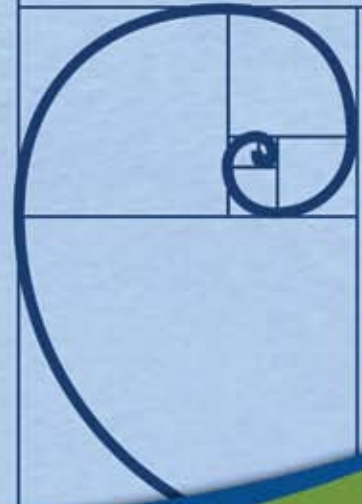


University of West Florida  
**Strategic Priorities and  
Measurable Achievements**  
2008-2012



*Creating Great Futures*



This strategic plan represents a continuation of work we began a few years ago. The ideas grew out of a university retreat in which we converged on and confirmed the key elements of our mission as well as the goals that grew out of those decisions. I look forward to working with you in implementation of our goals.

A handwritten signature in blue ink that reads "Judy".

Judy Bense  
President





# Strategic Priorities and Measurable Achievements 2008-2012

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## UWF History

The Florida legislature established the University of West Florida in 1963. Initially a senior institution offering baccalaureate and graduate degrees in support of the needs of the Panhandle, the campus began accepting lower-level students in 1983. In 1995, it began offering the doctorate in Education. A significant number of our students come from families with a military connection. Although the majority of students have traditionally come from the Panhandle, students from the Florida peninsula and beyond have increasingly been drawn to the UWF due to its strong academic reputation, its flexibility in educational delivery and its close proximity to some of the world's most beautiful beaches. For more than 40 years, UWF has been delivering on the promise of Creating Great Futures.

## Working UWF Vision

UWF aspires to greatness by empowering each individual we serve with knowledge, skills and opportunity to contribute responsibly and creatively to a complex world and by fulfilling its promise as the intellectual center of Northwest Florida.

## Working UWF Mission

As the only university in Northwest Florida, the University of West Florida combines the advantages of a collegiate culture with the capacity for high quality scholarship and graduate programs. Dedicated to helping students realize their full potential, we favor small classes with fully qualified professors who deliver personalized, caring and innovative education at both undergraduate and graduate levels. Although UWF officially maintains the status of a moderate-sized, regional comprehensive university, many UWF programs and faculty members have achieved national prominence. UWF's research enterprise emphasizes applied research, simultaneously creating opportunities for student engagement and growth. By pursuing and nurturing mutually beneficial community partnerships, UWF enhances the educational, cultural and economic development of the region and beyond.



# UWF is Creating Great Futures for Northwest Florida

As Northwest Florida's only state-funded public university, UWF is committed to providing opportunity and access to higher education to anyone working toward a better future. UWF works with community partners to build a prestigious regional institution that is dedicated to shaping today's students into tomorrow's leaders.

With its regional focus, UWF serves as an economic growth engine for Northwest Florida contributing an estimated \$650 million annually to the regional economy and provides an increasingly educated workforce to the region. In partnership and collaboration with regional leaders in health care, business, technology, performing arts, military, non-profit organizations, K-12 and other educational institutions and more, UWF cultivates a strong network of regional partners dedicated to making Northwest Florida a better place to live, work and play.

Through programs in the arts and humanities, allied health and life sciences, computer science, engineering, business, logistics, education and other professional areas of study, UWF works to meet regional needs and provide students with hands-on experience in their fields. Real-world experience through active learning and a focus on project management skills are at the core of UWF academics. UWF graduates emerge with global competence in their fields. UWF fulfills a unique niche in the region and is Creating Great Futures for Northwest Florida.

# UWF Enduring Values

Faculty, staff and students share common beliefs about the characteristics that set UWF apart and make it a great place to work and to learn.

- **Caring:** A safe and dynamic learning environment that encourages the development of individual potential
- **Integrity:** Doing the right thing for the right reason
- **Quality:** Dedication to uncompromising excellence
- **Innovation:** Dedication to exploring and expanding the boundaries of knowledge
- **Teamwork:** Working together to achieve shared goal
- **Stewardship:** Managing and protecting our resources
- **Courage:** Different by design

# UWF Enduring Virtues

The faculty and staff of UWF have adopted standards of performance to maintain the special student-oriented, benevolent spirit of the campus. These operational characteristics include the following:

- **Ambassadorship**
- **Communication**
- **Courtesy**
- **Flexibility**
- **Helpfulness**
- **Knowledge**
- **Ownership**
- **Professionalism**
- **Responsiveness**
- **Safety**





**Creating Great Futures requires a great plan. The plan should reflect the history and traditions of the university as well as the realities of delivering high quality education in an economically challenging environment. The plan should also produce outcomes that can be monitored to help us determine our success. Our planning priorities lend themselves to five important strategic emphases:**

- **High Quality Academic Programs**
- **Purposeful Enrollment Growth**
- **Academic and Student Support Services**
- **Partnership and Collaboration**
- **Investment in People**

# Strategic Focus: High Quality Academic Programs

UWF plays an important role in Florida's higher education landscape as a moderately sized public university. Our scale facilitates a special intellectual community—different by design—that is committed to the pursuit of excellence, inspiring the highest levels of student engagement, learning, creativity and success.

