The University of West Florida

Proposed Performance-Based Funding Model
September 13, 2002

The Office of University Planning
The University of West Florida

Strategic Plan

Strategic Plan Priorities and Accountability Measures

Proposed Performance-Based Funding Model

as submitted to the
Florida Board of Education Division of Colleges and Universities

September 13, 2002
The University of West Florida Strategic Plan
Strategic Priorities and Accountability Measures
Proposed Performance Based Funding Model

Introduction
Senate Bill 1162 requires that the Florida Board of Education submit proposals for performance-based funding to the Legislature by December 1, 2002. These proposals must use performance measures established by the Legislature, and must provide that at least 10% of the state funds appropriated are conditional upon meeting or exceeding the established performance standards.

Further, recognizing that the Governor recently appointed University Boards of Trustees and that each university is at a different stage in its development and has a different mix of students, it was decided (by the FBOE) that each university should develop a performance model that recognizes its unique mission and character. A draft funding proposal for UWF was submitted to the Division of Colleges and Universities on June 1, 2002. This document presents the proposed UWF Performance-Based Funding Model that was developed during the summer to be submitted by September 15th, 2002.

UWF Planning
The University of West Florida strongly supports a performance-based funding plan where each university develops its own model based on its mission and character. This approach fits perfectly into UWF’s updated Strategic Plan. Ad hoc committees of the UWF Board of Trustees and the UWF Planning Council worked together during the spring semester to update the UWF Partnership Strategic Plan. That Plan was approved by the University Planning Council (UPC) on May 17, 2002, and adopted by the UWF Board of Trustees (BOT) during their strategic planning workshop June 6-7, 2002. (see UWF Strategic Plan, page 4)

Also, based on the four goals of the new UWF Strategic Plan, the University Planning Council adopted and forwarded to the UWF Administration six strategic priorities for each of the four strategic goals. (see Strategic Planning Priorities, page 5) These goals and priorities provide the basis for action activities next year and in future years, including operations and planning at every level of the UWF organization, operating budget allocations, legislative budget requests, accountability measures, performance-based budgeting measures, etc. The UWF Board of Trustees (BOT) adopted the twenty-four accountability measures, including ten performance-based budget measures, during their strategic planning workshop June 6-7, 2002.

UWF's Approach to Accountability Measures
The Florida Board of Education (FBOE) established a series of generic, system-wide performance standards, continuing the approach practiced by the former Board of Regents. It is anticipated that during the FBOE review of university-specific
performance-based measures, several common measures will surface and become standards for all universities. Thus, there will be many common accountability measures, some of which will be involved in the performance-based funding activity. However, UWF developed a broad set of accountability measures for the UWF Board of Trustees' use in monitoring UWF's continuous improvements and accomplishments toward fulfilling the Strategic Plan. In addition, these measures may be used to demonstrate to the Florida Board of Education (FBOE), the Division of Colleges and Universities (DCU), and the Legislature, UWF's continuous improvements, including the requirements for performance-based funding. Most importantly, UWF administrators will use the measures at all levels as management information tools. It seems logical to have one set of accountability measures that satisfies all of these needs.

UWF identified a set of twenty-four measures that may be used to accomplish accountability measure requirements for all of the purposes listed above. Ten of these measures (representing all four strategic goals) are identified as performance-based funding measures for UWF. The priorities and related accountability measures are presented below. (see Priorities and Measures, pages 6-9)

Performance-Based Measures - Results
UWF's Strategic Planning Approach lends itself to the development of performance and accountability measures. Each organizational unit is encouraged to provide annual reports based on the ingredients of the UWF Strategic Plan: vision, mission, values, goals, imperatives, priorities, and outputs/outcomes. The annual reports reflect (1) the unit's strategic plan (what the unit plans to do), (2) an assessment of the unit's successes in accomplishing its strategic plan (outputs and outcomes assessments - how well the unit performed), and (3) the unit's plan for improvement during the next cycle (how the unit will use assessment data toward improvement). The strategic planning information gleaned from organizational units' annual reports as well as information gleaned from the performance indicators listed for each strategic priority above, will support the accountability-measuring responsibilities of the university and will be reported at the appropriate governance levels and administrative levels. An ad hoc accountability review team, comprised of appropriate members of the UWF Board of Trustees, students, faculty and staff, will provide guidance to the University Community regarding UWF's performance toward accomplishing its Strategic Plan. (see Performance-Based Measures – Results, pages 10-29)

