

University of West Florida
Strategic Priorities and Measurable Achievements
2008-2012

1. Strategic Focus: High Quality Academic Programs

Strategic Goals:

- a) Provide high caliber academic programs in a supportive and caring environment.
- b) Engage students purposefully to develop intellectually through project management opportunities and other types of active learning (e.g., research with faculty, internships, volunteerism and other co-curricular experiences).
- c) Ensure continuous improvement of the UWF experience through systematic assessment of academic program quality.

Measurable Achievements:

- 1) Maintain a favorable student-faculty ratio and small class size percentage in comparison to our peer institutions.
- 2) Engage students meaningfully through high impact learning activities as measured by NSSE indicators and graduation surveys.
- 3) Reflect active learning orientation through course syllabi that build upon departmental student learning outcomes (e.g., project management; critical thinking).
- 4) Comply fully across programs with accountability cycle requirements (e.g., targeted curriculum questions, data gathering and interpretation and corrective data-based actions).
- 5) Verify program quality through thorough academic program reviews (e.g., program relevance and rigor, curriculum currency, accountability strategies and distinctiveness).
- 6) Achieve and maintain national accreditation status in relevant programs.
- 7) Maintain high student pass rates on relevant licensure and certification examinations.
- 8) Achieve online learning opportunities that students rate as comparable to face-to-face courses and as superior to peer institution performance in course satisfaction and completion rate.
- 9) Obtain favorable reviews about the quality of the UWF experience from graduating seniors, alumni and employers.
- 10) Increase successful placement of student competitors in state, regional and national competitions.

2. Strategic Focus: Purposeful Enrollment Growth

Strategic Goals:

- a) Increase enrollment to at least 12,000 by 2012.
- b) Determine resource distributions based on the convergence of academic program analyses, strategic goals and priorities, market demand and workforce needs.
- c) Increase efforts to enroll first-time-in-college students and graduate students.
- d) Target recruitment of special populations (e.g., Honors Program, online programs, Emerald Coast programming, international students).
- e) Enhance marketing, recruitment and retention efforts to achieve enrollment growth.

Measurable Achievements:

- 1) Improve enrollment in primary target populations by 3% annually to achieve steady growth:
 - o new First Time in College
 - o Honors students
 - o graduate students
- 2) Enroll 5% more top high school graduates and high quality graduate students as measured by grade point average and/or achievement test scores.
- 3) Increase transfer enrollments by 1% annually.
- 4) Enhance 1 year retention rate for FTIC by 1% annually.
- 5) Deliver more efficient graduation rates by 1% annually in the following categories:
 - o 2 and 4 year graduation rates for transfer students
 - o 4 and 6 year graduation rates for FTIC
- 6) Improve enrollment, retention and graduate rates of underrepresented groups by 1% annually.
- 7) Provide program support for production of graduates in occupational needs targeted by regional workforce needs and market demands.
- 8) Enhance scholarship support by 1% annually.
- 9) Submit maximum amount for First Generation Scholarship state match each year (ca. 200,000).
- 10) Raise \$1 million in private support for need-based endowed scholarships to meet Johnson Scholarship Foundation Challenge.

3. Strategic Focus: Academic & Student Support Services

Strategic Goals:

- a) Increase the quality of student campus life and support services.
- b) Construct and maintain new high-quality, student-focused buildings, to replace outmoded facilities.
- c) Monitor existing campus structures for needed improvements to facilitate optimal working conditions.
- d) Maintain stewardship to protect the natural resources on the campus.
- e) Develop new residential opportunities on campus to support enrollment growth.

Measurable Achievements:

- 1) Beginning May 2009 implement bi-annual "After graduation plans" to assess satisfaction with UWF experience and plans following graduation (i.e., career placement, graduate school, etc.) survey.
- 2) Conduct cyclical program reviews of each support service unit to determine program effectiveness as related to critical institutional priorities and appropriate benchmarking/best practice standards.
- 3) Fully implement the recommendations from the Student Success Task Force to enhance student retention and success.
- 4) Improve graduates' job placement rates in fields related to degree within six months of graduation by 1% annually.
- 5) Increase support for instructional technology and information resources consistent with the academic mission of the University.
- 6) Increase on-campus housing availability to accommodate 30% of fulltime Pensacola campus' enrollment.
- 7) Academic Facilities: Complete the new School of Science and Engineering building and renovations of other academic facilities on schedule and under budget; execute the planning for the new College of Business Education Center.
- 8) Student Life and Support Facilities: Design, construct and open the new Wellness Center; design and build a new residence hall facility; complete phase I of the Aquatic Center renovation project; open and manage the Argonaut Athletic Club; complete renovations to upgrade athletic facilities; finalize master plan and funding plan for 21st century University Commons.

4. Strategic Focus: Partnership & Collaboration

Strategic Goals:

- a) Develop and sustain partnerships and cooperative agreements with institutions of higher education in Northwest Florida.
- b) Engage business, K-12, non-profit and other community partners in the region and beyond to support economic, cultural and educational growth.
- c) Integrate the needs of UWF community partners in our curriculum and program planning.
- d) Increase focus on critical disciplines needed to support regional workforce needs (e.g., STEM disciplines of science, technology, engineering and mathematics and health care).
- e) Enhance UWF's applied research agenda with a focus on the needs of Northwest Florida.
- f) Contribute to the quality of life in the Panhandle through vigorous community service.

Measurable Achievements:

- 1) Increase sponsored research proposals and revenues by 1% annually.
- 2) Increase the number of programs having tailored articulation agreements with other post-secondary institutions by 5% annually.
- 3) Enhance the number of programs that have developed a special relationship with at least one regional school by 5% annually.
- 4) Expand the number of faculty who engage in discipline-based collaborations—either research or service—that have a regional or national focus.
- 5) Increase participation in annual giving by 5% among the following constituent groups:
 - o Board of Trustees
 - o UWF Foundation
 - o UWF Alumni
 - o UWF Faculty and Staff
- 6) Maintain alliance with military by increasing flexible educational opportunities.
- 7) Complete Creating Great Futures Campaign and exceed enhanced goal (>\$35 million).
- 8) Collaborate with the Pensacola community on the development of the Community Maritime Park.

5. Strategic Focus: Investment in People

Strategic Goals:

- a) Recruit and retain talented and diverse faculty and staff who demonstrate commitment to UWF ideals.
- b) Strive to provide competitive compensation and benefits for faculty and staff.
- c) Foster a culture of excellence among faculty and staff by recognizing exemplary performance.
- d) Actively encourage the professional growth of faculty and staff to support UWF's teaching, scholarly and creative projects and service missions.

Measurable Achievements:

- 1) Maintain designation as a "great place to work" according to the Chronicle of Higher Education's quality of work life survey.
- 2) Develop compensation processes that fairly recognize and reward faculty and staff accomplishments.
- 3) Finalize and implement state-of-the-art tenure, promotion and annual evaluation processes.
- 4) Maintain on-campus development opportunities for leadership development, research enhancement and teaching skills.
- 5) Enhance financial support for professional development opportunities for faculty and staff.