Recent legislation has transformed the hierarchy of governance of the State University. The Board of Regents has now been replaced by the Florida Board of Education and a 13 member local Board of Trustees.

It is anticipated that the formation and authority of this local Board will result in an opportunity for more local control and decision making for UWF. The Board as appointed by the Governor, includes many prominent local educational, community and business leaders.

Details of operations and the limits of decision making authority are being developed and present an opportunity for the local community and University to work together to determine the destiny of the University of West Florida.

The following is an excerpt from “Different by Design – an Executive Summary”

History – How we got here...

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 the 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 1,647 acres, making 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.

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.

With “in state” tuition rates available to residents of adjoining Alabama Counties the trend for increases in students from these adjoining counties is expected to continue.
Some demographic information:

- Nearly 60 percent of students receive some type of financial aid.
- The mean age of 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 account for 8.5 percent.
- Juniors account for 24.7 percent.
- Seniors account for 25.8 percent.
- Graduate students account for 16.2 percent.
- Non-degree seeking or unclassified students account for 10.8 percent.
- Full-time students account for 43.7 percent of the student body.

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

While teaching is the primary mission of faculty, research and service are also 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 of the entire campus. 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 categories performs valuable functions for the operation of the University, for example, admitting students, performing office functions, tending to University grounds and other administrative functions.

The University is organized into three colleges offering the following areas of study:

- **College of Arts & Sciences**
  - Master of Arts/Humanities
  - Student Success Services
  - University Advising Center
  - University Honors Program
  - Science
  - Women’s Studies Program
  - Biology
  - Marine Biology
  - Medical Technology
  - Center for Fine & Performing Arts
  - Music
  - Theatre
  - Visual Arts
  - Chemistry
  - Communication Arts
  - Computer Science
  - MSCE Certification Program
  - Electrical & Computer Engineering
  - English & Foreign Languages
  - Environmental Studies

- **College of Business**
  - Accounting & Finance
  - Graduate Management/MIS
  - Marketing & Economics

- **College of Professional Studies**
  - Administrative Studies
  - Criminal Justice & Legal
  - Diversity Studies & Applied Research
  - Health, Leisure & Exercise
  - Social Work & Aging Studies
  - Teacher Education
  - Technology, Research & Development

**UWF Awards**

- The Following Degrees:
  - ASSOCIATE DEGREE A.A. Associate of Arts
  - BACHELOR'S DEGREES
    - B.A. Bachelor of Arts
    - B.F.A. Bachelor of Fine Arts
    - B.S. Bachelor of Science
    - B.S.B.A. Bachelor of Science in Business Administration
    - B.S.C.E. Bachelor of Science in Computer Engineering
    - B.S.E.E. Bachelor of Science in Electrical Engineering
    - B.S.N. Bachelor of Science in Nursing
A plan for distance learning was published in Spring 2000 and is being evaluated by the Deans Council for Fall implementation.

STRATEGIC GOAL B: Providing educational programs, centers, and support functions of distinction.

- There are several potential programs of distinction that are interdisciplinary, such as a program in Information Systems. Academic Affairs is evaluating the need to provide mechanisms, including financial incentives to help encourage more interdisciplinary activities.
- Identifying and creating programs of distinction is important in helping to market the University as a comprehensive regional University. Each college is being asked to engage in a formal collegial process to identify programs of distinction. These programs can be existing or new programs. Two recent examples are the development of the e-business major in the College of Business, and the Instructional Technology program in the College of Professional Studies.
- There is a perception that the Curriculum Change Request (CCR) process presents barriers to creative programming. The Division will conduct a study of the CCR process to identify areas of improvement and to ensure the process provides needed flexibility with respect to academic programming.

STRATEGIC GOAL C: Enrolling and retaining an inspired student body of sufficient size to afford an appropriate college life and resource base.