Annual Performance Report
The Annual Performance Report will display data (in both numeric and chart forms) for each of the ten performance-based funding measures. Baseline data will lead to the establishment of three levels of performance: aspiration, acceptable, and unacceptable. The target, of course, will be to accomplish the aspiration performance level. However, accomplishing a more realistic "acceptable" target will result in the continuation of funding, as described by Senate Bill 1162. The third level of performance, "unacceptable," will result in jeopardization of funding for the percentage reflected in the measure description. Therefore, the Annual Performance Report will display targets, accomplishments, and funding implications for each of the ten performance-based measures. (see proposed Annual Performance Report format, pages 30-32)
THE UNIVERSITY OF WEST FLORIDA
Strategic Plan

Our Vision
To distinguish UWF as the premier creative, student-centered university focused on excellence.

Our Mission
To empower each individual we serve with knowledge and opportunity to contribute responsibly and creatively to a complex world.

Our Values
Caring
A safe and dynamic learning environment that encourages the development of individual potential

Integrity
Doing the right thing for the right reason

Quality
Dedication to uncompromising excellence

Innovation
Dedication to exploring and expanding the boundaries of knowledge

Teamwork
Working together to achieve shared goals

Stewardship
Managing and protecting our resources

Courage
Different by design

Our Goals and Imperatives
Promote a learning environment that encourages the development of individual potential in students, faculty, and staff
- Attract a high quality, diverse faculty and staff dedicated to putting students first
- Demand excellence in teaching, research, and service
- Create a new standard in education focused on learning outcomes
- Promote integrity through intellectual inquiry and open discourse

Attract and inspire a diverse and talented student body committed to uncompromising academic excellence
- Promote creativity by the exchange of ideas in the spirit of academic freedom and professional responsibility
- Promote diversity through a respect for and appreciation of differences

Provide solutions to educational, cultural, economic, and environmental concerns
- Align university services with community needs and interests through teamwork and collaboration
- Engage in scholarly research and creative activity to solve regional problems and enhance the quality of life
- Develop targeted areas in education and research that address critical national and international objectives

Manage growth responsibly through focus on continuous quality improvement of programs and processes
- Target markets of opportunity with effective communications programs
- Align financial resources with performance expectations
- Continuously develop and improve processes and methods in delivering the university's brand promise
Strategic Planning Priorities
The following twenty-four priorities will guide UWF in its planning and operational activities during 2002-2003 and beyond:

Goal One: Promote a Learning Environment that Encourages the Development of Individual Potential in Students, Faculty, and Staff.
1. Electronic/Technology Enhancements
2. Faculty and Staff Recognition
3. Space Acquisition and Utilization
4. Student Enrollment/Retention Increases
5. Quality of the Learning Environment, Academic Experience, and Student Services Enhancements
6. New Campus Master Plan Systematically Effected

Goal Two: Attract and Inspire a Diverse and Talented Student Body Committed to Uncompromising Academic Excellence.
1. Enrolling Academically Achieved Students
2. Aligning Innovative Curricula to the Strategic Plan
3. Developing a Graduate Program Strategic Plan
4. Aligning Facilities and Other Resources to Students-First Initiatives
5. Marketing to and Enrolling a Diverse Population
6. Delivering the University’s Brand Promise

Goal Three: Provide Solutions to Educational, Cultural, Economic, and Environmental Needs of the Region.
1. Aligning UWF with All Aspects of the Community and Its Needs
2. Converting Research to Products through Technology Transfer
3. Reviewing Reports for Comprehensive Data for Decision-Making
4. Developing Educational Partnerships and Community Services
5. Reviewing Research and Service Centers and Institutes
6. Reviewing Continuing Education/Distance Education (including certificate programs)

