

Draft Minutes

UWF Board of Trustees Academic & Student Services Committee Meeting

Committee Chair Roy Smith called the meeting to order at 8:40 a.m. on Thursday, June 16, 2005 in the American Room at the New World Landing in Downtown Pensacola.

Committee members present:

Pat Wentz
Timothy Roberts
Honor Bell

Minute taker – Vicki Knaack was present.

Also attending:

Dr. Debbie Ford
Dr. Sandra Flake
Dr. Carl Backman
Dr. Ed Ranelli
Dr. Jane Halonen
Dr. Jerry Norris
Ms. Anita Schonberger

Approve Minutes of February 25, 2005

Motion by Pat Wentz
Second by Timothy Roberts
It carried unanimously.

Trustee Smith introduced the new SGA president student member, Timothy Roberts.

There was miscellaneous discussion of the number required for a quorum. Anita Schonberger, Associate General Counsel, left the group to check on the Bylaws. Trustee Smith indicates that if they do not have a quorum, they can do a consensus and make recommendations to the full board.

Honor Bell joins the committee.

**Action items 2 and 3: B.S. in Electrical Engineering and
 B.S. in Computer Engineering
 Dr. Backman**

Dr. Flake invites Dr. Backman to talk about these programs. Dr. Backman states these two programs currently are offered under cooperative agreement between the University of Florida and UWF for UF's B.S. degrees. The agreement will expire end of calendar year 2008 and this opens the opportunity to have the degree offered by UWF. It is unusual to ask so far out, but

because of the upcoming accreditation review in 2006 and the need to notify students in the four year timeline, we are doing it now. Faculty for Electrical Engineering and Computer Engineering are UWF employees, so that has been in place for some time. There has been one UF employee, but we have paid him, so the resources are in place. We will be taking the current UF program as it stands and make it a UWF program with one or two minor changes with regard to UWF general education requirements, since it will be UWF's program.

Trustee Smith asked who appoints the chair. Dr. Backman states that has not been discussed yet. Currently that person has been appointed by the University of Florida, but once the program is ours, we would have the right to appoint our own. Trustee Smith asked about current students under UF getting their degree from UF and Dr. Backman stated the last UF degree would be in the last semester of the Fall of 2008. Starting Spring of 2009, the degrees would be UWF. So students starting next year would be notified if they start by a certain date their degree will be from UWF. They would have the option of getting their degree from the University of Florida, but the last official semester for UF would be Fall of 2008. The accreditation in 2006 will be separate and will be on our campus. This is another reason for taking this action so things will be in place for the transfer. Technically in 2006 it will still be UF, but we will work with the accreditors at that time to make it UWF's. Jane Halonen stated some students had expressed a qualm that what they were hoping was going to be the University of Florida will become the University of West Florida. But the department is working on trying to help students take greater pride in what they are getting out of UWF, being very proactive about making that transition, and doing great preparation for the accreditation process. Dr. Backman indicates there is a tremendous overlap between the Electrical Engineering and Computer Engineering, that it is very difficult to separate them out. The budget element is the same, lots of the faculty teach the same core courses, both would be accredited the same. Honor Bell asked about the through-put number of students and Dr. Halonen stated normally it is 10-15 graduates per graduation. We anticipate a bit of a downturn when transition takes place, but that will be offset by the pipeline that is being set up at the High School level by the program set up at Choctaw which is in astounding growth. Dr. Flake stated that the department sees growth in the Fort Walton Beach area. Honor Bell mentioned his excitement for the Escambia/West Florida Tech High School program which should produce particularly with computers.

With no further discussion Trustee Smith calls for a motion to recommend for full board approval the transition of the two B.S. Degree Programs in Electrical Engineering and Computer Engineering from UF to UWF.

Motion by Pat Wentz
Second by Honor Bell
It carried unanimously.

**Action Item 4: Authorization for University Institutes and Centers
Dr. Flake**

Dr. Flake explains that the State University System has revised their policy on institutes and centers and if it is based at a university and the focus is on the university's mission, the Board of Trustees may designate the president as the authorizing official and that is the recommendation. If the president is designated, then the president can delegate the development and

implementation of institutes and centers. UWF is in the process of beginning to develop internal policies and procedures for institutes and centers for the UWF campus, but we need the designation of the president as authority before moving on. It can be the president or the provost, but we believe the president should be designee. This will allow us to move rapidly in the formation of institutes and centers for things such as collaboration in areas of research.

