



**Board of Trustees**  
UNIVERSITY of WEST FLORIDA

**Presidents Performance Evaluation and  
Metrics Ad Hoc Committee Meeting  
Thursday, May 30, 2024  
Zoom Webinar**

[Zoom Webinar](#) | Passcode: 314445

**Agenda**

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|--|--------------------|
| I. Call to Order   | Jill Singer, Chair |
| II. Roll Call  | Anna Lochas        |
| III. Greeting  | Jill Singer, Chair |
| IV. Public Comment   | Anna Lochas        |
| V. Approval of Minutes   | Jill Singer, Chair |
| a. <a href="#">November 16, 2023</a> – Committee Meeting Minutes               |                    |
| VI. New Business   | Jill Singer, Chair |
| a. Action Item   |                    |
| i. <a href="#">PPEM-1</a> : President's Self Evaluation and Presidential Goals |                    |
| b. Information Item  |                    |
| i. <a href="#">INFO-1</a> : 2023-2024 Presidential Evaluation Questionnaire    |                    |
| ii. <a href="#">INFO-2</a> : President's Evaluation Timeline                   |                    |
| VII. Announcements   | Jill Singer, Chair |
| VIII. Adjournment  | Jill Singer, Chair |

**Presidential Performance Evaluation and Metrics Ad Hoc Committee  
November 16, 2023  
Zoom Webinar  
DRAFT Minutes**

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**Committee Meeting** **10:03 a.m.**

The public was provided with information to join this virtual public meeting on the UWF Board of Trustees website.

**I. Call to Order**

A. The meeting of the UWF Board of Trustees Presidential Performance Evaluation and Metrics Ad Hoc Committee was called to order at 10:03 a.m. by committee Chair Jill Singer.

**II. Roll Call**

A. Chair Singer asked Anna Lochas to conduct roll call. Trustees Jill Singer, Alonzie Scott, and Stephanie White were in attendance.

B. Other Trustees in attendance included: Suzanne Lewis, Dick Baker, Paul Hsu, Susan James, Ariauna Range, and Bob Sires.

C. Others in attendance included:

1. Martha Saunders, President; Gary Liguori, Provost & Senior Vice President; 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; Cindy Talbert, Chief Audit Executive; Matt Packard, Chief Compliance Officer; Michelle Williams, Vice Provost; Dan Lucas, Associate Vice President for Advancement; Jeffrey Djerlek, Associate Vice President of Finance and Controller; Christophe Lizen, Director of Institutional Research; Michael Wyatt, Assistant General Counsel; Aurora Osborn, Interim Director, Campus Culture and Access; Brittany Sherwood, Director of Strategic and Presidential Communication; Dacia Larin Assistant Vice President of Continuing Education; Dallas Snider, Chair, Department of Information Technology; Geissler Golding, Executive Director of ITS and CISO; James Adams, Director, Business and Auxiliary Services; Lauren Alidor, Internal Auditor; Mary Anderson, Dean of Students; Sandra Thomson, Director of IT Operations; Allan Pierce, Lead Help Desk Analyst; and Anna Lochas, BOT Liaison.

### **III. Greeting**

- A. Chair Singer welcomed everyone to the meeting and noted that the committee did not have any action items or information items to discuss. Chair Singer identified that the committee needed to approve the minutes from their last committee meeting on September 7, 2023.

### **IV. Public Comment**

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

### **V. Approval of Minutes**

- A. Chair Singer reminded the committee members that they had been given the opportunity ahead of time to review the minutes of the September 7, 2023, Presidential Performance Evaluation and Metrics Ad Hoc Committee Meeting. Chair Singer asked for a motion to approve the minutes as presented if there were no changes or corrections.
  1. Motion by: Trustee White
  2. Seconded by: Trustee Scott
  3. Motion passed unanimously.

### **VI. Announcements**

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

### **VII. Adjournment**

**10:05 a.m.**

- A. Chair Singer thanked those in attendance for their participation. With no other business to discuss, Chair Singer adjourned the meeting at 10:05 a.m.

**Board of Trustees  
Presidential Performance Evaluation and Metrics Ad Hoc Committee  
May 30, 2024**

President's Self Evaluation and Presidential Goals

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**Recommended Action:**

Approve the Presidential Goals and Objectives as presented and recommend approval by the full Board of Trustees.