## Strategic Goals:

- Provide high caliber academic programs in a supportive and caring environment.
- 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).
- Ensure continuous improvement of the UWF experience through systematic assessment of academic program quality.

## Measurable Achievements:

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



# Strategic Focus: Purposeful Enrollment Growth

Great institutions shape their own destiny and fulfill their promises. The University of West Florida will target increases in enrollment to provide a more vibrant campus experience and improve our resource base without eroding its commitment to an enriched personal experience for every student. We commit to creating and managing growth strategically to produce an optimal mix of intellectual interests and a diverse population of students.

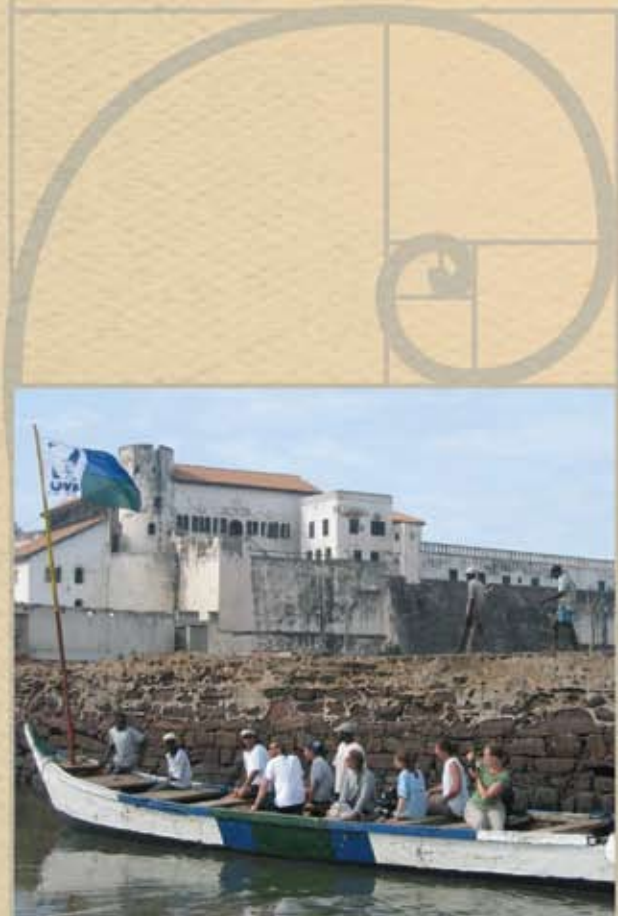
## Strategic Goals:

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

## Measurable Achievements:

- Improve enrollment in primary target populations by 3% annually to achieve steady growth:
  - new First Time in College
  - Honors students
  - graduate students
- Enroll 5% more top high school graduates and high quality graduate students as measured by grade point average and/or achievement test scores.
- Increase transfer enrollments by 1% annually.

- Enhance 1 year retention rate for FTIC by 1% annually.
- Deliver more efficient graduation rates by 1% annually in the following categories:
  - 2 and 4 year graduation rates for transfer students
  - 4 and 6 year graduation rates for FTIC
- Improve enrollment, retention and graduate rates of underrepresented groups by 1% annually.
- Provide program support for production of graduates in occupational needs targeted by regional workforce needs and market demands.
- Enhance scholarship support by 1% annually.
- Submit maximum amount for First Generation Scholarship state match each year (ca. \$200,000).
- Raise \$1 million in private support for need-based endowed scholarships to meet Johnson Scholarship Foundation Challenge.



# Strategic Focus: Academic & Student Support Services

Outstanding facilities and support services are essential to serving the needs of our students, our community and our region. UWF commits to efficient and ethical use of the resources entrusted to us by the State of Florida, students and their families, alumni, and friends. Effective planning and strong accountability practices enhance the great outcomes we can accomplish together.

## Strategic Goals:

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

## Measurable Achievements:

- 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.
- 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.
- Fully implement the recommendations from the Student Success Task Force to enhance student retention and success.
- Improve graduates’ job placement rates in fields related to degree within six months of graduation by 1% annually.
- Increase support for instructional technology and information resources consistent with the academic mission of the University.
- Increase on-campus housing availability to accommodate 30% of fulltime Pensacola campus’ enrollment.
- 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.
- 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.



