The University of West Florida

Different by design

Introduction

The University of West Florida is a comprehensive regional institution, guided by a strategic plan created in partnership with the Northwest Florida community. While its primary mission is to meet the needs of and to serve the people in West Florida, UWF has programs, activities and responsibilities that extend far beyond the Panhandle. It is charged with certain statewide responsibilities and contributes to the national creation of knowledge through its academic, research and public service activities.

There is no similar institution in the State University System. UWF, set in a wildlife preserve and bird sanctuary, offers a private college atmosphere at low tuition. Its size means that students receive the personal attention from the faculty that often is lacking at larger institutions. Enrollment increases have galloped at a brisk pace this past year, and that trend is expected to continue as students and parents recognize the value offered at UWF.

UWF is, indeed, different by design, and the faculty, staff and students are proud to say so.

This document summarizes information contained in a Board of Trustees Reference Manual, which will be delivered to you later. The summary provides a brief glimpse into the mission and goals of the university, its history and operations. It was prepared by the Transition Committee for the New Era, which President Morris Marx created to examine issues regarding the change in university governance. This document is just one product of that committee.
The University of West Florida Strategic Plan, which was developed and nurtured through a partnership with the community in 2000, is its blueprint for the future. Each year the University Planning Council conducts a rigorous and thorough review of needs and goals, building the plan through a series of campus committees that review all aspects of UWF operations. The process takes months and includes all voices from within and outside of the institution.

The Community Liaison and Advisory Committee (CLAC) plays an integral role in that planning process by offering advice and consultation to UWF administrators. CLAC is a group of community leaders who joined forces several years ago to work closely with UWF in meeting area needs.

The Strategic Plan is used to build the UWF budget, to create new programs and to design activities and service in the community. This active participation by the entire campus and the general public has provided a clear and decisive direction for the university, its faculty and staff.

The preamble of the Strategic Plan begins:

“As West Florida’s comprehensive regional public university, we are dedicated to excellence in teaching, research, and service, and to the enrichment of the educational, cultural, economic, and natural environments of the people and regions we serve.”

The Strategic Plan establishes eight goals with specific objectives to reach them. The goals are:

“The University of West Florida achieves its mission by

A. continually developing UWF as a distinctive, comprehensive public university, focused on meeting the educational, research, and service needs of the region,
B. providing educational programs, centers, and support functions of distinction,
C. enrolling and retaining an inspired student body of sufficient size to afford an appropriate college life and resource base,
D. promoting diversity and a collegial culture among faculty, students, staff, and community,
E. promoting and enhancing partnerships with the community and improving communications between the University and the region,
F. strengthening regional pre-school, elementary, and secondary education,
G. enhancing regional economic development,
H. and participating in and supporting the protection of natural resources in the region.”
In 1963, the Florida Legislature authorized a new public university in the Pensacola area. Dr. Harold Bryan Crosby became the first president when he was appointed in July, 1964, and ground was broken on the 1,000-acre site the next year. The first student body of 1,422 students enrolled in the fall of 1967, and the first graduation ceremony was held in June, 1968.

Since then the university has graduated about 52,000 students, with more than 20,000 living and working in Escambia, Santa Rosa and Okaloosa counties.

UWF began when the State University System was experimenting with creating upper-division universities, which meant that UWF first offered only junior and senior level classes and graduate studies. UWF was one of several institutions in the state to experiment with such an arrangement, but that experiment was abandoned in 1983 when UWF and the other two-year SUS institutions opened their doors to freshmen and sophomores.

That also was the same year that UWF and the Okaloosa-Walton Community College opened a joint center in Fort Walton Beach. The branch campus continues to show tremendous growth, responsible for 9 percent of UWF's enrollment last year. Program offerings continue to increase as more people want to earn their degree at that campus.

UWF has partnerships with Chipola Community College and Pensacola Junior College. It also has international programs with China and Japan through linkage institutes; partnerships with several international universities for the exchange of faculty and students; and programs with Mexico, Curacao and Japan through the Florida Small Business Development Center.