**Background Information:**

The Board of Trustees is responsible for assessing the President's performance, goals and compensation. The BOT's Presidential Performance Evaluation & Metrics Ad Hoc Committee is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals and the President's compensation to the full Board.

**Implementation Plan:**

N/A

**Fiscal Implications:**

N/A

**Relevant Authority:**

University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy

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**Supporting Documents:**

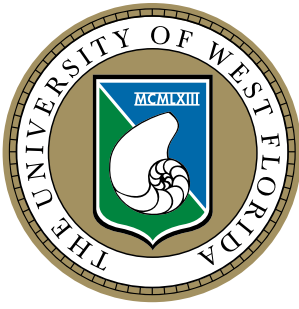
1. President's 2023-2024 Self-Evaluation
2. 2023-24 Presidential Goals Report
3. 2023-24 Presidential Scorecard
4. 2024-27 Three Year Presidential Goals

**Prepared by:**

Anna Lochas, BOT Liaison, alochas@uwf.edu, 850.474.2449

**Presenter:**

Jill Singer, Committee Chair, PPEM Committee



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May 1, 2024

Suzanne Lewis, Chair  
Board of Trustees  
University of West Florida  
Building 10, Ste. 102C  
Pensacola, Florida 32514

**Dear Chair Lewis:**

I am pleased to provide my self-evaluation for 2023-2024. UWF has enjoyed another strong year of growth. Highlights include the following:

- **Record enrollment.** Prevailing against negative national trends, UWF has hit record enrollment every year since 2021. I note an overall enrollment increase of 14% over the past five years.
- **Record fundraising over a variety of measures.** According to the latest report, UWF's total investment pool has grown by 50% during my tenure as president. We have kicked off the "Here for Good" capital campaign aiming for \$90 million by June 2026.
- **National recognitions.** For the second consecutive year, UWF ranked in the top 10 public institutions in the region by U.S. News & World Report. We won our highest ranking on the "Best for Vets" college list released by Military Times and top five nationally for Military Friendly and Military Spouse Friendly Schools. For the 11th time, UWF was named a "Great College to Work For" and featured in the Chronicle of Higher Education.
- **Another named college** upon the approval of a \$5 million dollar gift for the naming of the Lewis Bear Jr. College of Business.
- **Increased Performance Based Funding Metrics Score** with special recognition for retention, graduation rate, and high-impact practices.
- **Record legislative support** with new funding for operations and facilities.

I am enclosing the following documentation for your review:

### Presidential Goals Report 2023-24.

All BOT approved goals have been completed or are on-track for completion.

### Presidential Scorecard.

Indicators reflect continued stability. We are closely monitoring three-year transfer graduation rate and have strategies in place for improvement. This metric was recently changed by the BOG to include part-time students who typically graduate at a slower rate.

### Proposed Three-Year Goals.

These goals have been prepared in consultation with my executive leadership team.

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I remain very active in the community and state on behalf of the University and was honored to be named to the Florida 500 Most Influential Business Leaders by Florida Trend Magazine. My InWeekly Power List first place ranking highlighted the significant growth and influence of UWF in the region. Currently, I am serving as co-chair of the area business roundtable along with J.T. Young of Florida Power and Light.

I am grateful for the help of a strong leadership team and the support of a steadfast Board of Trustees. Thank you for all that you do for our University. It's an honor to be your president.

