

University of West Florida

2013-14 Work Plan



University of West Florida

As Approved By Board of Governors in June 2013

(Updated on 7/9/2013)



INTRODUCTION

The State University System of Florida has developed three tools that aid in guiding the System's future.

- 1) The Board of Governors' new Strategic Plan 2012-2025 is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's Annual Accountability Report provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional Work Plans connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency, and 3) return on investment.

The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.

Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2013-14 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.



TABLE OF CONTENTS

1. STRATEGY

- a. Mission Statement
- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

2. KEY PERFORMANCE INDICATORS

- a. Goals Common to All Universities
- b. Goals Specific to Research Universities (N/A)
- c. Institution Specific Goals

3. OPERATIONS

- a. Fiscal Information (*includes Tuition Differential Fee Request – N/A*)
- b. Enrollment Planning
- c. Academic Program Coordination

4. DEFINITIONS



STRATEGY

MISSION STATEMENT *(What is your purpose?)*

The University of West Florida (UWF) is a public university based in Northwest Florida with multiple instructional sites and a strong virtual presence. UWF's mission is to provide students with access to high-quality, relevant, and affordable undergraduate and graduate learning experiences; to transmit, apply, and discover knowledge through teaching, scholarship, research, and public service; and to engage in community partnerships that respond to mutual concerns and opportunities and that advance the economy and quality of life in the region.

UWF is committed to planning and investing strategically to enhance student access and educational attainment; to build on existing strengths and develop distinctive academic and research programs and services that respond to identified regional and state needs; and to support highly qualified faculty and staff who engage students in rigorous, high-impact, student-oriented learning experiences that enhance personal and professional development and empower alumni to contribute responsibly and creatively to a complex 21st Century global society.

VISION STATEMENT *(What do you aspire to?)*

The University of West Florida aspires to be widely recognized as a model of excellence and relevance, sought out as a distinctive intellectual and cultural center, valued as an engaged partner, and acclaimed for being "different by design."

STATEMENT OF STRATEGY *(How will you get there?)*

Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.

Using its multiple instructional sites and strong virtual presence, UWF delivers a range of high-quality baccalaureate and master's programs, as well as targeted doctoral offerings, that are responsive to regional and state needs. The majority of UWF's students come from the Panhandle, but UWF is helping to address higher education access needs by enrolling an increasing number of students from the Florida peninsula and beyond. A significant number of UWF's students come from families with a military connection. UWF will manage growth strategically at the Pensacola campus, at other sites, and online, and will target recruitment efforts to incorporate an appropriate balance of first-time-in-college, transfer, and graduate students; residential and commuter students; traditional and older adults; military personnel and veterans; and students from diverse racial, ethnic, educational, cultural, and socioeconomic backgrounds. Through its partnerships with the K-12 sector and other institutions of higher education (e.g., Florida Colleges in NW Florida, other SUS institutions), UWF will facilitate students' transition to the University and provide students with access to academic programs that might otherwise not be available to them. To enhance the collegiate experience for the traditional-aged student, UWF is investing in improving campus life and expanding high-quality advising and tutoring services. UWF is addressing nontraditional learners' needs through the proposed statewide Degree Completion Initiative; providing one-stop services to military-affiliated students through its Military/Veterans Center; strengthening its articulation programs with state colleges; establishing high-demand online programs to strengthen Florida's workforce; and reinforcing UWF's innovative online curriculum through participation in Quality Matters to assure high-quality instruction. UWF is committed to offering undergraduate and graduate degrees that meet regional workforce needs, including implementing practices that help students prepare effectively for life beyond graduation.



STRENGTHS AND OPPORTUNITIES *(within 3 years)*

What are your core capabilities, opportunities and challenges for improvement?

UWF has evolved into a vibrant, distinctive, educational institution with an undergraduate collegiate culture characteristic of a regional comprehensive university, but with expanded graduate and targeted research programs, nationally recognized online programs, and extensive community service and engagement. UWF favors smaller classes with fully qualified teacher-scholars who deliver personalized, innovative, hands-on learning and leadership opportunities. The increasing diversification of the University offers great opportunities for students to develop an awareness of and celebrate “the ways in which people and ideas are different and the ways in which they are similar” (from UWF Strategic Plan). UWF takes pride in the strong, mutually beneficial collaborations (reflected in its curriculum and its focus on applied research, as well as its public-private partnerships) that have emerged with UWF’s partners in the community, business, military, and education.

UWF’s institution-wide strategic planning discussions have targeted various opportunities and challenges for improvement, including, but not limited to, (1) purposeful enrollment growth; (2) improved student persistence and graduation rates; (3) strengthened student professional workforce skills; (4) physical infrastructure enhancements; (5) comprehensive degree planning to ensure viable programs that meet regional needs; and (6) efforts to increase the number of Floridians with degrees in areas such as STEM, Education, Health Professions (including building on the success UWF has had in its outreach to students in the K-12 sector to create and encourage their interests in these critical areas).