The discussion included questions about whether there would be a program of review in the system and Dr. Flake stated there was a template in the agenda items that addresses that and they will develop the policy guideline. Internally they will update their policies and procedures and work with the deans, faculty and the senate. We need a clear policy so centers can't just spring up without knowing the origins or rationale behind them. This action is consistent with other universities. As policies and procedures are developed, they will bring them back to the committee as informational for comment. There will be built in a review process like the five year review program now. Honor Bell expresses his excitement about the process; with the guidelines it will make it easier to take care of the university's needs.

This will need to go to the full board.

With no further discussion, Trustee Smith calls for a motion to recommend for full board approval presidential authorization of University Institutes and Centers.

Motion by Pat Wentz
Second by Timothy Roberts
It carried unanimously.

NOTE: Anita Schonberger, Associate General Counsel interrupts to clarify that the bylaws give no guidance for committee quorum, but Honor Bell joined the group and it is advisable to take all actions to the full board for approval.

**Action Item 5: UWF Enrollment and Degree Plan Submission
Dr. Jerry Norris**

Dr. Norris explains that part of the SUS Strategic Planning Process at the University and the Board of Governors and part of the legislative budget process is that we develop projected enrollments. Part of that is we also develop projected degrees to be conferred and we are working on those projects right now. We will bring those back to you at the correct time, we have a bit of a deferment on that. What we need today is to look at this document that projects overall enrollment for the university by level and by site through years 2015-2016. Also have to look at what these projections say to the public, the board of governors and the legislature. The first page shows FTE's. Those are ones we need for you to approve today, because what happens is the chancellor and staff puts together a package for the board of governors to approve and eventually goes to the legislative budget request. In fact they have already done that, so we need your approval so Dr. Norris can relay that to them. This builds the LBR issue as far as enrollment growth in the next years.

Trustee Smith asked if this set corridors for our enrollment issues. Dr. Norris clarifies that it sets the enrollment plan and then when the plan is established, the legislature will react with enrollment growth issues. The critical year is the next year – 3 ½ % increase this year, then 4 ½% next years to about 6 % at the 2015-2016 year. We want to say 3 ½% increase each year and move it up a little bit as we continue to grow. This sends the message that we are in a growth mode and we anticipate being in a growth mode. And it confirms what we are asking for – some 19 issues in LBR. We are very conscious of our growth in Fort Walton Beach and this recognizes that. This converts into dollars for programs. We update this every year and will bring it back to this committee to discuss. This will be negotiated with BOG staff. FTE's is what we are funded for and if we accomplish 95% of that, then we are OK. It is advantageous for us to be as accurate as possible – the most optimistic under this accuracy. We are asking you approve that line only, the enrollment plan, the 2005-2006 at 3 ½ then 4 ½ to out in 2015-2016 6%. We gave you a five year history and will come back and go over it again. FTE is the funding in Florida. All this is for enrollment growth to the BOG, for LBR, and it is subject to BOG approval. We have submitted this to BOG pending your approval. Part of the original request submission included enrollment plan by discipline and so we also look at degrees to be conferred, but the Chancellor has given us a reprieve on that to work on for a few more weeks. That won't affect this part in any way. We will bring that part back to you at a later date.

With no more discussion, Trustee Smith called for motion to recommend to the full board approval of the UWF Enrollment Plan.

Motion by Pat Wentz
Second by Timothy Roberts
It carried unanimously.

**Action Item 6: Board of Governor's Accountability Measures-
UWF Targets for 2012-2013
Dr. Jerry Norris**

Dr. Norris explains that the BOG has established seven measures to accomplish the four strategic goals. UWF's strategic goals are well aligned with the Bog's and the Legislative Goal's. The BOG Committee has established these measures to measure our success in accomplishing their goals. The data is collected at the board level. The BOG wants us to use our graduation rates, minority Baccalaureates production, licensure pass rates on teacher certifications, and world-class academic and research programs – number of patents approved, research expenditures average number of dollars generated by our tenured faculty – as measures. We are in our 2nd year of collecting data and we are here today to ask you to approve the concept. We put out some targets for 2007 and 2009-2013. This is the beginning of the collection process. In about two years when it is finalized, we will be ready to make 5 year projected targets. These targets go the chancellor on Monday to see if it hits targets in the system. The BOG will look at our accountability measures in the next years and we eventually are headed for some of our funding to be performance based. We are asking today to approve these concepts and also approve these preliminary targets that the Chancellor and BOG will start to process. Each year we will come back to you. Targets are based on our history. Programs we are implementing now will have impact. Honor Bell asked how we compare with other institutions in Florida and are projections

in the range of what BOG is looking for. Dr. Norris confirms we are well in line with other intuitions and we don't like to be like the others, we are different by design – we sent in 19 issues this time and that is very unusual. The potential for UWF to be big is there.