Sincerely yours,



Martha Saunders  
President  
University of West Florida



# 2023-24 PRESIDENTIAL GOALS REPORT

## UWF Strategic Direction: Student Centered and Focused

Presidential Goal	Summary	Goal Report	Status
<b>Add 5 full scholarships</b>	The Division of University Advancement has worked collaboratively with Admissions to generate funding for five full-ride Argo Spirit scholarships.	<a href="#">Add 5 full scholarships goal report</a>	<b>COMPLETE</b>
<b>Implement and track PBF funding Metric 10A</b>	The University of West Florida surpassed its goal of 59% with 60.6% of Baccalaureate Graduates Completing two or more types of High Impact Practices for the 2022-23 academic year (achieving 10 excellence points). The reporting and vetting of new HIP activities and courses are ongoing.	<a href="#">Implement and track PBF funding Metric 10A goal report</a>	<b>COMPLETE</b>
<b>Achieve 100% housing utilization of total available beds</b>	At the beginning of the Fall 2023 semester, occupancy was at 100% and 98% by the end of that semester. Housing and Residence Life began accepting contracts for 2024-2025 at the end of January. The department anticipates 100% occupancy and a waitlist again for 2024-2025.	<a href="#">Achieve 100% housing utilization of total available beds goal report</a>	<b>COMPLETE</b>
<b>Align academic departments with transfer opportunities</b>	The Office of Undergraduate Admissions, working closely with academic department chairs, published transfer guides in early Fall 2023 for UWF's top two feeder institutions, Northwest Florida State College (NWFS) and Pensacola State College (PSC). Working closely with all academic colleges and the School of Education, UWF has identified and established more opportunities for transfer students.	<a href="#">Align academic departments with transfer opportunities goal report</a>	<b>COMPLETE</b>
<b>Sustain and expand the pipeline for diverse STEM talent to fill critical jobs needs in the region and state</b>	The Hal Marcus College of Science and Engineering and Center for Cybersecurity has multiple programs in place to fill the need for STEM talent in the workforce including recruiting students for critical programs, expanding on local industry partnerships, among other efforts.	<a href="#">Sustain and expand the pipeline for diverse STEM talent to fill critical job needs in the region and state goal report</a>	<b>COMPLETE</b>
<b>Enhance parent engagement for student success</b>	DAESA continues to develop opportunities to enhance parent engagement for student success. Attendance at events, engagement through social media, and participation in the Parent and Family Association has greatly increased.	<a href="#">Enhance parent engagement for student success goal report</a>	<b>COMPLETE</b>
<b>Align academic engagement programs to enhance student retention and success</b>	DAESA has created evidence-based student support strategies throughout the division. DAESA has also developed several opportunities to provide students with financial assistance aimed at bolstering student retention and success.	<a href="#">Align academic engagement programs to enhance student retention and success goal report</a>	<b>COMPLETE</b>
<b>Implement Strategic Enrollment Plan 2023-2028</b>	A total of ten cross-divisional tactical groups were established with the responsibility of achieving a set of enrollment goals over the course of five years.	<a href="#">Implement Strategic Enrollment Plan 2023-2028 goal report</a>	<b>COMPLETE</b>

*Learner Centered and Focused Continued*

Presidential Goal	Summary	Goal Report	Status
<b>Provide access to high-impacts practices for students</b>	Due to improved access to HIPs, UWF is poised to meet its accountability goal on percentage of graduating students completing at least two HIPs during their time at UWF.	<a href="#">Provide access to high-impacts practices for students</a>	<b>COMPLETE</b>
<b>Build Student Resilience</b>	DAESA formed a Health and Wellbeing team that oversees the progress toward promoting wellbeing and building student resilience. The team launched an incoming student health and wellbeing survey and is currently using the results to inform planning and programming.	<a href="#">Build student resilience goal report</a>	<b>COMPLETE</b>

**UWF Strategic Direction: Employee Success**

Presidential Goal	Summary	Goal Report	Status
<b>Apply &amp; receive accreditation from FDLE for University Police Department</b>	The UWF Police department achieved accreditation from the Commission for Florida Law Enforcement on February 23, 2023.	<a href="#">Apply &amp; receive accreditation from FDLE for University Police Department goal report</a>	<b>COMPLETE</b>
<b>Develop and implement plan for employee retention</b>	The 2023-2024 University of West Florida Employee Retention Plan was developed and published on April 5, 2023. Over the past year, Human Resources has been working with multiple constituents to implement the plan. The work of this plan will continue in the 24-25 Presidential goal year.	<a href="#">Develop and implement plan for employee retention goal report</a>	<b>COMPLETE</b>

