

**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 Friday, September 9, 2005, in Room A, UWF Conference Center.

Committee members present:

Mr. Roy Smith  
Dr. Jay Gould  
Retired General Chuck Horner\*  
Mr. Tim Roberts

\* Conference Call

Also attending:

Dr. John Cavanaugh, President  
Mr. K. C. Clark, BOT Chair  
Dr. Sandra Flake, Provost  
Dr. Debbie Ford, Vice President for Student Affairs  
Mrs. Marie Glass, Coordinator for Administrative Affairs

**Action Items**

**1. Approval of June 16, 2005 Minutes**

Motion by: Trustee Tim Roberts

Seconded by: Dr. Jay Gould

It carried unanimously.

**2. Honorary Degree** - Chair Smith introduced the action item for awarding an Honorary Doctoral Degree of Fine Arts for Peter King, an outstanding artist and UWF alumnus. Smith asked Dr. Flake to address the committee. Dr. Flake stated that the UWF Honorary Awards and Recognition Committee met on September 1, 2005 and unanimously recommended that a Doctorate of Fine Arts be awarded to Peter King at the UWF Commencement on December 10, 2005. A brief discussion followed as to Mr. King's support for the university. Smith called for a motion to recommend that Peter King receive the honorary award of Doctorate of Fine Arts.

Motion by: Dr. Gould

Seconded by: Trustee Roberts

It carried unanimously.

Chair Smith stated that he was unsure of the criteria used today, but in prior years nationally recognized individuals not directly associated with UWF were honored, in addition to those who were directly associated with UWF. Smith mentioned that other universities use this broad approach, asking if the awards committee should revisit the criteria. Dr. Flake stated that she did not have the current criteria with her, but will meet with the awards committee and review the criteria for nomination. Dr. Gould suggested making this an agenda item for the next meeting and asked for the information from the meeting to be forwarded for review. Mr. Smith replied that it could once the committee met.

**Information/Discussion Items**

**1. Tenure and Promotion Criteria and Procedures:** Chair Smith recalled that at the June 16, 2005 meeting, the Board approved tenure nominations according to Florida Statutes. He stated that the Board raised a point as to whether the full board must approve tenure.

Chair Smith asked Dr. Flake to explain the current process. Dr. Flake, through a PowerPoint presentation, "Tenure and Promotion Criteria and Procedures," gave an overview briefly explaining and noting that all information is accessible through Academic Affairs website.

Dr. Flake referenced Articles 14 and 15 of the 2001-2003 collective bargaining agreement saying that tenure status is something to be earned, and that it is common to be promoted and granted tenure simultaneously. Dr. Flake read and discussed the general criteria for annual reappointment and tenure, referencing the website again. Then she addressed the general criteria for promotion, noting a close relationship between tenure and promotion to meet both criteria.

Further discussion followed between Chair Smith, Dr. Flake, and Dr. Gould as to the criteria involving significant, tangible, public scholarship, and annual progress reports for promotions and tenure. Chair Smith asked the timeframe for promotion and tenure. Dr. Flake responded five to six years, and that under the current bargaining system, the request for promotion or tenure has to receive the approval of the specific department. Dr. Gould inquired whether an individual who applies for tenure and is denied can reapply. Dr. Flake responded that the individual could reapply the next year. A brief discussion followed as to the number of applications submitted and tenure earned.

Dr. Flake noted that the details for providing a dossier were listed on the Academic Affairs website, that it is typical to provide strong support for achievements and it is not the volume of evidence but the quality of the evidence presented. She explained the multiple levels of review, including ballots (comments). Chair Smith asked if a nomination received a negative recommendation, could that nomination continue to go forth to the next level. Dr. Flake responded that the nomination could go forth and that faculty could withdraw the recommendation at any date prior to March 15 of a specific year at the Provost's level. Chair Smith asked if the university has a rigorous system for this process. Dr. Flake stated that it is common to have annual recommendations. However, if an individual is not making progress, he/she should either not apply or withdraw the application. She stated that if the faculty is on target, then they should earn promotion in five to six years. A brief discussion continued regarding getting assistance from the Teaching Center, whereby the faculty would receive help early through a mentor, so the process should be clear and readily available.

