest Florida employers. Administered by the UWF Office of Workforce Development, the program integrates paid workforce experience/internships, professional development training, and employer mentorship to prepare students for successful careers.

Talent Catalyst has been designated by UWF as two High Impact Practices (HIPs) – Internships/Work Experience and a Living Learning Community – and all participating students receive transcript recognition.

Three Core Components:

1. Paid Internships/Workforce Experience

Students work in paid, part-time internships with regional employers (with pay ranges from \$16 to \$27 per hour), predominantly spanning multiple semesters (Fall, Spring, and Summer). Many students begin as juniors and gain two years of experience with the same employer before graduation, building skills and often transitioning into full-time roles with the company.

2. UWF Talent Catalyst Professional Development Course

All participating students take a free hybrid professional development course taught by Dr. Sherry Hartnett (1–2 hours per week) focused on communication, teamwork, professionalism, time management, problem-solving, and critical thinking. The course combines flexible online learning with monthly in-person sessions featuring guest speakers and practical training. The Canvas course is built with multiple levels of learning, so in their first semester they take Level 1, second semester Level 2, and so on.

3. Mentorship

Each student is paired with a mentor from their employer organization who provides guidance on workplace expectations, career development, and professional networking.

Talent Catalyst currently includes 21 employer partners with signed MOUs. In less than two years, more than 56 students will have participated – most for over a year – by the end of this academic year.

The program creates a strong talent pipeline for regional employers while ensuring UWF students graduate with meaningful internships/work experience, professional skills, and industry connections.



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Talent Catalyst Business Partners:

1. GE Vernova
2. Landrum
3. LifeView Group / GCE
4. BlueWind Technology
5. University of West Florida
6. American Magic
7. LocaliQ
8. Jupiter Bach
9. Engineered Cooling Services
10. Leonardo DRS
11. Birdon
12. American Heritage Financial
13. On-Point Defense Technology
14. Tocaro Blue
15. Guided Particle Systems
16. PenAir Credit Union
17. RescAlert
18. Viewpoint Systems
19. Catalyst (Healthcare Real Estate)
20. Levin, Papantonio, Proctor,
Buchanan, O'Brien, Barr, & Mougey
P.A.
21. St. Engineering North America

Goal 4 - Stadium Groundbreaking



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Oversee and implement the groundbreaking and construction of the new football stadium to include general event space for the University.

On Feb. 11, 2026, UWF officially broke ground on the Darrell Gooden Stadium, a multi-use football and events facility that represents UWF's growth and a significant investment in the community.

Construction on the Darrell Gooden Stadium is underway and will continue while the Argos compete during the 2026 season. As part of the phased development, a new state-of-the-art LED video board – measuring 85 feet wide by 30 feet tall – will be installed in the end zone opposite the Darrell Gooden Center and will be in place for the 2026 season.

The first kickoff at Darrell Gooden Stadium is planned for Fall of 2027.

Goal 5 - Student Area Enhancement



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Improve campus appearance and enhance student areas to include a new student union patio and refurbished Cannon Green.

The University of West Florida has made significant progress in enhancing campus appearance and elevating student-centered spaces through the completion of key improvements to the Cannon Green and a new Commons Patio. These efforts are part of a broader commitment to creating a more vibrant and engaging campus environment that supports student life.

The new Commons Patio was completed in January 2026 and officially introduced to campus with a “Party on the Patio” event in February 2026. Designed to encourage connection and engagement, the patio provides a central outdoor area for informal gatherings, eating space, and daily student use.

The University also completed a large-scale landscape enhancement project, transforming and expanding the Cannon Green in March 2026. The revitalized space significantly increases the usable green area, creating a more open and flexible environment for student activities and campus events. As part of this project, the University introduced “Greek Way,” a dedicated walkway recognizing Fraternity and Sorority Life. This walkway features custom benches for each FSL organization, many of which are now being personalized by the Chapters, fostering a sense of ownership, pride, and community among students.

Goal 6 - Housing / Retail Expansion Opportunities



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Explore and propose P3 opportunities for the University to expand housing and new retail entertainment facilities.

The University of West Florida is actively exploring and advancing public-private partnership opportunities to expand on-campus housing and introduce new retail, entertainment and student-centered facilities. This effort reflects a strategic commitment to enhancing the campus experience, supporting enrollment growth and meeting evolving student expectations, while leveraging innovative funding and development models.

