In response to a request from the Board Chair, I offer the following as my goals for the University of West Florida for 2004-2005. These goals are grounded in the vision I described in my inaugural address, the UWF strategic plan, and the progress we have made to date related to each. I list the categories based on functional areas and not in the order of priority.

I welcome the opportunity to discuss them with you.

Top 5 Goals

- Complete planning process for campaign
- Complete the SACS reaffirmation process
- Engage community in economic development partnership
- Successfully implement and complete baseline measurements for “Making Way for Excellence” program with Baptist Leadership Institute
- Develop and implement accountability measures for student outcomes

Board of Trustees

- Implement the revised Board of Trustees interface and strong committee structure.
- Institute procedures for smooth transition in Board membership when succession occurs.
- Design and conduct orientation sessions for new Board members.
- Design and conduct Board development program.
- Create mechanism for ongoing updates/reports on all DSO’s to the Board.

President/President’s Division

- Increase UWF’s visibility at the state and national levels.
- Design and implement public relations effort for SUPA.
- Implement and evaluate the new personnel system.
- Implement year one of staff compensation program to address salary compression.
- Successfully conclude the contract negotiations with UFF.
- Continue implementing the IT strategic plan by completing phase two and beginning phase three.
- Advocate for a technology fee.
- Advocate for full enrollment funding at the state level.
• Advocate for adequate PECO funding.
• Work with Board of Governors on accountability, strategic planning, and funding issues.
• Advocate for federal funding where possible for UWF programs.
• Explore possibility of webcasting Board meetings and implement if feasible.
• Implement new Office of Diversity Programs, including major public outreach and communication efforts to minority community.
• Complete SACS reaffirmation process.
• Implement Military Community Policy Council and show results of their input through modifications of or design of academic programs and their delivery.
• Participate in the implementation of the downtown historic district plan and related follow-up activities.

**Academic Affairs**

• Build Academic Affairs leadership team through planning, hiring replacements for retiring administrators, and organizing functions to optimize support for academic program excellence.
• Continue ongoing academic program review process, with emphasis on identifying programs of excellence and those requiring attention.
• Develop the leadership support to implement fully on-going, systematic assessment of student learning.
• Identify areas of opportunity for new academic programs that meet strategic regional needs and/or foster economic development.
• Identify program that would be eligible for the Governor’s Center of Excellence initiative.
• Bring one online program to global market.
• Begin redesign of continuing education effort, and examine the entrepreneurial opportunities of continuing professional education.
• Implement faculty hiring plan to maximize resources in new and continuing faculty positions.
• Design and implement faculty development program for adjunct faculty.
• Begin ongoing evaluation of all faculty development programs.
• Design and implement incentive policies for recruiting minority faculty.
• Increase grants and contracts awards by 10%.
• Begin design of research/scholarship/creative activity and intellectual capital development benchmarking by identifying peer institutions and collecting comparative data.
• Complete the revision of and implement new intellectual property policy for e-learning.
• Increase enrollment at extended campuses by 5%.
• With Student Affairs, evaluate and redesign student support services organization and delivery; target implementation beginning July 1, 2005.
• With Student Affairs and Enrollment Services, develop undergraduate student retention and graduation rate improvement program.
• Revise student recruitment plan with particular attention to meeting the needs of underserved and underrepresented groups.

Administrative Affairs

• Implement “Making Way for Excellence” program with Baptist Leadership Institute and demonstrate significant progress.
• Restructure Office of Accounting and Financial Services to address problems identified in the state operational audit.
• Begin periodic revision of campus physical plan.
• Implement Banner ERP system.
• Continue training of department budget managers for new Banner system.
• Continue campus beautification efforts.
• Improve campus signage and UWF identia based LEAD class recommendations.

Student Affairs

• Implement new Dean of Students administrative model.
• Begin design of new residence hall and dining facility.
• Implement redesigned orientation program for new and transfer students.
• Provide additional student support services at extended campuses.

Development

• Complete the campaign feasibility study.
• Establish financial goal and priorities for campaign.
• Identify campaign chair(s).
• Significantly increase number of visits to major donors/prospects.
• Increase annual giving by 5%.
• Establish another new chapter of the Alumni Association.
• With the President, visit four cities and hold alumni/fundraising events.
• Geographically diversify membership on the Foundation Board.
• In consultation with the Board of Trustees and each DSO Board, develop and implement giving policies for membership.