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

Presidential Goal	Summary	Goal Report	Status
<b>Enhance Emerald Coast offerings, student support and community engagement</b>	Eleven full academic programs are offered at the UWF Emerald Coast Campus and plans are in progress for more programs. During the past year, a total of 86 outside community events/activities and 28 faculty, staff, and student events/activities were hosted on the Emerald Coast Campus.	<a href="#">Enhance Emerald Coast offerings, student support and community engagement goal report</a>	<b>COMPLETE</b>
<b>Enhance online programming</b>	The Center for Teaching, Learning, and Technology (CTLT) works with UWF faculty to enhance online programming through faculty professional development, Board of Governor initiatives for online education, and on demand resources.	<a href="#">Enhance online programming goal report</a>	<b>COMPLETE</b>
<b>Create separate Department of Cybersecurity</b>	UWF decided in Spring 2024 to merge the IT and Cybersecurity departments to form the new Department of Cybersecurity and Information Technology.	<a href="#">Create separate Department of Cybersecurity goal report</a>	<b>COMPLETE</b>



## UWF Strategic Direction: Community and Economic Engagement

Presidential Goal	Summary	Goal Report	Status
<b>Strengthen donor support Strengthen alumni engagement</b>	The goal for the fiscal year was to raise \$5,000,000 and \$17,848,919 was raised as of 3/28/2024. The offices of Annual Giving, Alumni Relations and Development work together each year to achieve and sustain 5% alumni participation.	<a href="#">Strengthen donor support and alumni engagement goal report</a>	<b>COMPLETE</b>
<b>Launch public phase of the capital campaign</b>	The public phase of the campaign officially launched on April 11 and utilized all of our marketing channels. A website, <a href="http://uwf.edu/hereforgood">uwf.edu/hereforgood</a> shows campaign priorities, fundraising goal progress, philanthropic stories and student testimonials.	<a href="#">Launch public phase of the capital campaign goal report</a>	<b>COMPLETE</b>
<b>Implement external relations 3-year plan</b>	During the 2023-2024 academic year, the external relations plan centered around expanding and nurturing relationships with the Florida Legislature, Florida Board of Governors, community members and leaders. UWF's legacy continues to grow as we develop relationships across our region and the State.	<a href="#">Implement external relations 3-year plan goal report</a>	<b>COMPLETE</b>
<b>Strengthen Florida Alumni Network</b>	Advancement, Alumni Relations and Government Relations team members have worked to keep UWF alumni living in the state of Florida well-informed on issues that affect the UWF community and share information on legislative priorities.	<a href="#">Strengthen Florida Alumni Network goal report</a>	<b>COMPLETE</b>
<b>Strengthen campus and community partnership engagement</b>	DAESA regularly collaborates with campus and community partners to support the academic and workforce development-focused mission of UWF.	<a href="#">Strengthen campus and community partnership engagement goal report</a>	<b>COMPLETE</b>

## UWF Strategic Direction: Infrastructure

Presidential Goal	Summary	Goal Report	Status
<b>[Phase 1] Landscape Master Plan</b>	Phase I-Gateway Entrance construction is underway and is to be completed by June 30, 2024.	<a href="#">Landscape Master Plan Phase 1 goal report</a>	<b>ON TRACK</b>
<b>Implement Campus Master Plan</b>	The Campus Master Plan implementation is underway. Construction has begun on three major projects: the Sandy Sansing Sports Medicine Center, the Building 50 renovation, and the Gateway Entrance - Phase 1 construction. Design work is being solicited for the Science and Engineering Wing and the Satellite Utility Plant.	<a href="#">Implement Campus Master Plan goal report</a>	<b>ON TRACK</b>

Infrastructure Continued

Presidential Goal	Summary	Goal Report	Status
<b>Manage CARES/HEERF Funds</b>	All CARES/HEERF/ARP funds were fully spent by May 2023. UWF is awaiting the US DOE to open the portal to permit UWF to file the final report.  Additionally, the Governor’s Office funded UWF \$23.8M with Coronavirus State Fiscal Recovery Funds (SFRF) via Section 152 (FY21-22 GAA) and Section 197 (FY22-23 GAA) to be used toward deferred maintenance. Quarterly reports are sent to the Executive Office of the Governor. UWF has until 12/31/2026 to spend \$23.8M. As of 2/13/24, UWF has spent \$15.4M.	<a href="#">Manage CARES/HEERF Funds goal report</a>	<b>COMPLETE</b>
<b>Build Gooden Center addition</b>	The Darrell Gooden Center is under construction with a completion date of November 2024.	<a href="#">Build Gooden Center addition goal report</a>	<b>ON TRACK</b>
<b>Renovate field house</b>	Field house work was completed in December 2023; minor aspects will be finished by May 2024.	<a href="#">Renovate field house goal report</a>	<b>ON TRACK</b>
<b>Continue planning for on-campus athletic stadium</b>	The Foundation has secured Populous to complete a market feasibility study and a phased approach of the stadium.	<a href="#">Continue planning for on-campus athletic stadium goal report</a>	<b>ON TRACK</b>