To support this initiative, UWF has released an ITN to solicit proposals and ideas from potential partners. Responses are expected in the coming quarter and will provide a range of concepts for consideration, including development along Argo Boulevard; expanded student housing, retail, and dining options; entertainment venues; and new student activity spaces. These concepts will be carefully evaluated and prioritized based on demonstrated student needs, institutional fit, and funding feasibility.

Student Housing

Significant progress has already been made in advancing housing expansion efforts. A comprehensive housing demand and feasibility study, completed in Summer 2024 in partnership with Brailsford & Dunlavey, confirmed sustained demand for additional housing and identified viable pathways for expansion. Building on this foundation, Housing and Residence Life has been actively engaged in design and construction planning, including schematic design reviews with housing architects throughout 2025.

HRL has developed and continues to refine standardized inventories for building materials, furnishings, and fixtures to ensure consistency, cost efficiency, and long-term maintenance sustainability across facilities. The team has also prioritized continuous improvement by evaluating emerging solutions and operational efficiencies, while benchmarking against peer institutions across the State University System to inform competitive positioning, design standards, and partnership models.

Retail, Entertainment, and Mixed-Use Development (Argo Boulevard) and New Student Union:

The University has made meaningful strides in conceptualizing retail, entertainment, and mixed-use development opportunities, particularly along Argo Boulevard, as well as planning for a potential new student union. These efforts have been heavily informed by student input. Engagement with Fraternity and Sorority Life leadership has helped assess interest in Greek housing and associated mixed-use developments, while structured feedback sessions through the Vice President's Student Advisory Council have provided valuable insight into student preferences.



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Student-driven concepts for Argo Boulevard emphasize a vibrant, experiential environment that blends dining, retail and entertainment. Ideas include various dining options accommodating a range of tastes and dietary needs, destination-style retail, and amenities such as live music, outdoor gathering spaces, and late-night programming. Students have expressed a desire for an atmosphere that is both energetic and inviting, drawing inspiration from destinations like Disney Springs and walkable urban districts.

Similarly, concepts for a new student union reflect a strong desire for multifunctional, student-centered space. Proposed features include a mix of amenities such as food service, coffee shops, and recreation options, alongside expanded commuter resources, event and meeting spaces, and dedicated areas for student organizations. Design preferences emphasize openness, natural light, flexibility, and a modern, engaging aesthetic, informed by peer institutions and comparable campus environments.

Next Steps:

Looking ahead, the University has identified several key next steps for 2026. Efforts will include exploring potential partnerships for Greek housing, engaging interested alumni to assess feasibility, funding models, and potential P3 structures. Additionally, \$100,000 in FY27 CITF funding will support the conceptual design of a new student union, with renderings and materials used to build student enthusiasm, gather feedback, and align stakeholders. The University will also evaluate funding mechanisms, including potential adjustments to student fees, to support future development, while considering opportunities to repurpose existing campus spaces such as the University Commons.

Through these coordinated efforts, UWF is positioning itself to deliver a more dynamic, engaging, and student-focused campus environment, supported by strategic partnerships and sustainable development approaches.

Goal 7 - Civic Literacy and Discourse



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Establish a center for civic literacy and increased civil discourse engagement.

UWF has made significant progress in establishing a comprehensive and impactful center dedicated to civic literacy and the promotion of civil discourse. This effort was kickstarted with the awarding of a \$1.5 million, three-year grant from the U.S. Department of Education, supporting the creation of the UWF Academy of American Civic Republicanism. Building on this foundation, the University formally established the Academy for American Civic Republicanism to serve as the hub for programming, education, and community engagement in this space.

To ensure strong leadership and effective implementation, the University has hired key personnel, including a program director and coordinator, as well as established an advisory board with the majority of invited members already confirmed. UWF has developed a robust network of local and regional partnerships to extend its reach and impact, including collaborations with Escambia, Santa Rosa, and Okaloosa County School Districts; the UWF Historic Trust; and the Florida Civics and Debate Initiative.

During 2025-26, UWF hosted four debates and six lectures supporting civic literacy and increased civil discourse engagement.