Chair Smith inquired as to the task force and review of the criteria. Dr. Flake reviewed the timeline and the process for recommendation from the task force to the executive committee. Discussion followed regarding situational changes, performance evaluations, and institutional values.

#### **1. Summary of Degree Program Changes Approved 7/1/04-6/30/05:**

Before proceeding Chair Smith introduced Dr. Barbara Lyman, Associate Vice President for Academic Affairs; Dr. Dana Sally, Dean of the Library; and, Dr. Phyllis Metcalf-Turner, Associate Vice President for Diversity. Smith also welcomed Dr. Jay Gould as the new Faculty Senate President. Dr. Lyman stated that at the June 16, 2005 Board meeting, the Board requested a requirement summary and supporting documents for degree program changes during the period July 1, 2004, through June 03, 2005. She stated that three academic programs have been added: one Master's in Public Health and two Bachelors in Health Science and Economics. During the year, the Master's in Public Administration was deleted, and one bachelor's program in HLES/Athletic Training was modified. The Electrical Engineering and Computer Engineering programs were not listed because UWF is in joint association with the University of Florida until 2009. At that time, UWF will be the sole **awarder** of the Electrical Engineering and the Computer Engineering programs.

Dr. Lyman continued with changes in specializations and teaching: six specializations deleted and eight new specializations within existing degree programs. Teaching Education certification had the largest change with one new minor and no deletions. Dr. Lyman said she could understand the concerns about the program additions and deletions.

Chair Smith asked that the Board be reminded to follow-up on the programs. Jerry Norris responded that follow-up to programs is usually done within one to three years, with three years as being the best indicator.

**3. Status of Academic Learning Compacts:** Chair Smith called on Dr. Lyman for the ALC's with Dr. Jane Halonen assisting in the presentation. Chair Smith stated that this was brought previously to the BOT.

Dr. Lyman stated BOT approved the action plan in 2004 in response to fulfilling the Board of Governors' requirement that all universities adopt the academic learning compacts for their baccalaureate degree programs. She said that the university conducted a self-study and had the insight that both are helping each other, not separately and that institutions chose to work separately. She further stated that students would have the ability to develop according to their needs.

*UWF will go on to graduate and foundation levels with an assessment plan including six domains: content, critical thinking, communication, integrity/values, project management, and discipline-specific, such as chemistry for risk/hazard management, and social work for civic engagement.*

Dr. Lyman said that Dr. Halonen would identify why the university went beyond certain objectives and that additional policies and procedures should be developed to carry out ALC's. She briefly discussed the summary of the ALC Status Report 2, and turned the presentation over to Dr. Jane Halonen.

Dr. Halonen shared examples of a collection of ALC's as well as examples of all three and the history of ALCs during attendance at meetings in Tallahassee and seized the perfect opportunity to work with the Rosie poster, "We Can Do It." She stated that the students and faculty have the capacity to handle this noting that among the state's universities, UWF is far ahead. Our colleagues, FAU and UCF, have the plan for the students but will have to retro-fit the plan with their faculty. UWF did it from the beginning, which was a perfect match and earned the university state and regional recognition.

Chair Smith asked if we had begun practical application. Dr. Halonen responded that the process has been developed into the curriculum but noted that continual changes are managed. She further stated that Dr. Gary Howard, from the Center for Teaching Learning and Assessment, would be working on training and public displays, and that Dr. Lyman will continue to look at student outcomes in academic processes.

Chair Smith asked what students were being told regarding the ALC's. Dr. Halonen stated that academic departments will have the ALC's on their websites and will be cohesive so that students will learn well enough to give explicit examples to any questions.