KEY INITIATIVES & INVESTMENTS *(within 3 years)*

Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.

1. Foster student learning and development to include the knowledge, skills, and dispositions that optimize students’ prospects for personal and professional success.
 - a. Garner broad-based involvement by the UWF community to develop a Quality Enhancement Plan that addresses a well-defined and focused topic or issue vital to the long-term improvement of student learning at UWF, while fulfilling a requirement of the regional accrediting body (SACSCOC).
 - b. Collaborate with business, educational, and community partners to expand opportunities for students to engage in high-impact, experiential learning activities that educational research indicates improve student engagement, learning, retention, and subsequent job placement and professional success (e.g., internships, research, service learning, study abroad, practicum placements, and related professional experiences).

2. Facilitate students’ access to and choice of UWF to meet their higher education needs, and improve student persistence and timely progression to degree attainment.
 - a. Continue to refine and execute the University-wide coordinated and strategic recruitment and enrollment plans that define an optimal student profile within the context of UWF’s mission and available resources.



- b. Continue implementation of the University-wide comprehensive plan to improve undergraduate student persistence and timely degree completion (e.g., hire Chief Diversity Officer, maintain strong academic programs, enhance academic and student support services like improved academic advising and career services, develop more experiential learning opportunities, provide support for students in high-risk courses, enhance student life, leverage financial aid for students with demonstrated need, improve customer service, etc.)
3. Maximize the acquisition and deployment of resources, and strategically align and integrate planning, budgeting, assessment, and continuous improvement efforts.
 - a. As UWF's 50th Anniversary approaches in 2017, embark on an historic and ambitious multi-million comprehensive campaign to help raise funds and awareness for the strategic priorities of the University and to ensure the University's place among the nation's top comprehensive universities, further raise UWF's visibility nationally and internationally, and maintain UWF's legacy and heritage as a center of higher education excellence for the future.
 - b. Through Business Enterprises, Inc., enter into agreements to finance, design and construct, lease, lease-purchase, and/or purchase the operations and facilities necessary and desirable to meet UWF's mission and strategic priorities (e.g., East Campus Development, University Park, NW Retirement Village).

KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'¹, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

¹ The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).



KEY PERFORMANCE INDICATORS

Goals Common to All Universities

	5 YEAR TREND (2006-07 to 2011-12)	2011-12 ACTUAL	2012-13 ESTIMATES	2013-14 GOALS	3 YEAR GOALS (2015-16)
Academic Quality					
National Ranking for University and Programs					
<ul style="list-style-type: none"> Maintain recognition from Forbes Magazine as one of America's Top Colleges, from The Princeton Review as one of the best colleges in the Southeast and as a "Green College," from U.S. News and World Reports as one of the Top Online Education Programs, from The Chronicle of Higher Education as one of the "Great Colleges to Work For," and from G.I. Jobs Magazine as a Military Friendly School. Increase success in fielding student competitors who win in state, regional, and national academic competitions (e.g., logistics; Model UN, forensics). Continue success in documenting through Program Reviews that UWF academic programs and institutes and centers deliver on the promises of their respective mission and vision statements. Continue to refine an academic program master plan that, within the context of UWF's mission and available resources, includes strategies for moving select academic and research programs to greater levels of distinction; and aligns resources to support these initiatives. http://66.7.202.18/index.php/uwf-facts/uwf-rankings-designations/ 					
Avg. SAT Score (for 3 subtests) ¹	24 points ¹	1550	1537	1565	1621 ²
Avg. High School GPA ³	-0.1 point	3.4	3.47	3.49	3.52 ²
Professional/Licensure Exam First-time Pass Rates ⁴					
Exams Above National/State Benchmark	n/a	1	1	1	1
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2013.			
SUBTOTAL OF IMPROVING METRICS	1	2	3	3	
Operational Efficiency					
Freshman Retention Rate	-2.0% pts	71.1%	74.2%	74.5%	75.2%
FTIC Graduation Rates					
In 4 years (or less)	6.9% pts	26.0%	26.3%	26.6%	27.2%
In 6 years (or less)	-1.0% pt	44.0%	45.0%	46.0%	48.1%
AA Transfer Graduation Rates					
In 2 years (or less)	0.9% pt	31.0%	31.3%	31.7%	32.3%
In 4 years (or less)	0.3% pt	66.0%	66.9%	67.9%	69.8%
Percent of Bachelor's Degrees Without Excess Hours ⁵	3.0% pts ⁵	70%	70.5%	71.0%	72.0%
Average Time to Degree (for FTIC)	-0.2 yrs	4.7 yrs	4.67 yrs	4.63 yrs	4.57 yrs
SUBTOTAL OF IMPROVING METRICS	5	7	7	7	7