- Office of Public Policy Events
 - “Storm over the Constitution: Procedure or Prescription?” with Dr. Allen Mendenhall and Dr. Clifford Humphrey on 9/17/25
 - “What Caused the Change in the Youth Vote? A Bipartisan Dialogue” with UWF Interim President Manny Diaz Jr. and Steve Schale, CEO of Unite the Country on 11/17/2025
 - “Church, State and the First Amendment” with Dr. Mark David Hall and Dr. Steven K. Green on 1/22/26
 - “Private Vices, Public Prosperity: Can Self-Interest Sustain a Free Republic?” with Dr. Adam Cayton, Dr. Clifford Humphrey, Dr. Tom Barber, and Dr. Brian Rucker on 2/25/26
- America 250 Florida Events
 - “The President, the Bureaucracy, and the Fate of Government by Consent of the Governed after 250 Years” with Dr. Ronald Pestritto on 10/7/25
 - “Did America Have a Christian Founding?” with Dr. Mark David Hall on 1/23/26
 - “Duty Before Glory: Washington’s Enduring Legacy of Leadership” with Mr. Travis Souther, UWF Emerald Coast librarian, on 2/16/25 at the Emerald Coast campus and 4/14/26 at the Pensacola campus
 - “Rome in Philadelphia: Polybius and the Roman Republic at the American Founding” with Dr. Carl E. “Tripp” Young III on 3/5/26



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- “On Turning 250: How Americans Should Remember Their Founding” with Dr. Wilfred M. McClay on 4/16/26

Summer Institute session schedules have been finalized with a focus on “Using Primary Sources in Civics/History Instruction” for middle and high school teachers. The program will include two five-day seminars, supported by four selected guest lecturers, with 60 participants already registered. To expand access, a four-part summer webinar series has also been developed for K–12 educators in Escambia, Santa Rosa, and Okaloosa counties who are unable to attend the in-person sessions. The webinar series, themed “Foundations and Crises of the American Republic,” will cover topics including the foundations of republican government, slavery and its impact on the republic, ideological challenges to constitutional order, and the balance between security and liberty during the Cold War. Each session is expected to serve approximately 15 educators, reaching a total of 60 participants.

A pilot undergraduate course, The Founder’s Constitution, has been developed and launched, providing students with an in-depth analysis of the Constitutional Convention of 1787, including the debates over the structure of the national government, arguments for and against ratification, and the creation and adoption of the Bill of Rights in the First Congress. The course is currently enrolling 22 students. In addition, the Academy is hosting a course on statesmanship, scheduled to launch in Fall 2027 as a senior capstone class, with guest lectures by President Diaz.

Planning is underway for a conference in February 2027, with the theme, keynote speaker, and venue secured.

Goal 8 - Advocacy Program



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Expand and implement a state and federal advocacy program with emphasis on combined and expanded funding opportunities.

Over the past year, UWF has made significant progress in establishing a stronger presence at both the state and federal levels. Building on this momentum, the University will advance a more structured, proactive, and results-driven advocacy program focused on alignment, engagement, and execution.

Key Initiatives and Progress to Date:

- **Federal Representation and Strategy Development:** UWF has engaged federal representation to advocate on behalf of the University in Washington, D.C., and to provide strategic guidance on navigating federal processes, identifying funding opportunities, and positioning UWF competitively for federal resources.
- **Strategic Engagement with Federal Delegation:** The University has successfully hosted members of Congress in Pensacola, including visits to the UWF Center for Cybersecurity and the UWF Historic Trust. These engagements have highlighted UWF's impact, strengthened relationships with key decision-makers, and showcased nationally recognized programs.
- **National Presence and Relationship Building:** UWF leadership has conducted targeted visits to Washington, D.C., to build recognition for the University and its areas of excellence, including cybersecurity, artificial intelligence, workforce development, and community partnerships.
- **Development of an Internal Federal Advocacy Process:** The University has initiated the creation of a formalized internal process to coordinate federal advocacy efforts. This includes identifying priority projects, aligning institutional messaging, and ensuring timely pursuit of federal grants, congressionally directed spending (community funded projects), and other funding opportunities.
- **Submission of Community Funded Projects:** UWF has successfully submitted community funded project requests through members of Congress, positioning the University to secure direct federal investments that support critical infrastructure, academic programs, and regional economic development initiatives.

Next Steps and Strategic Focus:

To build on this foundation, UWF will:

- Fully implement a coordinated advocacy framework that integrates state and federal priorities across all divisions of the University.
- Expand strategic engagement with elected officials and agency leaders to increase visibility and influence.
- Strengthen internal capacity to identify, develop, and advance competitive funding proposals aligned with institutional priorities.