Goal Four: Manage Growth Responsibly through Focus on Continuous Quality Improvement of Programs and Processes.
1. Outside Funding Enhancements
2. Campus Safety and Security Improvements
3. Human Resource Systems Replacements (includes classification and pay plans)
4. Faculty and Staff Salary Enhancements
5. Institutional Effectiveness, Accountability, and Performance Reports Established
6. New Governance Structure Improvements
The University of West Florida
Strategic Planning Priorities, Accountability Measures, and Performance-Based Budgeting Measures
For years 2002-2003 and beyond

Following are the four strategic goals and twenty-four strategic priorities adopted by the University Planning Council May 17, 2002, and the Board of Trustees June 7, 2002. Listed under each strategic priority are accountability measures that UWF will use to demonstrate its progress toward accomplishing its goals. Also, strategic priorities and related accountability measures that will be used for Performance-Based Program Budgeting reporting, are noted in parenthesis after the appropriate strategic measures.

Goal One: Promote a Learning Environment that Encourages the Development of Individual Potential in Students, Faculty, and Staff. (Note: priorities are in random order)

1. Electronic/Technology Enhancements
   - Establish a UWF technology strategic plan, and measure successes toward implementing that plan (determine types and levels of expenditures for enhancements, set targets for implementing the plan, and report progress)
   - Increases in percentage of course delivery using technology (determine from Instructional Activity File, the base-year courses taught by delivery type and establish target percentage increases by course delivery type)

2. Faculty and Staff Recognition (Performance Based, total of 1% of UWF E&G budget)
   - Increases in Performance Awards (number, percentage of eligible population, and dollars awarded) (determine number and base-year expenditures, and establish target percent increases) (Performance Measure 1, .5%)
   - Sabbaticals, professional development, and tenure awards (increase in number of awards over time) (determine base-year awards, and establish target number increases) (Performance Measure 2, .5%)

3. Space Acquisition and Utilization
   - Increase in classrooms (number and percent increase by type) (determine number of classrooms by type, and establish targets for each)
   - Increase in overall assignable square feet (total assignable square feet divided by number of employees, number of students, or number of employees and students) (determine square feet and targets by type)
   - Space utilization report (to the FBOE/DCU) (determine critical statistical criteria and establish targets for improvement)

4. Student Enrollment/Retention Increases (Performance Based, total of 2% of UWF E&G budget)
   - Increase in student enrollment (headcount and fundable-annualized FTE’s) (determine base-year student headcount and FTE’s data, and establish targets for future years) (Performance Measure 3, 1%)
   - Retention rates (FTIC’s after 6 years, AA transfers after 4 years) (determine base-year rates, and establish targets for the next five years) (Performance Measure 4, 1%)

5. Quality of the Learning Environment, Academic Experience, and Student Services Enhancements
   - Improvements as demonstrated by student satisfaction surveys (determine base-year satisfaction information and establish targets for the future)
6. New Campus Master Plan Systematically Effected
   - Implementation milestones as reported by Administrative Affairs (determine milestones for implementation of the campus master plan and establish a plan for measuring success toward accomplishing those milestones)

Goal Two: Attract and Inspire a Diverse and Talented Student Body Committed to Uncompromising Academic Excellence.
(Note: Priorities are in random order.)

1. Enrolling Academically Achieved Students (Performance Based, 2% of UWF E&G budget)
   - Improvement in incoming FTIC test scores (SATs, ACTs, average high school GPAs) (determine base-year test scores and establish targets for future years) (Performance Measure 5, 2%)

2. Aligning Innovative Curricula to the Strategic Plan
   - Report ad hoc committee review of academic program numbers and mixes (determine base-line information, and use committee report to measure success in improving)
   - Report changes in academic program inventory (use DCU Academic Program Inventory to track changes to UWF inventory)

3. Developing a Graduate Program Strategic Plan
   - Develop implement a Graduate Program Strategic Plan (establish a timeline for the development a strategic plan and implementation of the plan)

4. Aligning Facilities and Other Resources to Students-First Initiatives
   - Report changes based on published Students-First Plan (review the Students-First Plan and determine level of accomplishment of each item or issue)

5. Marketing to and Enrolling a Diverse Population (Performance Based, 1% of UWF E&G budget)
   - Report marketing targets based on comparative diversity profiles of the target area and student enrollment (develop a marketing plan based on diversity of the market, and determine implementation and results of the plan) (Performance Measure 6, 1%)