The campus also has grown considerably from the original 1,000-acre site. Today, the main campus has 1,642 acres, including about 600 that is undeveloped. That makes it the largest in the State University System. Other sites include 152 acres on Santa Rosa Island, the Fort Walton Beach Campus and downtown Pensacola properties.

With the addition of Historic Pensacola, UWF has another opportunity to enhance academic programs and directly serve the community. It envisions historic and archaeological programs to capitalize on the living history in West Florida.

UWF now has more than 8,500 students, well on its way to reaching the strategic goal of 10,000 students by 2005.

UWF has had just three presidents. Following Crosby in 1974 was James Robinson. President Morris Marx assumed the position in 1988.
The University of West Florida has five divisions:

- President’s Division
- Division of Student Affairs
- Division of Academic Affairs
- Division of Advancement
- Division of Administrative Affairs.

**President’s Division**

Reporting to President Morris Marx in the President’s Division are the vice presidents of the other divisions and others whose function extends campus-wide. They include the general counsel, the inspector general, the director of governmental relations, assistant vice president for equal opportunity and diversity, the special assistant to the president for dispute resolution and the associate vice president for technology.

The president is ultimately responsible for all aspects of university operations. He also is the main ambassador in working with community groups on university issues. He, or his designee, also represents the university at state, regional and national government meetings.

Marx was appointed president in 1988.

**Division of Student Affairs**

Linda Dye is the vice president of Student Affairs, responsible for all aspects of student life on campus. Those responsibilities include housing, intercollegiate athletics, student activities and organizations, Student Government and the health and counseling centers.

Other functions include the campus alcohol and drug information center, judicial affairs, the career center, recreation and sports services, testing services, orientation, the childcare center and disabled and international student services.

Dye, who joined UWF in 1975, was named vice president in 1999.
**Division of Academic Affairs**

Parks Dimsdale is the executive vice president and provost in charge of Academic Affairs. This is the largest of the university divisions and captures the largest share of the budget.

Housed in this area are the three colleges, the admissions and financial aid functions, university planning, international and community partnerships and programs, branch campuses, the Florida Small Business Development Center, the library and the Institute for Human and Machine Cognition.

The colleges were reorganized in 1998 to better deliver academic programs to students. Martha Saunders is the dean of the College of Arts and Sciences, the largest of the three colleges. Ed Ranelli is the dean of the College of Business, and Wesley Little is the dean of Professional Studies, which includes teacher preparation, criminal justice, social work and aging programs.

Dimsdale was named to his position in 1998.

**Division of Advancement**

Parks Dimsdale also is the vice president of Advancement. This division is the external arm of the university, responsible for communications and fund-raising.

The UWF Foundation, which is directed by a 35-member Board of Trustees, has total assets of about $93 million, which is about the middle of the 11 public universities in Florida. (That figure fluctuates depending on the financial markets.) Money is received from a variety of sources through such outreach efforts as alumni relations and planned giving.

The public relations and marketing functions also are housed in this division, and they are responsible for dealing with the media, planning and coordinating events and marketing the university through publications and other means.

Dimsdale was named to the position in 1994.

**Division of Administrative Affairs**

Cornelius Wooten is the vice president of Administrative Affairs, which manages the daily administrative, financial and operational functions of the institution. A university is very much like a small city, and Administrative Affairs provides support services to the entire campus.

This division manages the university’s business and financial affairs; auxiliary enterprises, including food services, parking services, bookstore operations, vending, printing, Postal Service and banking; the police department; and
personnel other than faculty. It services buildings and campus grounds, which includes new, major and minor construction projects. It also is responsible for telecommunications.

Some of the specific functions housed in this division are the university budget, controller’s office, purchasing, human resources, university police, facilities management, environmental health and safety, architectural and engineering services and business support services.

Wooten was appointed vice president in 2001.

**Miscellaneous**

Of special interest may be three critical functions of the university that extend across all internal boundaries: The Office of the Inspector General, the Equal Opportunity and Diversity Office, and Information Technology Services (ITS).