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- Enhance collaboration with regional partners to pursue joint funding opportunities that amplify UWF's impact across Northwest Florida.
- Establish clear metrics to track advocacy outcomes, funding secured, and relationship development.

Goal 9 - Office of Military Services



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Establish the Office of Military Services to better serve active military, veterans, and military families under the Office of the President.

In August 2025, UWF launched the Office of Military Services as a priority initiative to strengthen its commitment to those who serve, have served, or will serve, and their families. Housed within the Aylstock, Witkin, Kreis and Overholtz Center for Leadership, OMS unified the University's Army and Air Force ROTC programs and the Military and Veterans Resource Center into a centralized structure designed to enhance coordination, expand services, and elevate UWF's impact across the military-affiliated community.

In the months since its launch, OMS has made substantial progress across three key focus areas: (1) serving veterans and military-affiliated students, (2) supporting ROTC programs, and (3) strengthening partnerships with active-duty installations and military organizations.

Serving Those Who Have Served (Veteran and Military-Affiliated Students)

The University has significantly strengthened its support for veterans, their families and other military-affiliated students, earning national recognition for its efforts. During the 2025–2026 academic year, UWF achieved top rankings and distinctions, including recognition from U.S. News & World Report, Military Friendly and Military Times, underscoring its position as a leading institution for veteran education.

Programmatic expansion has been a central focus. In partnership with the Small Business Development Center, UWF successfully secured and launched the Veterans Florida Entrepreneurship Program, providing workforce and entrepreneurial training opportunities to veterans and their spouses across Northwest Florida. The University is also entering into a partnership with Home Base, a nationally recognized nonprofit organization, to deliver clinical care, wellness services, and research addressing the invisible wounds of war for veterans, service members, and their families.

To further strengthen community collaboration, OMS leads the Pensacola Veterans Support Organization Network, convening regional partners on a quarterly basis to improve coordination, reduce service gaps, and better support both student and community veterans.

In addition, OMS has begun pursuing funding for a dedicated facility that will centralize services, provide classroom and office space, and potentially house workforce training labs and resiliency-focused programming. Demonstrating its commitment to student success, UWF also provided financial support to cover tuition gaps for veterans impacted by the late 2025 government shutdown.



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Serving Those Who Will Serve (ROTC Programs)

OMS has enhanced support for ROTC programs through targeted investments in student success, leadership development, and program visibility. Through collaboration with local donors, the University established new scholarships to support both ROTC cadets and veteran students, helping to reduce financial barriers and attract high-quality candidates.

A key initiative has been the creation of the “Warrior Scholar” Living Learning Community, developed in partnership with academic and athletics units. This program brings ROTC cadets together in a shared residential environment alongside student-athletes, fostering leadership development, academic achievement, and a strong sense of community.

The University also launched its first annual Spring Review, a formal event recognizing graduating cadets and celebrating their transition into commissioned officers. This initiative reinforces longstanding military traditions while strengthening connections between cadets, the military community, and external stakeholders.

Looking ahead, UWF is actively exploring a partnership with the U.S. Coast Guard to establish a Lateral Entry Program. This initiative would create accelerated career pathways for graduates in technical fields, allowing them to enter service at advanced ranks while contributing critical expertise to national defense.

Serving Those Who Are Serving (Active Duty and Military Installation Partners)

OMS has expanded its engagement with active-duty service members and military installations across Northwest Florida, positioning UWF as a key partner in education, training, and workforce development. The University is currently finalizing an agreement with the Air Force’s 479th Flying Training Group at Naval Air Station Pensacola to deliver instruction in pedagogy and leadership for flight instructors and students, with programming expected to begin in Summer 2026.

Through coordination with the Pensacola Military Affairs Committee, UWF is hosting regular engagements with installation commanders, providing opportunities to showcase University resources, strengthen partnerships, and align academic offerings with military needs.

OMS has also played a key role in advancing UWF’s engagement with the defense and research sectors. This includes facilitating a strategic visit with DefenseWerx leadership to highlight the University’s capabilities in cybersecurity, engineering, and human-machine teaming, as well as supporting a cross-college effort to pursue research opportunities with the Air Force Research Laboratory. These



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initiatives position UWF as a contributor to national security innovation and expand opportunities for faculty and students.