6. Delivering the University’s Brand Promise
   - Student satisfaction surveys (incoming freshmen, incoming transfers, end-of-first-year freshmen, graduating seniors, graduating masters/specialists/doctoral students, three-years-out alumni (develop a plan for measuring success toward fulfilling the brand promise, based on results of student satisfaction surveys)

Goal Three: Provide Solutions to Educational, Cultural, Economic, and Environmental Needs of the Region.
(Note: priorities are in random order)

1. Aligning UWF with All Aspects of the Community and Its Needs
   - Annual reports of the colleges/departments/units (review and report activities of colleges and departments related to fulfilling community needs)
   - Annual reports of advisory councils (establish and review reports of advisory councils as related to fulfilling community needs)
2. Converting Research to Products through Technology Transfer
   - Student participation in research as undergraduate assistants or graduate assistants (determine base-year student participation in research, and establish targets for future years)
   - Student participation in research as part of course involvement or course requirement (review course syllabi to determine relationship of courses to research, and establish targets for future years)
   - Division of Research annual reports of technology transfer (review annual reports, and provide report of technology transfer)

3. Reviewing Reports for Comprehensive Data for Decision-Making
   - Institutes and Centers annual reports (Haas Center for Business Research and Economic Development, Small Business Development Center, etc.) (review annual reports of centers and institutes, and establish contributions to information base)

4. Developing Educational Partnerships and Community Services
   - Summary of activities as reported in college/department/unit annual reports (review annual reports, and develop summary of partnerships and services to the community)

5. Reviewing Research and Service Centers and Institutes (Performance Based, 1% of UWF E&G budget)
   - Summary of research displayed as the average expenditures per FTE faculty for sponsored research programs and projects under research, service, and training contracts and grants (compare annual expenditures to FTE faculty, and establish targets for future years) (Performance Measure 7, 1%)

6. Reviewing Continuing Education/Distance Education (including certificate programs) (Performance Based, 1% of UW9F E&G budget)
   - Center for Continuing Education/Distance Education (CEDE) Annual Report of development, implementation, and activities (review annual reports to determine levels of offerings and services, and set targets for future years) (Performance Measure 8, 1%)

Goal Four: Manage Growth Responsibly through Focus on Continuous Quality Improvement of Programs and Processes.
(Note: Priorities are in random order.)

1. Outside Funding Enhancements (Performance Based, 1% of UWF E&G budget)
   - Increase in external funding as reported by the UWF Foundation, and other direct support organizations (determine trend-line for external funding, and establish targets for future years) (Performance Measure 9, 1%)

2. Campus Safety and Security Improvements
   - Improve campus safety and security, as reported in annual crime statistics and in campus lighting/blue light activities (review crime statistics and other reports to determine base-year information, and establish targets for future years)
   - Monitor maintenance and construction hazards, and other potential areas of safety and security concern

3. Human Resource Systems Replacements (includes classification and pay plans)
   - Annual reporting of systems replacement and successes (establish time-lines for systems replacements, and establish target dates for progress toward replacement and implementation)
4. Faculty and Staff Salary Enhancements (Performance Based, 1% of UWF E&G budget)
   - Improvement in average salaries as reported annually by EEO category and faculty rank (determine base-year salary averages by EEO category, and set targets and plans for accomplishing) (Performance Measure 10, 1%)

5. Institutional Effectiveness, Accountability, and Performance Reports Established
   - Annual reports on academic program reviews, accountability, accreditations, and performance based budgeting activities (establish ingredients and systems for annual reporting, and set targets for participation)

6. New Governance Structure Improvements (local BOT, K-20 emphasis, school code re-write)
   - Annual report of governance improvements based on governance devolution activities (develop an annual report of improvements based on governance devolution activities)
**GOAL ONE:** Promote a learning environment that encourages the development of individual potential in students, faculty and staff.

**Priority 2:** Faculty and Staff Recognition

**Performance Measure 1:** Increases in Performance Awards (number, percentage of population, and dollars awarded (determine number and base-year expenditures and establish target percent increases.)