Notes: (1) SAT trends are based on 4 years (2007-08 to 2011-12); 2011-12 SAT down from 2010-11 score of 1614, which reflected an adjustment to 2012 Work Plan number based on final data. (2) Goals will be adjusted later based on analyses conducted by UWF Strategic Enrollment Planning Team. (3) UWF HS GPA data under review to align with BOG definitions and policies. (4) Professional licensure pass rates are based on the 2011-12 Annual Accountability Report with data that span multiple time periods. (5) Percent of Bachelor's Degrees Without Excess Hours based on 4 years (2007-08 to 2011-2012).



	5 YEAR TREND (2006-07 to 2011-12)	2011-12 ACTUAL	2012-13 ESTIMATES	2013-14 GOALS	3 YEAR GOALS (2015-16)
Return on Investment					
Bachelor's Degrees Awarded	24.8%	2,053	2,023	2,109	2,208
Percent of Bachelor's Degrees in STEM	1.9%	16.1% ⁵	18.0%	18.2%	18.6%
Graduate Degrees Awarded	31.2%	581 ¹	603	604	619
Percent of Graduate Degrees in STEM	6.2%	13.3% ⁵	15.8%	15.9%	16.1%
Percent of Baccalaureate Graduates Employed in Florida ²	-2.9% ²	61.1% ²	62.3%	62.8%	64.0%
Percent of Baccalaureate Graduates Continuing their Education (in FL) ²	-0.3% ²	17.7% ²	18.6%	19.0%	20.0%
Annual Gifts Received (\$M) ^{3, 4}	-15.2% ³	\$ 3.0 M ³	\$ 3.7 M	\$ 3.8 M	\$ 4.2 M
Endowment (\$M) ⁴	-25.7%	\$ 47.7M	\$ 63.0 M	\$ 65.0 M	\$ 70.0 M
SUBTOTAL OF IMPROVING METRICS	4		7	8	8
TOTAL OF IMPROVING METRICS	10		16	18	18

Notes: (1) One degree added late for 2011-12. (2) Percent of graduates employed and continuing their education is based on 2010-11 data from FETPIP. (3) Reflects returned donations. May not match earlier reports. (4) Estimates and targets will be adjusted in later updates due to information received after June 2013 submission to UWF Board of Trustees and SUS Board of Governors. (5) Minor corrections made on 7/1/2013 due to discovered calculation errors.



KEY PERFORMANCE INDICATORS

Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Bachelor's Degrees Awarded to Minorities	Number of Faculty Designated a Highly Cited Scholar
Number of Adult (age 25+) Undergraduates Enrolled	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Percent of Course Sections Offered via Distance and Blended Learning	Percentage of Students Participating in Identified Community and Business Engagement Activities
	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2006-07 to 2011-12)	2011-12 ACTUAL	2012-13 ESTIMATES	2013-14 GOALS	3 YEAR GOALS (2015-16)
Number of Adult (age 25+) Undergraduates Enrolled	0.4%	2,931	3,017	3,090	3,242
Bachelor's Degrees Awarded to Minorities (Non-Hispanic Black and Hispanic Students)	45.2%	318	322	328	342
Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)	N	UWF continues to develop and refine implementation of the institutional plan to coordinate and focus the University's efforts in identifying community stakeholders, cultivating partnerships, and learning more about specific economic, workforce, educational, research, and cultural needs and opportunities. UWF will continue to collaborate with partners to promote engagement and service opportunities through a broad array of programs, research, and other activities to address identified needs within the context of UWF's mission and available resources. Activities will include student, faculty, and staff participation in identified community and business engagement activities. UWF will complete documentation for submission to Carnegie.			

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

Goal 1. Improve student engagement as measured on the National Survey of Student engagement (NSSE).

NSSE Results on five select subsections for seniors: (1) Level of Academic Challenge, (2) Active and Collaborative Learning, (3) Student-Faculty Interaction, (4) Enriching Educational Experiences, and (5) Supportive Campus Environment [Metric: Number of five subsections showing improvement]	NA	x	5	5	NA
---	----	---	---	---	----

Goal 2. Facilitate student's access to UWF by increasing donor support for student financial aid.

