

(DRAFT) President Cavanaugh Goals for 2007-2008

The goals I propose for 2007-2008 comprise four sets of issues: (1) state budget (SB) cuts; (2) university advancement (UA); (3) the new strategic priorities (SP); and (4) personal professional development (PPD).

Strategic Goals	Strategies	Indicators	Desired Outcomes
SB1. Maintain educational mission while responding to reductions in state funding	<ul style="list-style-type: none"> • Establish budget reduction philosophy and principles • Foster communication • Delegate authority with accountability to vice presidents to make recommendations • Increase administrative and business processing efficiencies 	<ul style="list-style-type: none"> • Public statements and messages regarding budget situation and process • Specific recommendations from vice presidents • Discussion of budget reductions at divisional and Budget Council meetings • Alignment of philosophy and principles with actual reductions • Implementation of more electronic processing 	<ul style="list-style-type: none"> • Budget reductions made with minimum possible disruption of educational mission • Broad awareness of process of budget reductions • Budget reductions made strategically, not in a one-size-fits-all fashion • Improved processing efficiency and lowered administrative expenditures
SB2. Educate key stakeholders regarding effects of state budget reductions	<ul style="list-style-type: none"> • Public messages and meetings regarding the budget • Meetings with elected officials at state level • Meetings with media • Advocacy and lobbying for appropriations • Pursuing new funding proposals • Encouraging stakeholders to offer suggestions to mitigate reductions 	<ul style="list-style-type: none"> • Specific messages released and meetings held regarding funding • Number of meetings with editorial boards and related groups • Number of meetings with state and national elected officials regarding UWF funding opportunities • Engagement with stakeholders in creating new, alternative, or enhanced funding opportunities 	<ul style="list-style-type: none"> • Broad awareness of budget situation among key stakeholders

(DRAFT) President Cavanaugh Goals for 2007-2008

<p>UA1. Implement public phase of <i>Creating Great Futures</i> campaign</p>	<ul style="list-style-type: none"> • Develop fundraising target prospects list • Meet with at least three major donors or prospects (gifts or potential over \$10,000) per month • Obtain 100% participation from BOT, Foundation Board, and National Alumni Board (currently at 67%) • Increase number of alumni participating in annual fund giving by 5% over 2006-2007 total 	<ul style="list-style-type: none"> • Number of donor or prospect meetings • BOT and Foundation Board participation • Dollars raised or pledged and percent increase over 2006-2007 • Percentage of alumni participants in annual fund • Percentage of faculty and staff participating in annual giving 	<ul style="list-style-type: none"> • Successful public launch of <i>Creating Great Futures</i> • Campaign progress at \$25.5 million (compared to \$23.5 million benchmark from consultant) • Full BOT and Foundation Board participation • Higher rates of faculty and staff participation giving
<p>UA2. Diversification of UWF's revenue streams</p>	<ul style="list-style-type: none"> • Conduct market analyses of program opportunities • Increase amount of external support of research, scholarly, and creative activities • Identify entrepreneurial opportunities for UWF's participation 	<ul style="list-style-type: none"> • Data regarding program opportunities • Dollars from external sources supporting research, scholarly, and creative activities • Signed agreements with public or private partners 	<ul style="list-style-type: none"> • Portfolio of program growth opportunities • More diverse external funding • Increased number of partnerships
<p>UA3. Enhance the image and visibility of the University</p>	<ul style="list-style-type: none"> • Speak at public and professional events and forums • Participate in 40th anniversary, alumni, and other University events • Continue Town Hall, electronic messages, and other communications to campus • Participate in regional and statewide committees as UWF representative 	<ul style="list-style-type: none"> • Number of speaking engagements • Event participation • Campus presentations and communications • Number of regional, state, and national committees and role played • 10% increase in number of media mentions of UWF 	<ul style="list-style-type: none"> • UWF represented at more events and organizations • Better awareness of UWF

(DRAFT) President Cavanaugh Goals for 2007-2008

	<ul style="list-style-type: none"> • Where and when appropriate, visit international partner institutions to strengthen relationships 		
SP1. Inspire and achieve the highest levels of student learning, creativity, and success	<ul style="list-style-type: none"> • Ensure all departments have specified and documented student learning outcomes • Examine ways to increase rates of degree completion • Support participation in national student testing and competitions 	<ul style="list-style-type: none"> • Evidence of published student learning outcomes • Data regarding reasons students' progress through programs is less than optimal • Data-based decisions regarding changes in advising, financial aid, etc. needed to facilitate program completion • Scores on national tests (e.g., licensure or certification exams, NSSE) 	<ul style="list-style-type: none"> • All programs have clearly stated student learning outcomes • Data regarding student progress used to improve progress • UWF moves above median of peers on key academic indicators of NSSE and related measures • Continue successful accreditation
SP2. Attract, engage, and retain the most talented and diverse students, faculty, and staff	<ul style="list-style-type: none"> • Ensure that talent retention remains a top budgetary priority • Ensure student applicant pool is as diverse as possible • Ensure that all searches have diverse applicant pools • Provide opportunities for faculty and staff professional development • Design and implement strategic integrated marketing plan • Improve student retention • Negotiate new multiyear 	<ul style="list-style-type: none"> • Specific steps to address salaries • Percentage of applicants and new hires/new students from underrepresented groups • Provision of specific faculty and staff development opportunities • Complete strategic integrated marketing plan • Implementation of specific steps or programs to increase student retention • New multiyear contract with 	<ul style="list-style-type: none"> • Talent retention is an institutional priority • Increased diversity of faculty, staff, and students • Faculty and staff participation in professional development programs increases • UWF has its first truly integrated marketing plan • Increase in number of student contacts with regard to retention programs • Continued improvement in relative ranking of faculty/staff salaries