Additionally, OMS is coordinating with leadership at the Center for Information Warfare Training at Corry Station to explore partnerships in cybersecurity, artificial intelligence, and workforce training. These efforts further strengthen UWF's role in supporting military readiness and advancing regional and national defense priorities.

Goal 10 - 90 on PBF



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Under the current Florida SUS Performance-Based Funding model, UWF's overall metric score for the 2025-2026 performance year is at least 90.

The University achieved a total Performance-Based Funding (PBF) metric score of 91 for the 2024-25 academic year and is projected to exceed a score of 90 again in 2025-26. Notably, the University has surpassed every PBF goal outlined in its 2026 Accountability Plan, reflecting sustained excellence across all measured areas. These results underscore the University's strong and consistent performance within the state's funding model. The final score will be officially announced at the June BOG meeting.

Goal 11 - Increase Research Expenditures



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Achieve an increase in overall research expenditures from FY 2024 to FY 2025, as reported by the NSF HERD Survey.

Total research expenditures reached \$43,503,000 in FY 2024. Based on the recently submitted Higher Education Research and Development survey to the National Science Foundation, FY 2025 expenditures are projected to increase to \$47,528,000, a 9% gain. This marks the highest level of research expenditures in recent years and continues a strong upward trajectory in research activity.

Notably, the University reported more than \$25,000,000 in external expenditures, including \$19,000,000 in federal funding. This sustained growth reflects expanding research capacity, increased competitiveness for external funding, and continued momentum in advancing the University's research enterprise.

Goal 12 - Student Enrollment



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Grow and sustain UWF's total fall semester student enrollment to more than 15,000 students.

UWF achieved a historic milestone in Fall 2025, surpassing 15,000 enrolled students for the first time in the University's 58-year history. Total enrollment reached 15,411, representing a 5% increase over the previous fall and exceeding the University's goal of 15,200 students. This achievement reflects strong, sustained growth and the University's increasing appeal to both undergraduate and graduate students.

Notably, Fall 2025 also marked the first time undergraduate enrollment exceeded 10,000 and graduate enrollment surpassed 5,000, demonstrating balanced growth across academic levels. This momentum continued into Spring 2026, with enrollment increasing by more than 2% compared to the previous spring semester. Together, these gains underscore the University's successful recruitment and retention strategies and position UWF for continued enrollment growth.



Board of Trustees
UNIVERSITY OF WEST FLORIDA

University Policy

BOT-14.02-06/26

Presidential Evaluation Policy



UNIVERSITY POLICY BOT-14.02-06/26

TO: The University of West Florida Community

FROM: President Manny Diaz, Jr.

SUBJECT: Presidential Evaluation

RESPONSIBLE OFFICE: Board of Trustees

I. Purpose:

The purpose of the annual review process is to enable the President to strengthen his or her performance, to enable the President and the Board to set mutually agreeable goals, and to inform the Board's decisions on compensation adjustments and other terms of the President's employment

II. Responsibility:

The board has a non-delegable responsibility to assess the President's performance, goals and objectives, and compensation. The Board's Presidential Performance Evaluation & Metrics Ad Hoc Committee ("Committee") is delegated, within the parameters of this policy, the responsibility for organizing and conducting the annual review process.

III. Process:

- A. On or before June 1 of each year, the President shall initiate the annual review process by preparing and submitting his or her self-evaluation for the prior one year period, and proposed goals and objectives for the upcoming year, to the Board.
- B. Once the President has submitted the self-evaluation and proposed goals and objectives to the Board, the Board Chair shall provide copies of the same to the chair of the Board of Governors ("BOG") and request the chair of the BOG's participation in the annual evaluation; the chair of the BOG may involve the chancellor in the review process. Such participation will include a review of the President's responsiveness to the BOG's strategic goals and priorities and compliance with system-wide regulations.
- C. The Committee shall review the self-evaluation, and proposed goals and objectives, and may request any additional information from the President and from the campus community to assist the Board in its review.
- D. The Committee may prepare an evaluation instrument to obtain feedback from each Trustee as a part of the President's annual evaluation process. The evaluation instrument will be modeled after the President's proposed goals and objectives of the previous year.