**UWF Strategic Direction: Operational Excellence**

Presidential Goal	Summary	Goal Report	Status
<b>Create a stand-alone Department of Emergency Management</b>	The emergency management director was hired on 3/27/23. The stand-alone department was established at that time.	<a href="#">Create a stand-alone Department of Emergency Management goal report</a>	<b>COMPLETE</b>
<b>Re-organize Division of Academic Affairs</b>	Academic Affairs recently underwent a reorganization of its colleges. The College of Education and Professional Studies was dissolved and the remaining four colleges were reorganized.	<a href="#">Re-organize Division of Academic Affairs goal report</a>	<b>COMPLETE</b>

**UWF Strategic Direction: Culture of Inclusion and Civility**

Presidential Goal	Summary	Goal Report	Status
<b>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</b>	DAESA continues to oversee progress towards the goals and initiatives listed in UWF’s Civil Discourse Plan created in 2022.	<a href="#">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 goal report</a>	<b>COMPLETE</b>

# 2023-24 PRESIDENTIAL SCORECARD

Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year	Notes
Applications Received from First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2023	9,231	▲	9,831	
Acceptance Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2023	48%	▲	57%	
Yield Rate for First-Time, Degree-Seeking, Undergraduate Students	Monitor	Summer/Fall 2023	27%	▬	27%	
Average SAT Score for Newly Enrolled FTICs	Monitor	Summer/Fall 2023	1,132	▼	1,107	
Average ACT Score for Newly Enrolled FTICs	Monitor	Summer/Fall 2023	24	▼	23	
Average High School GPA at the Time of Admission for Newly Enrolled FTICs	▲	Summer/Fall 2023	3.76	▲	3.79	
Total Fall Headcount Enrollment (Undergraduate, Graduate, Non-Degree-Seeking)	▲	Fall 2023	13,504	▲	14,343	
Percent of Total Fall Headcount Enrollment From Out of State (Origin)	Monitor	Fall 2023	17%	▬	17%	
Student Diversity: Percent of Students Who Are Women	Monitor	Fall 2023	62.0%	▼	60.0%	
Student Diversity: Percent of Students Who Are Minorities	Monitor	Fall 2023	35.6%	▲	36.9%	
Percent of Enrolled Undergraduates Who Are 25 or Older	Monitor	Fall 2023	32%	▼	31%	
Percent of Baccalaureate Graduates Completing 2+ Types of High Impact Practices (BOG PBF #10)	▲	2022-2023	58.6%	▲	60.6%	
First-Year, Fall-to-Fall Retention Rate for Full-Time FTICs Entering in the Fall (or Summer-to-Fall) with GPA ≥ 2.0 (BOG PBF #5)	▲	2022-2023	83.5%	▲	86.8%	
Annual Percent Change (1-yr Δ) in the Average Cost to the Student (Net Tuition per 120 Credit Hours) (BOG PBF #3)	▼	2022-2023	-65.8%	▼	-37.0%	
Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-Time Undergraduate Florida Residents Living on Campus	Monitor	2022-2023	0.0%	▲	8.8%	
Annual Percent Change (1-yr Δ) in Cost of Attendance for Full-time Undergraduate Florida Residents Living at Home	Monitor	2023-2024	0.0%	▲	7.1%	

Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year	Notes
Four-Year Graduation Rate for FTICs (Full-Time Only) - (BOG PBF #4)	▲	2019-2023	47.0%	▲	48.1%	
Six-Year Graduation Rate for FTICs (Full-Time and Part-Time)	Monitor	2017-2023	53%	▲	61%	
Percent of Bachelor's Degrees Awarded Without Excess Hours (Prior BOG PBF#9 - Now KPI - SUS Strategic Plan Goas was 80%)	Monitor	2022-2023	83.0%	▲	85.0%	
Distance Learning Undergraduate FTE Enrollment as Percent of Total Undergraduate FTE (SUS Strategic Plan Goal is 40%)	Monitor	2022-2023	59.0%	▼	53.0%	
Distance Learning Graduate Student FTE Enrollment as Percent of Total Graduate FTE	Monitor	2022-2023	91.0%	▬	91.0%	
University Access Rate: Percent of Fall Undergraduates with a Pell Grant (BOG PBF #7)	Monitor	Fall 2022	36%	▬	36%	
Median Wages for Baccalaureate Graduates Employed One Year after Graduation (BOG PBF #2)	▲	2021-2022	\$48,800	▲	\$53,000	
UWF Undergraduate Class Size: Percent with Fewer Than 50 Students	Monitor	Fall 2022	97.0%	▼	94.0%	
Baccalaureate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #6)	Monitor	2022-2023	62.4%	▼	60.6%	
Graduate Degrees Awarded in Programs of Strategic Emphasis (BOG PBF #8)	Monitor	2022-2023	71.1%	▲	73.4%	
Percent of Faculty Who Are Women	Monitor	Fall 2023	47%	▲	48%	
Percent of Faculty Who Are Minorities	Monitor	Fall 2023	27%	▼	25%	
Average Nine-Month Equated Salary for Full-Time Instructional Faculty	▲	Fall 2023	\$83,625	▲	\$92,767	
Percent of Undergraduate Credit Hours Taught by Full-Time Faculty	Monitor	2022-2023	70%	▼	68%	
UWF Research Contracts and Grants: Dollar Amount of Awards Received	▲	2022-2023	\$15.7M	▲	\$26.1M	
UWF Total Research Expenditures (\$M)	▲	2022-2023	\$38.9M	▲	\$40.5M	

Key Performance Indicators (KPIs)	UBOT-Approved Directional Trends	Year/Source	Previous Year	Direction	Current Year	Notes
Percent of Baccalaureate Graduates Employed Full-Time or Continuing their Education One Year After Graduation (BOG PBF #1)	▲	2021-2022	74.1%	▲	79.8%	
Average Staff Salary	▲	Fall 2023	\$59,279	▲	\$64,787	
Percent of Staff Who Are Women	Monitor	Fall 2023	61%	▬	61%	
Percent of Staff Who Are Minorities	Monitor	Fall 2023	22%	▬	22%	
Total Annual Giving	▲	2022-2023	\$6.0M (excludes 3.2M received from realized gifts)	▲	\$9.0M	
Percent of Revenue from State Appropriations, Excluding Tuition and Fees	Monitor	FY 2022-2023	36.6%	▲	41.3%	
Endowment	▲	2022-2023	\$84.3M	▲	\$92.9M	
Percent of Alumni Who Are Donors	▲	2022-2023	5.3%	▲	5.80%	
FCS AA Transfer Three-Year Graduation Rate [Changed from 2 to 3 year and to Full-time & part-time students] (BOG PBF #9A)	▲	2020-2023	58.5%	▼	52.3%	
Pell Recipient Six-Year Graduation Rate [full- & part-time students] (BOG PBF #9B)	▲	2017-2023	50.6%	▲	57.2%	
<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 15px; background-color: green; margin-right: 5px;"></div> Adhering to the preferred directional trend  <div style="width: 20px; height: 15px; background-color: yellow; margin-right: 5px; margin-top: 5px;"></div> Slight deviation from the preferred directional trend  <div style="width: 20px; height: 15px; background-color: red; margin-right: 5px; margin-top: 5px;"></div> Deviation from the preferred directional trend </div>						

# 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 24-25	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 23-24	FY 24-25	FY 25-26	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

**Board of Trustees**  
**Presidential Performance Evaluation and Metrics Ad Hoc Committee**  
**May 30, 2024**

## 2023-2024 Presidential Evaluation

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**Recommended Action:**

Information Item

**Background Information:**

The Board of Trustees is responsible for assessing the President's performance, goals and compensation. The BOT's Presidential Performance Evaluation & Metrics Ad Hoc Committee is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals and the President's compensation to the full Board.