The Office of Inspector General performs the internal audits of the university. It also is involved in investigations, accountability activities to assess the performance based budgeting measures and consulting activities. It also provides management advisory services.

Betsy Bowers is the inspector general.

The Equal Opportunity and Diversity Office monitors university activities to ensure all federal and state laws are followed regarding discrimination, harassment and bias. It also promotes activities on campus and is a resource for those who feel they may have been discriminated against on the university.

Rosalind Fisher is the assistant vice president of Equal Opportunity and Diversity.

ITS is the organization responsible for supporting information technology throughout UWF by maintaining the infrastructure and support services. It does this through eight workgroups: administration and operations, fiscal systems, student information systems, client services, educational technology services, infrastructure services, the Nautical project and UWF-TV.

Michael Dieckmann is the associate vice president for Information Technology.
The student body

How it’s changed

The University of West Florida enrolled 8,517 students in the fall, 2000 term, a 6.1 percent increase from fall, 1999 and nearly 500 more students than in 1995. Growth for 2001-02 may be 10 percent, based on early predictions and an 11 percent increase in summer enrollment.

UWF continues to become more of a residential campus, and with the addition of a new residence hall housing 196 students this fall, the campus will have room for 1,250 students. The percentage of students living on campus has increased from 8 percent in 1995 to 12 percent last year.

About one third (31 percent) of freshmen students come from Escambia County, while nearly half come from other in-state high schools. Nearly 20 percent come from out of state.

The student body continues to become more diverse. In 1995, about 16 percent of the students were minority. That increased to 21.3 percent last year, with growth shown in the numbers of African-American, Hispanic and Asian students.

Some demographic information:

- Nearly 60 percent of students receive some type of financial aid.
- The mean age on the main campus is 25.
- The mean age on the Fort Walton Beach Campus is 33.
- Females account for 59 percent of the student body.
- Freshmen account for 14 percent.
- Sophomores for 8.5 percent.
- Juniors for 24.7 percent.
- Seniors for 25.8 percent.
- Graduate students for 16.2 percent.
- Non-degree seeking or unclassified students for 10.8 percent.
- Full-time students account for 43.7 percent of the student body.
The faculty and staff
*How they’re changing*

The University had 1,401 faculty and staff members in late May and also employed nearly 800 students. The 623 faculty members and 778 non-faculty employees are aging, with faculty leading the way.

Nearly four in 10 faculty members (39 percent) are either in the Deferred Retirement Option Program, are already eligible for retirement or will be eligible for retirement in the next five years. About 16 percent of the staff are in the same category.

These changes will pose challenges for university budgeting because of accrued benefits that will have to be paid and the replacement cost for faculty members and other staff.

Of the 623 faculty members, 243 are full-time faculty and 242 are part-time faculty. The full-time faculty are:
- 59 professors
- 59 associate professors
- 78 assistant professors
- 23 instructors
- 15 lecturers.

The non-instructional faculty members include department chairs, deans, directors and librarians.

While teaching is the primary mission of faculty, research and service also are required. Teaching encompasses everything from classroom and lab instruction to individualized assistance to students. Research includes applied and theoretical activities that further the body of knowledge. Service involves professional activities on campus and community service, which embodies a whole host of activities.

The 778 non-faculty employees are in the following categories:
- 210 in the Administrative and Professional category (A&P)
- 465 in the University Support Personnel System category (USPS)
- 103 in the Other Personnel Services category (OPS), who are temporary and part-time employees.

Each of these performs valuable functions for the operation of the university, doing such activities as admitting students, performing office functions, tending to university grounds or other administrative functions.
The budget
How we’re funded

The primary source of UWF funding comes from the Legislature through the Education and General appropriation. Florida’s elected officials determine the level of funding for UWF, setting the tuition and allocating the resources to all universities.

For fiscal year 2000-01, UWF received an initial appropriation of $64.8 million from the Legislature in the following categories:

- $47.7 million in general revenue (73.6 percent of budget)
- $14.1 million in student fees/incidental (21.8 percent of budget)
- $3 million in enhancement trust fund (4.6 percent of budget).