The committee may, at its discretion, add additional criteria to the evaluation instrument. Additional criteria may include, among other things:

1. Responsiveness to the BOG's strategic goals and priorities;
2. Responsible fiscal management of the university;
3. Responsible supervision of key personnel;
4. Positive governmental and community relations;
5. Key metrics as may be set by the BOT and/or BOG;
6. Efficient use of university resources, such as operating expenses per student and cost per student degree;
7. Promotion of academic excellence and student success at the University;
8. Promotion of ethical conduct at the University; and
9. Promotion of the reputation of the University.

Upon review and approval of the Board Chair, the evaluation instrument shall be provided to each Trustee for completion.

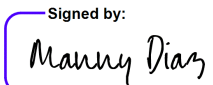
- E. Prior to the Board meeting at which the President's review will be acted upon, the Board Chair shall send to the President and all members of the Board the results gathered from the evaluation instrument, any supplemental information the Committee may have requested of the President and any supplemental information the Committee has developed.
- F. The Board shall complete the annual review and make any compensation award contemplated under the President's Employment Agreement no later than October 1 of each year.

IV. Annual Performance Evaluation Timeline

- A. On or before June 1 of each year, the President shall initiate the annual review process by preparing and submitting his or her self-evaluation for the prior one year period, and proposed goals and objectives for the upcoming year, to the Board.
- B. Once the President has submitted the self-evaluation and proposed goals and objectives to the Board, the Board Chair shall provide copies of the same to the chair of the Board of Governors ("BOG") and request the chair of the BOG's participation in the annual evaluation; the chair of the BOG may involve the chancellor in the review process. Such participation will include a review of the President's responsiveness to the BOG's strategic goals and priorities and compliance with system-wide regulations.
- C. By July 1 of each year, the Committee will meet to review the self-evaluation, and proposed goals and objectives, and may request any additional information from the President to assist the Board in its review.
- D. Should the Committee prepare an evaluation instrument, the evaluation instrument will be completed for review by the Board Chair no later than August 1 of each year.
- E. Each Trustee should complete the evaluation instrument no later than September 1 of each year.
- F. The Board shall complete the annual review and make any compensation award contemplated under the President's Employment Agreement no later than October 1 of each year.

After the Board's deliberation and action, minutes shall be published to document the review of the President's performance, goals, and any adjustments to the President's compensation.

Approved by the Board of Trustees: June 18, 2026

Approved by:  Signed by:
5C95CD42CF4B42C...
President Manny Diaz, Jr.

Authority: Florida BOG Regulation 1.001(5)(f) and (g), University Board of Trustees Powers and Duties

History: Created June 2017; Amended June 2026

Last Review: June 2026



Board of Trustees
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Proposed Presidential Goals 2026-27



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Office of the President
11000 University Parkway
Building 10
Pensacola, FL 32514

June 1, 2026

Board Chair Rebecca Matthews
Trustee Janice Gilley
University of West Florida Board of Trustees

Dear Chair Matthews and Trustee Gilley,

I am pleased to submit the **2026-27 Proposed Presidential Goals** for review by the University of West Florida Board of Trustees. These goals reflect our strategic priorities to advance student success, academic excellence, operational effectiveness, and institutional growth while strengthening our role as a vital asset to Northwest Florida and beyond.

The proposed goals focus on key areas including:

- **Student Success & Retention:** Implementing predictive NCAA Academic Progress Rate tracking, expanding first-year engagement experiences, increasing career readiness and internship participation, and growing overall enrollment to 15,500 for Fall 2026.
- **Athletics & Infrastructure:** Developing a Sports Complex concept plan, finalizing stadium design for Fall 2027 opening, optimizing our digital presence, and pursuing new revenue streams.
- **Philanthropy & Engagement:** Exceeding \$5 million in cash philanthropic gifts, increasing alumni donor participation to 4,000, hosting multiple alumni and Presidential Speaker Series events, and strengthening community and military partnerships.
- **Academic & Research Excellence:** Increasing research expenditures to \$48 million, improving performance-based funding metrics, advancing the Campus Master Plan, and launching a new institutional brand refresh.
- **Sustainability & Innovation:** Pursuing P3 opportunities for housing and retail, continuing Synapse research building construction, and expanding workforce development partnerships.

These ambitious yet achievable goals are aligned with the University's mission and will guide resource allocation and performance measurement throughout the fiscal year. I welcome the Board's feedback and look forward to discussing these priorities in detail at the upcoming meeting.