**4. Undergraduate Student Recruitment:** As Dr. Pete Metarko distributed handouts, Dr. Sandra Flake welcomed Dr. Don Chu, Dean of the College of Professional Studies, and Dr. Richard Podemski, Associate Vice President for Research and Dean of Graduate Studies to their first Board meeting.

Dr. Metarko stated that he applied the opportunity recruitment plan into two points: the first five years and the next five years. In five years, UWF would like the enrollment to be up to 10,000 students and include in the research increasing the student quality and the diversity of the incoming students. As Dr. Metarko reviewed the graphs from the PowerPoint, he discussed the fall statistics, the upward trend of the SAT and ACT means, and the GPAs. He stated that enrollment has climbed due to the approval of out-of-state tuition and fee waiver for Alabama students. Alabama transfers from Baldwin, Escambia, Mobile, and other counties have increased.

Before Hurricane Ivan, enrollment for the FY 2005-2006 was projected to reach 10,000 students but after the direct impact of the hurricane, enrollment dropped to 9,650. Pensacola Junior College, the largest supplier of transfer students to UWF, also saw a decline in enrollment due to the hurricane. Dr. Metarko stated that UWF would stay focused on the five-year recruitment plan priorities, which is to get more students out of the four county areas and to expand relationships. He will work with Dr. Rick Harper, Director of the UWF Haas Center in conjunction with local high schools, community colleges, and faculty relationships to bring summer groups to visit UWF. The aim would be geared toward working with youth leaders from schools and churches and recruiting large minority groups.

UWF faculty will work with high schools to map out requirements so that there is no need for extra classes. Dr. Gould asked if synagogues would be included with churches and other groups. Dr. Metarko stated that the search would be to expand to all resources. He stated that the increase in the use of technology would play a big role in the UWF recruitment efforts, expressing a need to develop or purchase a 'prospect tracking system' to enhance the web interactions with prospects and applicants, as well as reviewing constantly new technological products and news services. He further stated that there is a need for more coordination on campus with Enrollment Services and offices like Housing, Orientation, Marketing Communications, and the alumni. There is a need for increase in telecounseling by current students and faculty, which has been one of the best avenues to recruit students after they are admitted. Metarko said we (the university) need to enhance the UWF image both academically and socially and more scholarship money is of the utmost importance. At one time, the State of Florida had scholarships for minority students. If we had more money in that respect, we could attract higher caliber students.

Dr. Metarko presented examples of technology use: renovated Admissions web page is more suitable to students and easier to navigate; students can apply via the web; the Lighthouse system allows students to check application status; UWF can receive electronic transcripts from high schools and colleges; UWF purchased two agreements with companies who provide names of prospective students which allows UWF to send messages to the prospective students.

Dr. Metarko reviewed the list of university publications and their uses throughout the recruiting process, saying a new list should be out June, 2006. With the explanation of the radius map indicating 75% of the students come from about 150-200 miles from the university, Metarko added that this was one of the reasons why UWF pushed so hard to get the Alabama differential the same as Tallahassee – it allowed the university to include areas like Montgomery and Birmingham with expectations of the Alabama numbers on the increase.

Dr. Metarko stated that the Projected Change by 2011-2012 for Standard High School Diplomas would be predominately in the Miami, Ft. Lauderdale, Tampa, and Orlando areas. With the promise of more resources each year, UWF will be more active in recruitment efforts within these areas. However, the university also has to stay focused on Alabama and other states, especially with the knowledge that most universities have this big challenge.