<table>
<thead>
<tr>
<th>Year</th>
<th>Year 2000-01 Amount</th>
<th>Year 2001-02 Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>USPS</td>
<td>Unavailable</td>
<td>22</td>
</tr>
<tr>
<td>A&amp;P</td>
<td>Unavailable</td>
<td>5</td>
</tr>
<tr>
<td>Faculty</td>
<td>Unavailable</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>37</td>
</tr>
</tbody>
</table>

**Target Levels**

<table>
<thead>
<tr>
<th>Aspiration</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0%</td>
<td>1.4%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**NUMBER OF AWARDS AS A PERCENTAGE OF POPULATION SIZE**

<table>
<thead>
<tr>
<th></th>
<th>Year 2000-01</th>
<th>Year 2001-02</th>
</tr>
</thead>
<tbody>
<tr>
<td>USPS</td>
<td>1,056</td>
<td>1,117</td>
</tr>
<tr>
<td>A&amp;P</td>
<td>381</td>
<td>394</td>
</tr>
<tr>
<td>Faculty</td>
<td>210</td>
<td>251</td>
</tr>
</tbody>
</table>

Awards as a % of population: 3.5% 5.6%

*Performance Based, .5% of UWF E&G Budget

**Sources:** Awards: Payroll History File

Population size: Human Resources, October
**GOAL ONE:** Promote a learning environment that encourages the development of individual potential in students, faculty and staff.

**Priority 2:** Faculty and Staff Recognition*

**Performance Measure 2:** Sabbaticals, professional development, and tenure awards (increase in number of awards over time) (determine base-year awards and establish target percent increases.)

<table>
<thead>
<tr>
<th></th>
<th>Year 1999</th>
<th>Year 2000</th>
<th>Year 2001</th>
<th>3 Year Average</th>
<th>Aspiration 18%</th>
<th>Acceptable 9%</th>
<th>Unacceptable 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sabbaticals</td>
<td>14</td>
<td>12</td>
<td>11</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Development</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenure</td>
<td>9</td>
<td>6</td>
<td>10</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>24</td>
<td>19</td>
<td>24</td>
<td>22</td>
<td>26</td>
<td>24</td>
<td>22</td>
</tr>
</tbody>
</table>

*Performance Based, .5% of UWF E&G Budget

**Sources:**
- Sabbaticals: Academic Affairs/Provost Office
- Prof. Development: Academic Affairs/Provost Office
- Tenure: Tenure Nomination Report
FACULTY RECOGNITION

TARGET LEVELS

Aspiration Plus 18%
Acceptable Plus 9%
Unacceptable 0%

1999-00  2000-01  2001-02  3 Year Average
**GOAL ONE:** Promote a learning environment that encourages the development of individual potential in students, faculty and staff.

**Priority 4:** Increase Student Enrollment/Retention*

**Performance Measure 3:** Increase in student enrollment (Headcount and fundable annualized FTE's) (determine base-year student headcount and FTE's data and establish targets for future years.)

<table>
<thead>
<tr>
<th>Enrollment/Retention</th>
<th>Year 1999-2000</th>
<th>Year 2000-2001</th>
<th>Year 2001-2002*</th>
<th>Aspiration Plus 6%</th>
<th>Target Levels Acceptable Plus 3%</th>
<th>Unacceptable 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall Headcount</td>
<td>8,091</td>
<td>8,479</td>
<td>9,052</td>
<td>9,595</td>
<td>9,324</td>
<td>9,052</td>
</tr>
<tr>
<td>Fundable FTE</td>
<td>4,610</td>
<td>4,888</td>
<td>5,351</td>
<td>5,672</td>
<td>5,512</td>
<td>5,351</td>
</tr>
</tbody>
</table>

*Performance Based, 1% of UWF E&G Budget
2001/02 SUS Employee waivers were eliminated effective Fall 2001, making hours taken by employees fundable.

**Sources:** Headcount: IPEDS Enrollment
FTE: Student Data Course File
GOAL ONE: Promote a learning environment that encourages the development of individual potential in students, faculty and staff.

Priority 4: Increase Student Enrollment/Retention*

Performance Measure 4: Retention Rates (FTIC's after 6 years, AA Transfers after 4 years) (determine base-year rates and establish targets for the next five years).