## Strategic Focus: Partnership & Collaboration

As the public university in Northwest Florida, UWF fully embraces its leadership role in creating great futures for its region as well as its students. We pledge to be responsive and supportive in relation to Florida's institutions of higher education, businesses, K-12 schools and other community partners. Our academic programs will reflect the changing needs of the region and our research and service agendas will remain closely tied to the communities we serve.

### Strategic Goals:

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

### Measurable Achievements:

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



# Strategic Focus: Investment in People

The heart of a great university is its people—its students, faculty, staff, alumni and friends. We commit ourselves to recruiting, engaging and supporting a talented and diverse group of faculty and staff who pursue meaningful traditions to fulfill the promise of the University of West Florida.

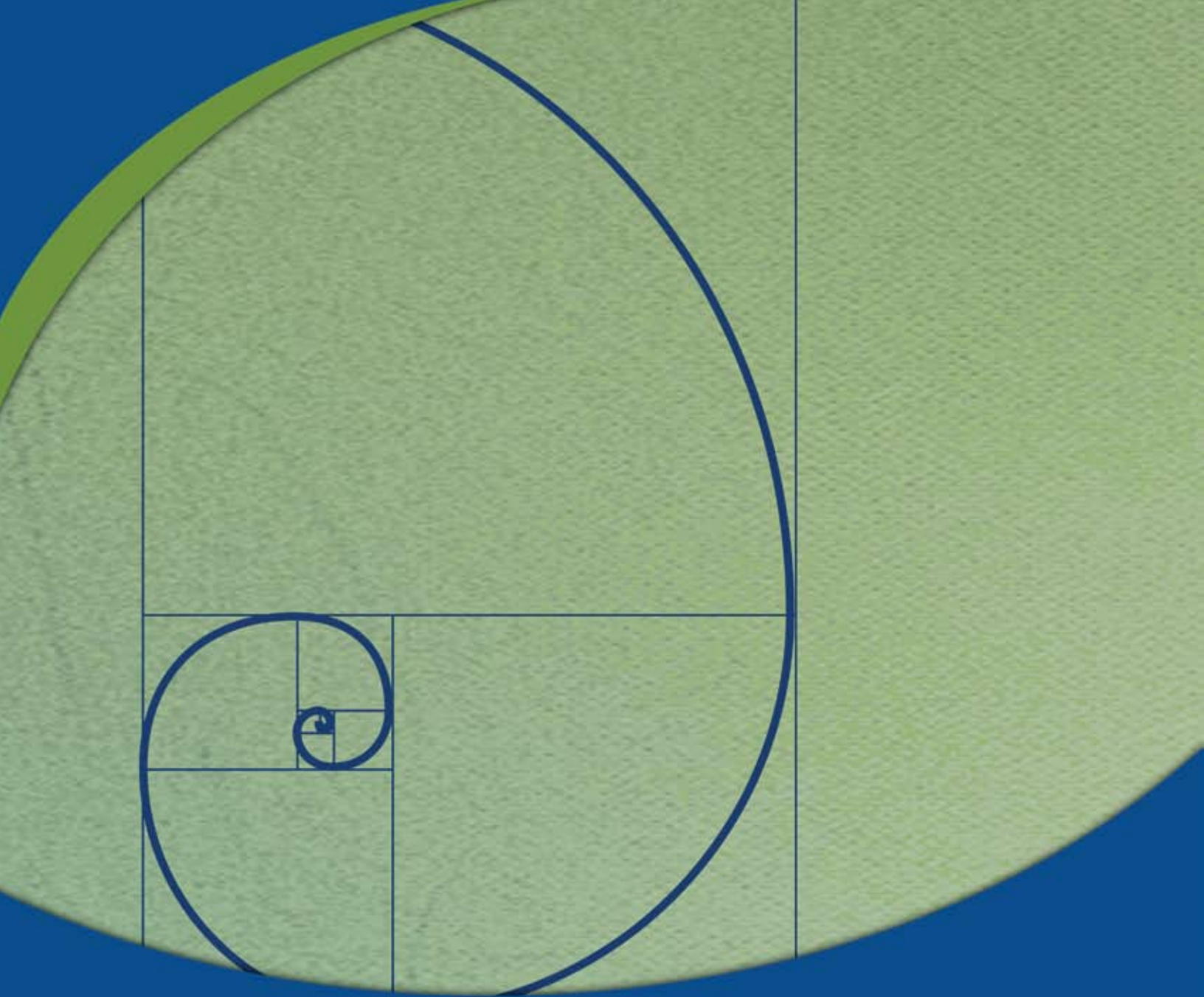
## Strategic Goals:

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

## Measurable Achievements:

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





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