Dr. Metarko discussed the Florida Activities whereby recruiters attend college fairs, visiting high schools throughout the panhandle, specifically areas of highest population and highest minority population. Included in these activities are the National Association of College Admission Counselors and national associations for minority student recruitment fairs. He mentioned that Dr. Rich Barth, Dean of Students is on a high school guidance counselor tour meeting 1,500 high school guidance counselors to enhance recruitment. Dr. Metarko briefly discussed Visitations to Other States where recruiters attend nationally and locally organized college fairs and visit high schools in six states: Alabama, Louisiana, Texas, Georgia, Virginia, and New York noting that very few students within Mississippi leave the state to go on to higher education. Other communications include ArgoNotes, telecounseling, and faculty Phone-A-Thon. He stated that parents love to talk with faculty members and are very involved in the college decision.

Dr. Metarko covered the On-Campus Events that included information regarding open house programs, ACT and counselor workshops, and campus tours, emphasizing the importance of the campus tour as one of the best recruiting activities and that 65% of students feel campus tours have greater impact on their college decision. Metarko stressed the need for community involvement for Parent Night, financial aid night, and Honors' night. In addition, there is the need for participating in community events such as the Northwest Florida Baptist Association "College Day" and collaboration with outreach initiatives through Student Success. He mentioned a staff member who is a member of the 100 Black Men in Pensacola and schedule for a radio program to encourage students to go on to higher education helping them with the processes. He further stated that UWF has many people working with local communities to assist them through the process.

Dr. Metarko stated that the program, Instant Decision Days, implemented last year and was an instant success. He stated that recruiting teams visit high schools to review and provide admission decisions on the spot for interested students. This program not only provides a community service, but also supports guidance efforts and improves the applicant pool.

Dr. Metarko discussed the recruitment highlights for transfer students, stating that most of transfers are place bound so most recruiting efforts go for local communities. Recruitment highlights mentioned: received approximately 8,450 e-mails, responded to over 7,200 visitors to the lobby, reviewed over 6,400 undergraduate applications, and received/responded to over 41,000 phone calls. Chair Smith responded that this was a very impressive recruitment program, but asked about student retention. Dr. Metarko responded that the retention rate is not as good as it should be but in the last few years, Student Affairs and Student Success have implemented many positive changes.

Chair Smith asked if the loss is due to academic failure or to students being unable to adjust to college life. Dr. Debbie Ford, Vice President for Student Affairs noted it is a mix of both, that 25% loss is the national average and that figure will decrease. She stated that Student Affairs is in the process of developing a comprehensive retention plan, noting that several years ago, Dr. Metarko developed a plan which was partially implemented. She stated that they would want to work in conjunction with our recruitment plan. Last year, Student Affairs established the Office of Student Transition whose focus has been on the freshmen transition first and as those students move into their sophomore year, more focus on the sophomore transition to junior transition to senior transition to the world of work. Chair Smith asked if we (UWF) are looking at what retention method could have been used.

Dr. Ford asked Dr. Norris, Associate Vice President for University Planning, to respond. Dr. Norris stated that UPC implemented an electronic program for tracking all student surveys. He referenced that UWF is sometimes like a community college, in that some enrolled students never attend classes, some students never find a home in their discipline, and that there is heavy parent involvement. Chair Smith remarked that the Board likes having students call prospective students and found it interesting that faculty members are involved as well. Dr. Gould stated that the GPA is rising significantly among freshman and asked how much does that reflect the national GPA inflation. Dr. Metarko responded that it is a weighted GPA. He continued that GPA's are definitely on the increase, but varies between high schools. Dr. Gould remarked that looking at the percentile ranking might give a more accurate indication of the quality of incoming students. Dr. Metarko responded that they have borderline indications that they take rankings into account, which is a bigger factor than GPA, and that high schools have different ranking systems.

Dr. Phyllis Metcalf-Turner, Associate Vice President for Diversity questioned the retention rates for minority students. Dr. Norris directed the group to the UPIC website for data. Dr. Metarko stated that Angela McCorvey, Student Services, keeps track of the retention information. Dr. Flake responded that retention rates for minority students have been comparable to the nation. Board Chair K. C. Clark asked if they were able to measure the effectiveness of services obtained through companies to obtain names of prospective students for recruitment purposes. Dr. Metarko responded that within

the past 3-4 years, steps have been taken to develop a prospect tracking system that would provide contact information.