Thank you for your continued leadership and partnership as we work together to elevate the University of West Florida.

Sincerely;

A handwritten signature in blue ink, appearing to read 'Manny Diaz Jr.', written over a light blue circular stamp.

Manny Diaz Jr.
President

office 850.474.2200
mdiaz1@uwf.edu
uwf.edu



2026-27 PROPOSED PRESIDENTIAL GOALS

Presidential Goal	Division Lead(s)	Anticipated Outcomes
Implement a predictive NCAA Division I Academic Progress Rate tracking process to monitor student-athlete eligibility and retention.	Intercollegiate Athletics Academic Affairs	Student retention Academic success NCAA compliance
Develop a comprehensive Sports Complex Facility concept plan in partnership with campus facilities management.	Intercollegiate Athletics Finance and Administration	Campus growth Enhanced infrastructure
Optimize the athletic department's digital footprint by restructuring the official website and executing a data-driven social media strategy to boost fan engagement.	Intercollegiate Athletics	Institutional visibility Community engagement
Investigate and implement new revenue streams for Intercollegiate Athletics such as season ticket offerings in Men's and Women's Basketball, and Baseball.	Intercollegiate Athletics	Revenue generation Financial sustainability
Finalize the stadium architectural design and complete the venue operational blueprint to ensure seamless facility integration for the Fall 2027 opening.	Intercollegiate Athletics Finance and Administration	Operational efficiency Institutional visibility Enhanced infrastructure Campus growth
Increase first-year student participation in Student Affairs-affiliated engagement experiences within the first six weeks of the Fall 2026 semester to strengthen student connection, belonging and long-term retention outcomes.	Student Affairs	Student engagement Student retention Strengthen campus life
Increase student participation in career readiness programs and services to strengthen workforce preparedness, expand employer engagement opportunities and enhance post-graduation outcomes.	Student Affairs	Community partnership Employer engagement Increase graduation rate
Exceed \$5 million in cash philanthropic gifts during FY27.	University Advancement	Financial support
Increase alumni donor participation to 4,000 alumni.	University Advancement	Alumni engagement Financial support
Host more than six Florida Alumni events to expand statewide alumni engagement.	University Advancement	Alumni engagement Institutional visibility
Host four Office of Public Policy Events debates on campus and increase attendance by 15%.	Strategic Initiatives	Student engagement Community engagement

Presidential Goal	Division Lead(s)	Anticipated Outcomes
Host six Presidential Speaker Series events that provide opportunities for students to engage in civil discourse.	Strategic Initiatives	Student engagement
Increase the percentage of undergraduate students graduating in Summer 2026, Fall 2026, and Spring 2027 who complete an internship to at least 35%.	Academic Affairs	Community partnership Employer engagement Increase graduation rate
Increase total research expenditures to \$48 million.	Student Affairs	Employee success Institutional visibility
Increase the number of active business and industry partnerships established through the Office of Workforce Development.	Academic Affairs	Community partnership Employer engagement Increase graduation rate
Improve the University's 2026–27 state performance-based funding metrics 2.0 score.	Academic Affairs	State funding optimization Student success Operational effectiveness
Increase Fall 2026 overall enrollment to 15,500.	Academic Affairs Student Affairs	Student retention Student recruitment Enrollment growth
Develop and begin implementation of P3 opportunities for the University to expand housing and new retail entertainment facilities.	Finance and Administration	Operational efficiency Revenue generation
Continue construction of the Synapse research building.	Finance and Administration	Operational efficiency Institutional visibility Enhanced infrastructure Campus growth
Complete the Educational Plant Survey and advance the Campus Master Plan update process to support future campus expansion, facility modernization and long-term institutional growth.	Finance and Administration	Operational efficiency Campus growth
Continue implementation of a state and federal advocacy program with emphasis on combined and expanded funding opportunities.	External Affairs & Govt Relations	State funding optimization Institutional visibility
Fully launch a new institutional brand refresh and begin planning and implementation of a new athletics brand refresh.	External Affairs & Govt Relations	Institutional visibility Alumni engagement Strengthen campus life Revenue generation
Strengthen partnerships with local military installations through collaborative initiatives and formal memorandums of understanding.	External Affairs & Govt Relations	Community Partnership Institutional Visibility