- Academic Affairs will continue to invest its resources strategically in market areas where the University has the greatest potential for growth to occur, such as in the programs to be offered in Chipola this fall.
- This year, the Retention Committee will assist the Division in developing strategies to better meet market demands in Okaloosa County including the feasibility of offering financial incentives for engaging in teaching and other activities at the FWB campus.
- The Division will continue to pursue creative opportunities for growth and funding such as the joint venture with Networks of Florida to offer programs for Microsoft certification on the main campus and Fort Walton Beach.
- The Academic Division will capitalize on new legislation, which authorizes UWF to admit students from neighboring Alabama counties by focusing recruitment efforts in this new market area.
- Academic Affairs will continue to plan and coordinate joint programs with the community colleges to establish two plus two degree programs, such as the...

The following is an excerpt from The Divisions of Academic Affairs Strategic Planning Summary 2000/2001

STRATEGIC GOAL A: Continually develop The University of West Florida (UWF) as a distinctive, comprehensive, public University, focused on meeting the educational, research, and service needs of the region.

- In 1999/2000, Academic Affairs hired 16 new faculty critical to maintaining the quality of its academic programs. The Division will continue to evaluate the faculty line analysis and student/faculty ratios to help ensure the necessary resources of the academic departments are met within budget constraints.
- Campus facilities play an important role in the ability to attract and retain faculty and students. The new student housing is just one example. Academic Affairs will continue to coordinate with Administrative Affairs and others to help plan for needed facilities.
- Academic Affairs focused many of its efforts this year on technology in both the classroom and labs. The division will continue these efforts next year as funding permits. The following examples summarize some of the initiatives underway to enhance the quality of our academic programs via technology.
  1. Geographic Data Center
  2. Unix labs on the main and Fort Walton Beach (FWB) campuses
  3. Eleven multi-media classrooms
  4. Advertising/Journalism lab
- Academic Affairs will continue to support initiatives to enhance student services including web-based course registration and the COMPASS system. This year, the Division funded two staff position to support these projects and similar initiatives.
- The Library developed the Electronic Library Initiative (ELI) using web technology to assist users with locating discipline-based resources. In 2000/2001, funding for library materials will be completely restored to recommended levels which will help provide needed resources to continue the library’s efforts in expanding electronic access to library materials.
- A plan for distance learning was published in Spring 2000 and is being evaluated by the Deans Council for Fall implementation.
2 - ACADEMIC PROGRAM

The Division enhances regional development primarily through its research and service missions. The division’s research activities have grown significantly this year with an annual increase of 27 percent in awards received through May 15th. Particular highlights of the Office of Research this year include:

- Workshops were held to assist faculty with sponsored research proposal development.
- The Faculty Summer Research Award was reinstated with $240,000 of support available for UWF full time faculty.
- Faculty Small Grant Award Funding was increased and $67,500 was awarded to faculty members.

The Division will continue to support this office in its efforts to assist faculty in their research efforts.

- The Legislature allocated $1.5 million to the universities in support of research along the I-10 corridor. The University’s Haas Center plays a pivotal role in this and other economic development efforts.
- The external dimension of UWF through its centers and institutes has grown in the past decade. The centers/institutes assist the growth of the regional economy and the quality of life in the region through research and service activities. The University will continue to provide strong support of these areas.
- A new campus planning initiative is being undertaken to study and recommend campus development for the expanded 1,647-acre campus including a Technology Park.

STRATEGIC GOAL D: Promoting diversity and a collegial culture among faculty, students, staff and community.

- Multi-cultural Studies was established in 1998 to help the campus promote a greater sense of community and to expand its knowledge of multi-cultural issues. The Division will evaluate new ways in which multi-cultural studies can be supported and promoted, including a review of the unit's current organization and reporting structure.

- A University-wide program of orientation for all new faculty, department chairs, and deans will be continued as part of the activities of the Teaching Center. This program will be expanded as resources permit.

- To encourage more collaboration among the colleges and academic departments, Academic Affairs will sponsor quarterly meetings with the chairs from all colleges to enhance communication and cooperation.

- To provide greater support and to better serve the needs of the colleges and academic departments, the Division will work with the Teaching Center to develop a leadership development program for the academic chairs. The role of chairs has become more complex in a rapidly changing environment, and the Division must provide more support and resources to assist them in their efforts.

STRATEGIC GOAL E: Promoting and enhancing partnerships with the community and improving communications between the University and the region.