<table>
<thead>
<tr>
<th></th>
<th>Year 1993</th>
<th>Year 1994</th>
<th>Year 1995</th>
<th>Average</th>
<th>3 Year Aspirations**</th>
<th>Acceptable**</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTIC's (IPEDS)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Six-Year IPEDS Graduation Rate</td>
<td>34.7%</td>
<td>38.4%</td>
<td>37.1%</td>
<td>36.7%</td>
<td>39.0%</td>
<td>38.5%</td>
<td>36.7%</td>
</tr>
<tr>
<td>Six-Year IPEDS Transfer-Out Rate</td>
<td>13.5%</td>
<td>13.4%</td>
<td>15.1%</td>
<td>14.0%</td>
<td>14.0%</td>
<td>14.0%</td>
<td>14.0%</td>
</tr>
<tr>
<td>Graduation and Transfer-Out Rate</td>
<td>48.2%</td>
<td>51.8%</td>
<td>52.2%</td>
<td>50.7%</td>
<td>53.0%</td>
<td>52.5%</td>
<td>50.7%</td>
</tr>
</tbody>
</table>

See Chart

<table>
<thead>
<tr>
<th></th>
<th>Year 1995</th>
<th>Year 1996</th>
<th>Year 1997</th>
<th>Average</th>
<th>3 Year Aspirations</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AA Transfers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Four-Year Graduation Rate</td>
<td>55.9%</td>
<td>55.7%</td>
<td>63.6%</td>
<td>58.4%</td>
<td>64.0%</td>
<td>62.0%</td>
<td>58.4%</td>
</tr>
</tbody>
</table>

See Chart

*Performance Based, 1% of UWF E&G budget

**4.5% and 3.6% of total *Graduation and Transfer-Out Rate*

Sources: 1) IPEDS - Graduation Rate Survey (Florida Department of Education - GRSRP, GRSSSV) Full-time
2) Student Retention Report (Florida Department of Education - SUSRETR1) Full-and Part-time
3) IR 110 - Transfer Tracking Student Report
**GOAL TWO:** Attract and inspire a diverse and talented student body committed to uncompromising academic excellence.

**Priority 1:** Enrolling Good Students

**Performance Measure 5:** Improvement in incoming FTIC test scores (SATs, ACTs, average high school GPAs) (determine base-year test scores and establish targets for future years.)

<table>
<thead>
<tr>
<th>Enrolling Students</th>
<th>Fall 1999</th>
<th>Fall 2000</th>
<th>Fall 2001</th>
<th>3 Year Average</th>
<th>Aspiration Avg. Plus 1%</th>
<th>Acceptable Maintain Avg.</th>
<th>Unacceptable Avg. Minus 1%</th>
<th>Target Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT</td>
<td>23.00</td>
<td>22.80</td>
<td>22.90</td>
<td>22.90</td>
<td>23.13</td>
<td>22.90</td>
<td>22.67</td>
<td>See Chart</td>
</tr>
<tr>
<td>SAT</td>
<td>1078.90</td>
<td>1077.50</td>
<td>1064.70</td>
<td>1073.70</td>
<td>1084.44</td>
<td>1073.70</td>
<td>1062.96</td>
<td>See Chart</td>
</tr>
<tr>
<td>GPA</td>
<td>3.27</td>
<td>3.31</td>
<td>3.30</td>
<td>3.29</td>
<td>3.33</td>
<td>3.29</td>
<td>3.26</td>
<td>See Chart</td>
</tr>
</tbody>
</table>

*Performance Based, 2% of UWF E&G Budget

**Source:** Admissions File
ENROLLING GOOD STUDENTS

ACT

- Aspiration Avg. Plus 1%
- Acceptable Maintain Avg.
- Unacceptable Avg. Minus 1%

TARGET LEVELS

23.20
23.10
23.00
22.90
22.80
22.70
22.60
22.50
22.40
22.30
22.20

1999  2000  2001

GPA

TARGET LEVELS

3.54
3.32
3.20
3.08

1999  2000  2001

SAT

TARGET LEVELS

1090.00
1085.00
1080.00
1075.00
1070.00

Improvement in Incoming FTIC Test Scores
GOAL TWO: Attract and inspire a diverse and talented student body committed to uncompromising academic excellence.