**5. Evacuation Plan for Resident Students:** Dr. Debbie Ford, Vice President for Student Affairs stated that her division was asked to share information about how they inform and communicate with their resident students. She first reported that UWF has over 1,500 students who call the university home and are the most students who have ever lived on campus. She stated that the UWF Student Emergency Plan with response to tropical weather and hurricanes has been tested and Ford feels that this is a good plan.

After each storm, Housing, Residence Life, and the Dean of Students offices staff review the plan. Dr. Ford continued that on August 17, 2005, students were provided with brochures, followed by discussion in regards to a plan of action in the event of emergency weather. Dr. Ford's team also asked each student to provide them with the name of a contact person or the place where they would go in the event that the hurricane approached the area. This information gave them an indication of how many students would not have a place to go in the event of dangerous weather. She further discussed how weather warnings were posted and how UWF made early decisions about closure for student safety more quickly in terms of evacuating the area as the storm approached. The postings also include information about official closings of the university.

Dr. Ford mentioned the article in the Pensacola News Journal after Hurricane Dennis regarding the university's response. She stated the university can house students during a hurricane but cannot continue to house them after a storm as a long-term shelter. She stated that all students receive the emergency information. They also have a team that ensures all basic needs of the students are met. Board Chair Clark stated that he has always had a concern about communications to university students and the university community. However, this time, Clark said communication efforts worked well, that students realize they are our priority and very positive feedback followed.

Chair Smith asked about the students who were taken in from the hurricane areas. Dr. Metarko responded that the university has 43 students and four faculty members from the Mississippi, Louisiana, and Alabama area. Dr. Ford ensured that such students' basic needs have been met. She is also in the process of co-signing a letter along with President Cavanaugh and Dr. Flake to remind all students of the services that UWF has to offer. A comparable letter will be sent to the 43 new students. Dr. Gould stated that it was his understanding that after Hurricane Ivan, the university housed some students for a few days and then asked them to leave. He asked what special plans the university has for international students when we ask them to leave. Dr. Ford stated that they worked with Kay MacKenzie, Director of International Students, and had host families available if the university had to reduce access to the campus. Dr. Ford stated that decisions were made early in the best interests of faculty, staff, and students, and that we (Student Affairs) appreciate Dr. Cavanaugh's leadership in making those decisions and to Marketing Communications for updating website information so quickly.

**6. Student Recognition and Accomplishments:** Dr. Debbie Ford presented the Student Recognition and Accomplishments stating the handout and agenda cover student accomplishments and recognitions of excellence. She said the material that she was about to share was not included in the agenda. She continued with the names of the students who received recognition in the following areas: Olympic Committee, Outstanding Graduate Student for the Southern Criminal Justice Association, Escambia County Physical Education Student of the Year Scholarship Award, Jack Kent Scholarship, and several music accomplishments and scholarships. She also mentioned receiving a letter from an alumnus who recognized two HLS students for their efforts as personal trainers. She continued that these are just a few examples of how the university's students excel.

**7. Projected Enrollments and Degrees Conferred by Discipline for the Years 2005-06 through 2015-16:** Chair Smith turned over the last agenda item to Dr. Jerry Norris who distributed the

supporting documentation "Enrollment and Degree Projections by Disciplines", and gave a brief review from the last meeting. Dr. Norris mentioned that he was invited by the president of an international strategic planners' society to participate in a study. Dr. Norris shared with the group the six areas of the university's Student Learning Compacts and the results noting that group members were very impressed. The University of Miami and the University of Delaware have expressed an interest in using UWF's document. The Student Learning Compact was approved by the BOT in June, 2005 and has been forwarded to the Board of Governors for approval.

