The University of West Florida Strategic Plan

+ Vision
  Text Updated: Jul 3, 2003

+ Mission
  Text Updated: Jun 27, 2002

+ Values
  Text Updated: May 6, 2004

+ Strategic Goals
  Text Updated: May 6, 2004

+ Summary of Planning Modifications
  Text Updated: Sep 5, 2002

+ Resource Needs
  Text Updated: Sep 9, 2002

+ Support Services Needs
  Text Updated: Sep 9, 2002

+ Budget Request
HR-11.00IIntroGenProvGovPersonnelMatters.pdf
- Notable Accomplishments

Text Updated: Oct 7, 2003

The UPIC "Notable Accomplishments" section is where each UWF organizational unit reflects its notable accomplishments toward helping UWF to achieve its Strategic Goals. The section includes as many accomplishments as the unit wants to present for each of the four UWF Strategic Goals. This University-Wide Annual Update will be posted on the UWF UPIC website to reflect overall accomplishments of the University. Divisional and department accomplishments are posted on their individual websites in

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- Notable accomplishments for Goal 1: Promoting a learning environment that encourages the development of individual potential in students, faculty, and staff

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1. Appointed UWF’s fourth President, Dr. John Cavanaugh, who is leading the strategic planning effort to move the University toward its aspirations to be the best regional institution in America.

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2. Implemented the newly-revised UWF Strategic Plan and posted University/Division/Department strategic plans on a new web-based University Planning Information Center (UPIC).

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3. Completed a five-year Campus Master Plan update which gives direction to facilities planning and management in support of the learning environment.

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4. Completed a University-wide Information Technology Strategic Plan as a guide to updating and enhancing technology capability and services to the campus community.

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5. Began construction of the International House, which will provide instructional and activities space for international programs, including the activities of the Japan Center and the Florida-China Linkage Institute, and other international activities.

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6. Developed plans to implement several new academic programs to meet changing demands, including Bachelor’s Degree Programs in Maritime Studies, Hospitality, Recreation, and Tourism Studies, Oceanography, Health Sciences, and Master’s Degree Programs in Anthropology, Heritage Studies, Environmental Science, and Public Health.

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7. Improved articulation agreements and activities with community colleges and other regional educational institutions.

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8. Emphasized UWF’s global connections and expanded outreach to the international community.

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- Notable accomplishments for Goal 2: Attracting and inspiring a diverse and
talented student body committed to uncompromising academic excellence
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1. Appointed a dynamic Vice President for Student Affairs, Dr. Deborah Ford, to guide the University in its expanding student life issues.
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2. Enrolled a record number of students (9,264 in Fall Term) and continued the enrollment growth trend while increasing the quality of incoming students.
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3. Continued the on-going upgrade and expansion of student residence facilities, completing one residence hall and beginning construction of another.
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4. Initiated the construction of the UWF Field House Expansion Project which will provide enhanced recreation and sports facilities to the growing student body.
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5. Improved the quality of the freshman class, increasing the average student GPA and SAT scores.
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- Notable accomplishments for Goal 3: Providing solutions to educational, cultural, economic, and environmental concerns
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1. Activated the University Research Foundation in support of the high volume and high quality of sponsored and contracted research, which provides direct support and participation for faculty, staff, and students.
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2. Secured a record number of funded research activities and a record sponsored funding level in support of the overall research activities of UWF. (funded research activities exceeding 300, with funding exceeding $22 million).
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3. Secured Legislative authority to make the Institute for Human and Machine Cognition an independent support organization to enhance its ability to perform its important mission.
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4. Acquired the Pensacola Historic Village and secured funding for improving the properties and for integrating these invaluable facilities into the academic and research functions of UWF.
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5. Finalized the implementation of a Nursing Program and organized related programs into the Division of Life Sciences to provide solutions to community, state, and national needs.
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6. Continued the widely-acclaimed work of institutes and centers, such as the Archeology Institute, Center for Environmental Diagnostics and Bioremediation, Center for Learning Through Organized Volunteer Experiences, Center for Teaching and Learning, Small Business Development Center, Haas Center for Business Research and Economic Development, Student Success Learning Center, etc.
- Notable accomplishments for Goal 4: Managing growth responsibly through focus on continuous quality improvement of programs and processes

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1. Took initial steps to reorganize upper management to improve communications and efficiency: appointed an executive vice president, Harold White, to oversee daily operations; and appointed a general counsel, Gina Delulio, to guide UWF in legal issues, Dr. Dean Van Galen to lead the Advancement Division, Dr. Jane Halonen as Dean of the College of Arts and Sciences, Dr. Wes Little as Interim Provost, and Dr. Chris Pearce as Interim Director of the FWB Campus.

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2. Reorganized the Division of the President to bring emphasis to strategic planning, information technology, and human resources.

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3. Reorganized the budget planning process to improve participation and to align results with the UWF Strategic Plan.

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4. By working directly with the Legislature and Governor, successfully avoided a potential $7 million budget reduction, resulting in a $1.3 million reduction.

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5. Contracted with SCT-Banner to develop and implement new human resources and financial support systems as UWF devolves from stage agency status and assumes responsibility for many systems and activities formerly provided by the State.

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6. Began the development of a new employee pay and classification system.

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7. Began preparations for reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS). 2003-2004 will be the critical year of preparation, with site visit scheduled for March/April, 2005.

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8. Coordinated a strategic planning workshop with the UWF Administration, UWF Board of Trustees, UWF Alumni Board of Directors, UWF Foundation Board of Directors, and UWF Research Foundation Board of Directors to gain common understandings and to plan University-Wide strategic initiatives for the future.

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