Priority 1: Enrolling Good Students

Performance Measure 6: Report of Marketing targets and comparative diversity profiles of those targets (develop a marketing plan based on diversity of the market and determine implementation and results of the plan.)

<table>
<thead>
<tr>
<th>Enrolling Students</th>
<th>1999-00</th>
<th>2000-01</th>
<th>2001-02</th>
<th>3 Year Average</th>
<th>Aspiration Plus 10%</th>
<th>Acceptable Plus 5%</th>
<th>0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Minority</td>
<td>17.0%</td>
<td>18.1%</td>
<td>19.0%</td>
<td>17.9%</td>
<td>19.7%</td>
<td>18.8%</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

Target Levels

NOTE: Targets displayed above were derived from data regarding the diversity profile of UWF's target market and the diversity profile of UWF's student enrollment. This information is included in the UWF Marketing Plan.

Performance Based, 1% of UWF E&G Budget
Source: Marketing Communications
**GOAL THREE:** Provide solutions to educational, cultural, economic, and environmental needs of the region.

**Priority 5: Research Dollars Expended per FTE Faculty**

**Performance Measure 7:** Summary of research displayed as the average expenditures per FTE faculty for sponsored research programs and projects under research, service, and training contracts and grants.

<table>
<thead>
<tr>
<th>1996</th>
<th>1997</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>5 Year Average</th>
<th>Aspiration Plus 10%</th>
<th>Acceptable Plus 5%</th>
<th>Unacceptable 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>$71,900</td>
<td>$50,107</td>
<td>$66,746</td>
<td>$50,071</td>
<td>$102,866</td>
<td>$68,338</td>
<td>$75,172</td>
<td>$71,755</td>
<td>$68,338</td>
</tr>
</tbody>
</table>

*Target Levels*

*Performance Based, 1% of UWF E&G Budget*

**Source:** Research and Graduate Studies
**Goal Three:** Provide solutions to educational, cultural, economic, and environmental needs of the region

**Priority Six:** Continuing/Distance Education thrust (including certificate programs)*

**Performance Measure 8:** Center for Continuing Education/Distance Education (CEDE) Annual Report of development, implementation and activities (review annual reports to determine levels of offerings and services, and set targets for future years.)

*CEDE was established recently to provide quality credit and noncredit education and training opportunities in order to meet the individual, community, and regional needs of both diverse and nontraditional students. CEDE is committed to enhancing and complimenting the broader teaching and community service of the university through the development of campus, community, and business partnerships to meet our regional educational and economic development needs that might not otherwise be met.

Although CEDE already offers several programs and services, it is in the process of establishing ongoing procedures and targets for the future. Therefore, baseline data and targets for this measure will be demonstrated during the next iteration of the UWF Performance Based Budget Plan. It is anticipated that baseline information concerning program and course offerings, certificates awarded and other output data, and numbers of citizens served will be developed and targets for future services established.

*Performance Based, 1% of UWF E&G Budget
Source: Center for Continuing Education/Distance Education Annual Reports
**Goal Four:** Manage growth responsibly through focus on continuous quality improvement of programs and processes.

**Priority One:** Enhance outside funding*

**Performance Measure 9:** Increase in external funding as reported by the UWF Foundation and other direct support organizations.

<table>
<thead>
<tr>
<th>Contributions to the UWF Foundation</th>
<th>FY 1999</th>
<th>FY 2000</th>
<th>FY 2001</th>
<th>FY 2002</th>
<th>4-Year Average</th>
<th>Target Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Aspiration</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>10% Increase</td>
<td>Acceptable</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5% Increase</td>
<td>Unacceptable</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$4,237,478</td>
<td>$1,204,284</td>
<td>$3,654,289</td>
<td>$2,186,946</td>
<td>$2,820,749</td>
<td>$3,102,824</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,961,787</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,820,749</td>
</tr>
</tbody>
</table>

*Performance Based, 1% of UWF E&G Budget

Source: UWF Foundation annual reports
INCREASE IN EXTERNAL FUNDING

TARGET LEVELS

CONTRIBUTIONS TO THE UWF FOUNDATION

- Aspiration 10% Increase
- Acceptable 5% Increase
  Unacceptable 0%
**GOAL FOUR:** Manage growth responsibly through focus on continuous quality improvement of programs and processes.