**Implementation Plan:**

N/A

**Fiscal Implications:**

N/A

**Relevant Authority:**

University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy

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**Supporting Documents:**

1. Presidential Evaluation Questionnaire

**Prepared by:**

Anna Lochas, BOT Liaison, alochas@uwf.edu, 850.474.2449

**Presenter:**

Jill Singer, Committee Chair, PPEM Committee

## University Policy

### University Policy BOT-14.01-06/17: Presidential Evaluation Policy

#### IV. Evaluative Criteria

a. Recurring Criteria. The Board shall evaluate the President based on certain criteria on an annual basis. This list of recurring criteria are meant to reflect core competencies of the Office of the President, including:

1. The Board of Governors (BOG's) Performance Based Funding Metrics/Strategic Plan;
2. Responsiveness to the BOG's strategic goals and priorities, and compliance with system-wide regulations;
3. The President's self-evaluation report;
4. The University's Strategic Plan, University Accountability Report;
5. President's goals;
6. Responsible fiscal management of the university;
7. Responsible supervision of key personnel;
8. Positive governmental and community relations;
9. Promotion of academic excellence and student success;
10. Promotion of ethical conduct;
11. Promotion of the reputation of the university;
12. Promotion of advantageous relationship with university affiliated entities;
13. University Advancement & Fundraising;
14. Key Performance Indicators (KPIs) in the Presidential Scorecard.

First and Last Name

## **#1 -- Strategic Direction: Student Centered and Focused**

1. Please evaluate President Saunders on Strategic Direction: Student Centered and Focused

Answer Options for Strategic Direction: Student Centered and Focused

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Student Centered and Focused

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## **#2 -- Strategic Direction: Employee Success**

2. Please evaluate President Saunders on Strategic Direction: Employee Success

Answer Options for Strategic Direction: Employee Success

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Employee Success

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

### **#3 -- Strategic Direction: Personnel Investment & Engagement**

3. Please evaluate President Saunders on Strategic Direction: Exceptional Academic Programming and Scholarship Aligned with State Needs

Answer Options for Strategic Direction: Exceptional Academic Programming and Scholarship Aligned with State Needs

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Exceptional Academic Programming and Scholarship Aligned with State Needs

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

### **#4 -- Strategic Direction: Community and Economic Engagement**

4. Please evaluate President Saunders on Strategic Direction: Community and Economic Engagement

Answer Options for Strategic Direction: Community and Economic Engagement

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Comments for Strategic Direction: Community and Economic Engagement

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## **#5 -- Strategic Direction: Infrastructure**

5. Please evaluate President Saunders on Strategic Direction: Infrastructure

Answer Options for Strategic Direction: Infrastructure

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Infrastructure

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## **#6 Strategic Direction: Operational Excellence**

6. Please evaluate President Saunders on Strategic Direction: Operational Excellence

Answer Options for Strategic Direction: Operational Excellence

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Operational Excellence

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## **#7 Strategic Direction: Culture of Inclusion and Civility**

7. Please evaluate President Saunders on Strategic Direction: Culture of Inclusion and Civility

Answer Options for Strategic Direction: Culture of Inclusion and Civility

- 5 -- Exceeds Expectations
- 4
- 3 -- Meets Expectations
- 2
- 1 -- Does not Meet Expectations

Additional Comments for Strategic Direction: Culture of Inclusion and Civility

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance regarding this strategic direction.*

## **#8 -- Additional Comments**

8. Additional Comments

*Please take the time to provide further comments supporting and explaining your evaluation of the President's performance.*

**Board of Trustees  
Presidential Performance Evaluation and Metrics Ad Hoc Committee  
May 30, 2024**

## President's Evaluation Timeline

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**Recommended Action:**

Information Item

**Background Information:**

The Board of Trustees is responsible for assessing the President's performance, goals and compensation. The BOT's Presidential Performance Evaluation & Metrics Ad Hoc Committee is delegated the responsibility for organizing and conducting the annual review process with the President and making recommendations related to the outcome of the annual review, the annual goals and the President's compensation to the full Board.

**Implementation Plan:**

N/A

**Fiscal Implications:**

N/A

**Relevant Authority:**

University Policy BOT-14-14.01-06/17 Presidential Evaluation Policy

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**Supporting Documents:**

1. Presidential Annual Performance & Evaluation Timeline

**Prepared by:**

Anna Lochas, BOT Liaison, alochas@uwf.edu, 850.474.2449

**Presenter:**

Jill Singer, Committee Chair, PPEM Committee



# Presidential Annual Performance & Evaluation Timeline

## *Performance Evaluation & Goal Setting Activities*