- Partnerships and cooperative undertakings appear in many forms in the Academic Division. These efforts range from offering complete programs in partnership with area institutions to project co-ventures. Recent initiatives include:
  1. The Community Outreach Partnership Center at UWF is a collaboration between 5 academic areas, 3 UWF centers and 4 low-income housing neighborhoods in the Pensacola area to address methods of alleviating urban problems.
  2. The joint agreement between the Pensacola Museum of Arts and UWF’s Center for Fine and Performing Arts to provide joint programming for exhibits and educational events in the Pensacola downtown area.
  3. The cooperative arrangement between UWF’s Archeology Institute, Environmental Studies and the Historic Pensacola Preservation Board provides support for the St. Michael’s cemetery conservation effort.

- Increased marketing efforts and greater cooperation from local newspapers helped UWF market these partnerships extremely well, giving the University increased visibility in the community. These efforts will be continued with an increase in the budget for marketing and public relations activities of at least 20%.

STRATEGIC GOAL F: Strengthening regional, pre-school, elementary, and secondary education.

- The College of Professional Studies leads this effort by providing quality programs and services to help the University achieve this goal. Among the College’s achievements are:
  1. Providing quality NCATE-accredited professional education programs.
  2. Hosting the PreK-Primary Early Childhood Education Programs for the College and University.
  3. Creating STEPS, Support for Teachers Enhancing Performance in Schools, a web-based teacher enhancement tool designed to help Florida teachers. The University was awarded $2 million from the U.S. Department of Education for further development of this tool.

- Activities and faculty in other colleges have created initiatives to assist K-12 in preparing students for college and the workplace. Some of these initiatives include economic education, junior achievement programs, science and math fairs, college preparation programs, etc.

- This strategic goal is also supported by CUPLinks, a consortia consisting of UWF, PJC, CNET, and Escambia and Santa Rosa Schools. Its mission is to combine resources for the benefit of the K-12 public education system.

STRATEGIC GOAL G: Enhancing regional economic development.

Joint program in Interdisciplinary Arts and Humanities at UWF FWB branch campus and OWCC. This program will be offered this fall.

- Academic Affairs will continue to review and analyze the issues related to student retention more formally. Among the initiatives currently underway:
  1. HAAS Center’s surveys on the “non-returning” student.
  2. Tutorial science labs in chemistry and biology, and
  3. Remedial courses provided by PJC and UWF campus in math, reading and writing.
<table>
<thead>
<tr>
<th>Faculty and Staff (January – March)</th>
<th>Update personal strategic plans throughout the year to accomplish continuous personal and professional improvement and contribution to the accomplishment of the Partnership Strategic Plan, and submit updated plans to heads of departments or units</th>
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<tr>
<td>Departments and Other University Units (January – March)</td>
<td>Update departmental and other unit strategic plans to accomplish continuous improvement and contribution to the accomplishment of the department or unit strategic plan and the Partnership Strategic Plan, and submit updated plans to deans or vice presidents</td>
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<tr>
<td>Colleges and Major University Units (April – May)</td>
<td>Update college and major unit strategic plans to accomplish continuous improvement and contribution to the accomplishment of the college or unit strategic plan and the Partnership Strategic Plan, and submit updated plans to the vice presidents or president (Note: Deans and Major Unit Heads will discuss major issues that may involve legislative actions [including budgets], new program proposals, and proposed operational and organizational issues with the UPC at the UPC April Meeting)</td>
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<tr>
<td>Divisions (May-June)</td>
<td>Update divisional strategic plans to accomplish continuous improvement and contribution to the accomplishment of the divisional strategic plans and the Partnership Strategic Plan, and develop an updated University strategic plan (Note: vice presidents and president will discuss major strategic issues with the UPC at the May UPC Meeting, as the UPC considers recommendations concerning legislative action issues, new program proposals, and proposed operational and organizational issues)</td>
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<tr>
<td>Departments, Units, Colleges and Divisions (2000-2001 Annual Reports)</td>
<td>Include in Annual Reports assessments of successes toward the accomplishment of Partnership Strategic Planning Goals and Objectives and department, unit, college, or division goals and objectives for the 2000-2001 year and major strategic priorities for the 2001-2002 year</td>
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