**Priority 4:** Enhance Faculty and Staff Salaries*

**Performance Measure 10:** Improvement in average salaries as reported annually by IPEDS EEO category and faculty rank (determine base-year salary averages by EEO category and set targets and plans for accomplishing.)

### Faculty and Staff Salaries

<table>
<thead>
<tr>
<th>Faculty</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>Aspirations Plus 4%</th>
<th>Target Levels Acceptable Plus 2.5%</th>
<th>Unacceptable 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-month Faculty</td>
<td>49,457</td>
<td>51,148</td>
<td>53,198</td>
<td>55,326</td>
<td>54,528</td>
<td>53,198</td>
</tr>
<tr>
<td>12-month Faculty</td>
<td>64,564</td>
<td>63,386</td>
<td>64,429</td>
<td>67,006</td>
<td>66,040</td>
<td>64,429</td>
</tr>
</tbody>
</table>

### Faculty and Staff Salaries

<table>
<thead>
<tr>
<th>Staff</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>Aspirations Plus 4%</th>
<th>Target Levels Acceptable Plus 2.5%</th>
<th>Unacceptable 0%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp; P</td>
<td>41,953</td>
<td>43,106</td>
<td>44,294</td>
<td>46,066</td>
<td>45,401</td>
<td>44,294</td>
</tr>
<tr>
<td>USPS</td>
<td>22,825</td>
<td>23,544</td>
<td>24,070</td>
<td>25,033</td>
<td>24,672</td>
<td>24,070</td>
</tr>
</tbody>
</table>

*Performance Based, 1% of UWF E&G Budget

**NOTES:** 9-Month Professional and Executive/Administrative Faculty Salary averages are shown at the 9-month rate Employees are full-time

**Sources:** IPEDS - Fall - Staff
IPEDS - Salaries of Full-Time Instructional Faculty
**Performance-Based Funding Measures – Annual Report Format**

The following format will be used to report the results of assessments of Performance-Based Funding Measures:

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially .5% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td>Achieved</td>
<td>Achieved</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially .5% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td>Achieved</td>
<td>Achieved</td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td>Achieved</td>
<td>Achieved</td>
<td>None</td>
</tr>
<tr>
<td>Achieved Aspiration Target</td>
<td>Achieved Acceptable Target</td>
<td>Achieved Unacceptable Target</td>
<td>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-----------------------------</td>
<td>-----------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially 2% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
<tr>
<td>Achieved Aspiration Target</td>
<td>Achieved Acceptable Target</td>
<td>Achieved Unacceptable Target</td>
<td>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------------------</td>
<td>------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
<th>Impact on Funding Levels – Potentially 1% of E&amp;G Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
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</tbody>
</table>

<table>
<thead>
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<th>Achieved Aspiration Target</th>
<th>Achieved Acceptable Target</th>
<th>Achieved Unacceptable Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Achieved</td>
<td></td>
<td></td>
<td>None</td>
</tr>
</tbody>
</table>

**Proposed Impact on Funding Levels**

Measures that indicate success (achieved “aspiration target” or achieved “acceptable target”) will have no impact on E&G Funding. However, if any individual measure indicates “achieved unacceptable target,” then the identified percentage of the E&G Budget will be in jeopardy for one year, pending “achieved acceptable target” or “achieved aspiration target.” If the measure indicating “achieved unacceptable target” continues to indicate “achieved unacceptable target” for the second consecutive year, then the identified percentage of the E&G Budget will be forfeited for the third year and until that measure indicates “achieved acceptable target” or “achieved aspiration target.” It is recommended that such forfeited funding be held in reserve by the FBOE/DCU and reinstated to the institution when and if the measure indicates “achieved acceptable target” or “achieved aspiration target.”

For further information about strategic planning activities or accountability measures, contact Jerry Norris, Associate Vice President for Planning, at: jnorris@uwf.edu.