Dr. Norris stated that the Projected Enrollment was approved at the June, 2005 BOT meeting and forwarded to the Legislature for approval in terms of enrollment growth. This document, today, takes it to the discipline enrollment within 10 years and degrees anticipated to be conferred over the next 10 years which the Board of Governors (BOG) will consider for our target program. He said the Legislative Budget Request covers three primary areas: engineering, nursing, and education. The next level is due on October 1, 2005, and the BOG uses this information working toward the university's accountability goals and measures. For follow-up, the information returns to the University for determining how our projections fit in with targeted programs. Norris noted that internally, all of these projections are helpful, especially to the deans and that he is available to discuss the details of the programs as well.

Chair Smith asked if the University is under pressure to encourage our students to consider these degree programs. Dr. Norris stated that the BOG determined those targeted areas to be the needs of the state and that we are under obligation to accommodate students in these areas. Chair Smith asked if there was a linkage between funding and our degrees. Dr. Norris stated not at this point but there is a legislative request for specific funding for the engineering, nursing, and teacher education program and in years to follow there will be other targeted programs. Dr. Gould asked if the university informs the students of the targeted areas. Dr. Norris responded that no specific notifications have been directed toward students, which is all part of the process. Dr. Gould asked if the program could assist students with possible employment areas. Dr. Norris responded that this could possibly be incorporated into the program.

Chair Smith recognized President Cavanaugh. Dr. Cavanaugh clarified that there is no connection between the state's desire for more engineers, for example, or employment, noting that UWF cannot predict the number of engineers to be hired within the next 4-6 years. One issue raised with the state is that although we (universities in general) may need a particular kind of engineer now, in 4-6 years, we may not. In 1999, a strategic need was noted in the high tech industry. By 2001, the need declined due to a glut of people on the job market. President Cavanaugh said the State University System presidents have taken a very strong stance against the issue of telling students that there are areas where students can get jobs because it is not the case. There are only two areas where this would be true and those are teaching and nursing as national issues. There is not a national shortage of engineers generally – depending upon timing - engineers may have difficulty getting a job. He continued that Florida is not a state where the biotech industry is in heavy demand.

Dr. Cavanaugh noted as to how we got to where we are is that the BOG and Legislature started from their position that universities would be required to have 50% of their degrees in these targeted areas by 2012. The president, also chair of SUPA, made the effort to say that this thought process was backwards and discussed how games could be played with percentages of degrees and by changing the names of majors. He noted that the issue was not the percentage of degrees; the issue was "pipeline".

Dr. Cavanaugh noted that the issue 'now' is not how many degrees but how many teachers does Florida need and what do we do? In addition to that, at the BOG meeting, the SUS presidents presented the problems and two reasons why the state does not have enough teachers and nurses. Teacher incentives are not there due to low salaries. Nursing is the opposite, having all kinds of incentives but the nursing board restricts the pipeline. There is an average of 200-300 students -

honor students - who want to go into nursing at UWF, but the nursing board restricts the entrance to approximately 36. The bigger issue is the system-wide capacity to create people with degrees, in particular, teaching and nursing.

Engineering and high tech is low due to the state not having economic development to put a lot of money. The other issue with engineering is not the pipeline – it is the K-12 problem and students are entering colleges now without prerequisites of math and science skills. Cavanaugh said that UWF has collaborated with the Okaloosa-Walton School System for students to have the prerequisites of math and science. In addition, the SUS presidents will work with the nursing board regarding entrance requirements to ease restrictions on the number of students entering.

Dr. Norris stated that Dr. Cavanaugh's comments, as the president of SUPA, has helped the BOG understand the reality of all the issues. Dr. Norris said this is the first time for the BOG to work through the strategic planning process and that we (all universities) are all working through the process. He completed his presentation noting there are many nooks needing accountability measures to generate those as part of the funding. The timing is right and we should be there in five years.

Chair Smith asked if there were further items to be brought before the committee. There were none, he then asked for a motion to adjourn. Dr. Gould gave the motion, and the meeting was adjourned at 11:15 a.m.