There is miscellaneous discussion of retention rates and effect academic standards cause increase in classes – programs offered and support services all enhance that graduation rate. Dr. Ford shares that they are focusing on that first year experience. There is a real partnership going on – a team effort. The earlier we can get a freshman student identified with an academic family, the better retention rate. The key is student life matched with academic life. There is miscellaneous discussion of the affect of transfer students or part time students on the accountability measures. Dr. Norris clarifies that the BOG let us set the targets so the comparison should meet and exceed. In comparing us with peer institutions, we get to choose our peers and we are leaders in our peer group.

With no further discussion, Trustee Smith calls for a motion to recommend for full board approval of the concept and UWF targets for 2012-2013 to the four accountability measures for submission to the BOG.

Motion by Pat Wentz
Second by Timothy Roberts
It carried unanimously.

**Informational Item 1: Delegation of Tenure
Dr. Sandra Flake**

Dr. Flake explains that at the last Board meeting, the Board requested follow-up on whether the Board could delegate to the President the authority to approve tenure. By BOG Rule, faculty tenure has to follow 6C-5.940 as it reads in the agenda. It is impossible to delegate authority to approve tenure to the president as it would result in the president making the recommendation and then approving his own recommendation. Since it will be necessary for the Board to approve tenure, Dr. Flake will bring to the September meeting some examples of tenure packages with policies and procedures and criteria as it would all be useful for the Board to see in gaining a full understanding of the tenure review process. Honor Bell asked when the policies and procedures on tenure were last reviewed. It appears it may be as far back as the 80's and Dr. Flake states it is something that should be done periodically and would help new hires to be successful in that process. The system in place is rigorous, but could be improved. Trustee Wentz added that Dr. Flake worked with the Faculty Senate and agreed to work with rigor and make it productive to help new faculty get into the process and develop and the faculty appreciate you looking into that. Trustee Smith points out how we develop faculty is so important, development is key in the business world. It is good to be looking at the system and seeing how to improve it.

**Informational Item 2: Academic Affairs Goals – Follow-up Reports
Dr. Sandra Flake
(Handout)**

Dr. Flake has her “The University of West Florida Overview of Faculty Positions June 16, 2005” report distributed to everyone. It includes faculty retirements and faculty recruitment and level of compensation tables. Most retirements are in the College of Arts and Science. Appendix 1 shows how the lines are used and new lines are used. We have reallocated lines internally to meet demands. Of the 13 new lines allocated, 6 are in Fort Walton Beach. We are indeed investing new resources and reinvesting as per growth in programs. Tables II and III show faculty salary ranges for peer institutions. The president developed the Faculty Blue Ribbon commission and thru that process we have good success, but we do have a challenge with compression and inversion. We are progressing to overcome that. We are doing a better job of hiring appropriately so we are not compounding the problem. A similar issue is in staff salaries. Appendix II reflects some enrollment data.

Trustee Smith thanks Dr. Flake and notes that there is still the compression problem with entry level with the history of cost of living, so some established faculty still fall below. Dr. Flake concurs stating we have made progress as evidenced in Table II, we are not at the bottom, but some disciplines are further away than others. Trustee Smith also notes there was a 15% enrollment increase and only a 5% increase in positions. Dr. Flake adds that there are additional costs such as technical support needs, travel, a whole range of costs. It is important to maintain quality while we grow. Trustee Smith asked about the statistics on faculty retention. Do we lose them because of dollars or environment? Dr. Flake states we do lose some over compensation, particularly newer faculty in the research institution/comprehensive institution – we can’t match that – we have to match our peers. By large we do a good job of faculty retention and it isn’t bad to have some turn over as it needs to be a good match. Trustee Smith asked if in the allocation of faculty to disciplines, we look at the individual courses to see if there is sufficient demand. Or if it’s a loss leader? Dr. Halonen states they diminish loss leaders as much as possible. We are strategic about when courses are offered, but pedagogically it may be OK to have smaller class. It is a complex problem. The goal is to maximize efficiency, it’s a balancing act. Dr. Flake predicts if we maintain investment in market equity, we should be able to catch up in 3 to 5 years. Honor Bell thinks they deserve more – is cost of living here really less? There is various other miscellaneous discussion of facility size, class size, adjuncts. It is noted that Dr. Norris’s projections will have a serious affect and require additional resources. With more campuses we will need more resources.

Other Business – None

Adjournment: Adjourned at 10:05 a.m.

Respectfully submitted,
Vicki Knaack
Coordinator