The total allocation through the Educational and General appropriation has increased from $43.7 million in 1992-93 and $51 million in 1996-97 to $64.8 million in 2000-01.

The 2000-01 UWF appropriations were:

- $41.6 million to Academic Affairs
  - $15.2 million to College of Arts and Sciences
  - $8.3 million to Academic Affairs (general)
  - $6.8 million to College of Professional Studies
  - $4.5 million to College of Business
  - $3.5 million to libraries
  - $3.2 million to institutes and centers
- $8.3 million to plant operations and maintenance
- $5.7 million to Administrative Affairs
- $4 million to information technology services
- $1.7 million to Student Affairs
- $1.2 million to Advancement
- $1.2 million to the President’s Division
- $971,313 to university reserve
- $326,959 to WUWF radio

The university also receives revenues for capital projects from the Legislature. And it receives funding that flows through the Auxiliary Trust Fund, Grants and Donations Trust Fund and Sponsored Research Trust Fund. These can be used only for specific purposes.

Local revenue sources are the agency fund; concession fund; intercollegiate athletic fees; Perkins Loan Fund; university activity, service and health fees; university loan and scholarship funds; and the direct loan fund. These also can be used only for specific purposes.
Facilities and site management

How we build

UWF has nearly 1.8 million gross square feet in buildings, which have an estimated replacement cost of $197 million. That does not include the value of the land, roadways, lighting and parking lots.

The primary source of funding construction projects comes through the state PECO fund, which is money raised through utility taxes and distributed to universities, community colleges and public schools. The Legislature uses a formula for distributing the funds, and UWF yearly develops five-year, three-year and one-year capital improvement plans for the legislative budget request.

The plan for the period 2002-03 through 2006-07 identifies $68.8 million in building needs. Of that, $10.12 million is requested for 2002-03 to complete the fieldhouse renovation ($6.9 million) and for campus infrastructure improvements ($3 million).

Other projects identified for the period include a general-purpose classroom building, classroom and teaching lab upgrades, building expansions and renovations, a science technology building, facilities at the Fort Walton Beach Campus and roadway extension and bridge for the Bayou Crossing project.

The university also receives money through the Facilities Challenge Matching Grant program, which matches local contributions with state revenue. Projects sought in that program are for an environmental classroom pavilion, research park pavilion and an archaeological conservatory auditorium.

Of interest is the more than 600 acres of undeveloped land across the bayou from the main campus that will require major investment for utilization. Plans are being developed for its use, and suggestions include a research park, academic buildings, athletic facilities and student housing.
Transition activities
How we’ve prepared

The University of West Florida last year began preparations for the transition to a new form of governance when the president, general counsel and others began monitoring the activities of the Education Governance Reorganization Task Force, which made recommendations to the Legislature. UWF personnel then closely followed the legislative process, providing suggestions and advice.

Once plans for the new governance structure became clear, the campus mobilized. A website was launched to provide information to students, faculty, staff and the general public. The president, Regent Collier Merrill and others held a university forum to answer questions from the UWF community. The president created the Transition Committee for the New Era specifically to prepare for the creation of the Board of Trustees. Members of the Northwest Florida Legislative Delegation, the president, Regent Merrill and John Tice, chair of the Community Liaison and Advisory Committee, held a community forum in downtown Pensacola. A regular open forum called “Rumor Central” was launched on campus so people could come and discuss issues of concern.

The transition activities will continue as the new structure is implemented and the rules and statutes are modified.

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Transition Committee for the New Era

Chairman Parks Dimsdale, executive vice president
Linda Dye, vice president for Student Affairs
Cornelius Wooten, vice president for Administrative Affairs
Angela Bowler, president of the Student Government Association
Klaus Meyer-Arendt, president of the Faculty Senate
(James Miklovich, former president of Faculty Senate)
Desmond Peters, chair of the A&P Council
Karen Summers, chairperson of the USPS Staff Council
Michael Dieckmann, associate vice president for Information Technology

http://uwf.edu/transition

Staff members

General Counsel Julie Sheppard
474-3420

Executive Assistant to the President Keith Goldschmidt
474-2368