(DRAFT) President Cavanaugh Goals for 2007-2008

	<p>contract with UFF</p> <ul style="list-style-type: none"> • Improve relative standing for faculty/staff salaries in relation to the relevant benchmark 	<p>UFF</p> <ul style="list-style-type: none"> • Relative standing of salaries against CUPA or other relevant standard 	
<p>SP3. Create and deliver the highest quality educational, research, and service programs that meet the needs of the communities we serve</p>	<ul style="list-style-type: none"> • Conduct market analyses for unmet educational needs • Examine data from National Survey of Student Engagement, student surveys, employer surveys, and other outcomes research for areas of success and of concern • Use student learning outcomes data for program improvement • Continued development of community-based educational partnerships • Increase number of contract and grant proposals • Increase level of funding for sponsored programs • Review and revise academic program priorities 	<ul style="list-style-type: none"> • Survey data regarding programming needs • Data from benchmarking and other outcomes research • Demonstrated uses of data for program improvement • Demonstrated progress on Eglin education center • Demonstrated progress on Community Maritime Park • Number of community partnerships • Number of contract and grant proposals • Dollars generated through sponsored programs • Revised academic priorities 	<ul style="list-style-type: none"> • Ability to demonstrate UWF meets regional educational needs • Continued investment in mission related new programs in which data indicate need and sustainability • Increased external support of research, scholarly, and creative activities • Updated academic priorities
<p>SP4. Provide excellent educational, student, and administrative support services and facilities</p>	<ul style="list-style-type: none"> • Advocate for technology fee • Advocate for tuition flexibility • Continue support of Making Way for Excellence • Continue implementation of best practices in electronic business processing • Reexamine and refocus international program efforts • Implement improved student 	<ul style="list-style-type: none"> • Advocacy for delegation of authority for new fees and tuition flexibility • Customer satisfaction • Increased electronic business processing • Establishment of improved advisory group for international programs • Clear articulation of goals of 	<ul style="list-style-type: none"> • Excellent customer satisfaction • Decrease in paper transactions • Revised vision, goals, and strategies for international programs • Revised procedures for student retention and support programs

(DRAFT) President Cavanaugh Goals for 2007-2008

	<p>academic support and retention programs</p> <ul style="list-style-type: none"> • Continue implementation of data warehouse • Continue prioritization of deferred maintenance issues 	<p>international programs</p> <ul style="list-style-type: none"> • Revisions in student retention and support programs 	<ul style="list-style-type: none"> • Improved quality of data
<p>SP5. Create and manage purposeful and sustainable growth</p>	<ul style="list-style-type: none"> • Implement enrollment management approach to recruitment and retention • Increase community college and other transfer students • Increase graduate enrollment • Explore avenues for increasing student housing • Conduct market analyses for new certificate and professional development programs • Explore additional interinstitutional partnerships 	<ul style="list-style-type: none"> • Improved integration of admissions, student support, and academic programs • Increased applications and admissions for transfer • Increased applications and admissions for graduate programs • Specific plan for future housing expansion • Results from market surveys • Specific interinstitutional partnership agreements 	<ul style="list-style-type: none"> • Seamless recruitment and retention philosophy and practice • Controlled growth at upper division and graduate level • Foreseeable increase in housing availability • Specific targeted opportunities for program growth • Broader array of feeder and partner institutions
<p>PPD1. Participate in national and international professional associations</p>	<ul style="list-style-type: none"> • Maintain membership on committees at AACSB • Engage in national discussion related to higher education policy • Maintain active participation in international higher education associations • Maintain active participation in psychological and gerontological associations 	<ul style="list-style-type: none"> • Participation in various professional organizations 	<ul style="list-style-type: none"> • Increased visibility for UWF • Continued professional growth
<p>PPD2. Teaching</p>	<ul style="list-style-type: none"> • As schedule permits, teach or 	<ul style="list-style-type: none"> • Course taught 	<ul style="list-style-type: none"> • Continued engagement in

(DRAFT) President Cavanaugh Goals for 2007-2008

	<p>co-teach independent class section</p> <ul style="list-style-type: none">• As schedule permits, provide guest lectures	<ul style="list-style-type: none">• Number of guest lectures	<p>teaching</p>
PPD3. Continue professional writing	<ul style="list-style-type: none">• Revise textbooks• Edit <i>Aging in America</i> with Dr. Christine Cavanaugh• Write occasional articles for professional outlets	<ul style="list-style-type: none">• Writing products (books, articles)	<ul style="list-style-type: none">• Increased visibility for UWF• Continued professional growth
PPD4. Engage in health-promotion activities	<ul style="list-style-type: none">• Continue ongoing exercise programs• Obtain executive physical exam• Take first part of sabbatical during January 2008	<ul style="list-style-type: none">• Activities completed	<ul style="list-style-type: none">• Better health• Better job effectiveness

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