Total Privately Funded Scholarships Awarded	-1.5%	\$1,104,208	\$1,197,000	\$1,210,000	\$1,300,000
---	-------	-------------	-------------	-------------	-------------



OPERATIONS

FISCAL INFORMATION

University Revenues *(in Millions of Dollars)*

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13* Actual	2013-14 Appropriations
Education & General – Main Operations						
State Funds	\$ 65,006,959	\$ 61,440,568	\$ 63,019,452	\$ 52,917,530	\$ 45,257,447*	\$ xx.x
Tuition	\$ 26,633,995	\$ 31,331,183	\$ 36,055,946	\$ 40,048,403	\$ 44,213,716	n/a
TOTAL MAIN OPERATIONS	\$ 91,640,954	\$ 92,771,751	\$ 99,075,398	\$ 92,965,933	\$ 89,471,163	n/a
Education & General – Health-Science Center / Medical Schools						
State Funds	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x
Tuition	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
TOTAL HSC	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
Education & General – Institute of Food & Agricultural Sciences (IFAS)						
State Funds	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x
Tuition	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
TOTAL IFAS	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
EDUCATION & GENERAL TOTAL REVENUES	\$ 91,640,954	\$ 92,771,751	\$ 99,075,398	\$ 92,965,933	\$ 89,471,163	n/a
<p>Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2013-14 year. * FOR 2012-2013 ONLY, state recurring funds include general revenue and lottery education & general (E&G) appropriations and any administered funds provided by the state, including annual adjustments of risk management insurance premiums.</p>						
OTHER BUDGET ENTITIES						
Auxiliary Enterprises						
Resources associated with auxiliary units that are self-supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.						
Revenues	\$ 14,675,742	\$ 14,648,590	\$ 16,202,669	\$ 17,541,096	\$ 16,000,000	n/a
Contracts & Grants						
Resources received from federal, state or private sources for the purposes of conducting research and public service activities.						
Revenues	\$ 16,897,264	\$ 20,167,307	\$ 19,619,573	\$ 18,183,284	\$ 33,200,635	n/a
Local Funds						
Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.						
Revenues	\$ 50,478,974	\$ 72,296,518	\$ 78,825,868	\$ 85,727,233	\$ 92,071,481	n/a
Faculty Practice Plans						
Revenues/receipts are funds generated from faculty practice plan activities.						
Revenues	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	\$ xx.x	n/a
OTHER BUDGET ENTITY TOTAL REVENUES	\$ 82,051,980	\$ 107,112,415	\$ 114,648,110	\$ 121,451,613	\$ 141,272,116	n/a
UNIVERSITY REVENUES GRAND TOTAL	\$ 173,692,934	\$ 199,884,166	\$ 213,723,508	\$ 214,417,546	\$ 230,743,279	n/a



FISCAL INFORMATION (continued)

Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2011-12 ACTUAL	FY 2012-13 ACTUAL	FY 2013-14 REQUEST	FY 2014-15 PLANNED	FY 2015-16 PLANNED
Base Tuition	\$3,099.60	\$3,099.60	\$3,152.10	\$3,221.40	\$3,279.30
Tuition Differential Fee	\$642.60	\$1,166.40	\$1,166.40	\$1,744.80	\$2,431.80
Percent Increase	15%	14%	1.2%	15% ²	15% ²
Required Fees¹	\$1,683.00	\$1,972.50	\$2,037.60	\$2,135.40	\$2,164.50
TOTAL TUITION AND FEES	\$5,425.20	\$6,238.50	\$6,356.10	\$7,101.60	\$7,875.60

Notes: (1) For more information regarding required fees, see list of per credit hour fees and block fees on page 14. (2) After base tuition is set by the Legislature and subject to approval of the UWF Board of Trustees, the cumulative increase in base and differential tuition is capped at 15% by statute. UWF's projections are intended to preserve that statutory authority, because, although additional revenues will be needed, the University is unable to determine the source (legislative allocation, tuition differential, or tuition increase) at this time.

Student Debt Summary

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ESTIMATE
Percent of Bachelor's Recipients with Debt	49%	50%	48%	52%	54%
Average Amount of Debt <i>for Bachelor's who have graduated with debt</i>	\$15,015	\$15,717	\$17,511	\$18,899	\$19,934
Student Loan Cohort Default Rate (2nd Year)	5.5%	5.8%	8.7% (draft)		n/a
Student Loan Cohort Default Rate (3rd Year)	7.3%	10.7% (draft)	n/a	n/a	n/a

Note: Student Loan cohort default data include undergraduate and graduate students. [Year corrected from previous University Work Plan.]

Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2012-13)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$6,238	\$1,200	\$8,418	\$1,100	\$2,500	\$19,456
AT HOME	\$6,238	\$1,200	\$3,114	\$1,800	\$2,200	\$14,552

Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2012-13)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT	
Below \$40,000	2,239	39.18%	\$10,510	(\$2,369)	\$7,834	\$5,309	
\$40,000-\$59,999	678	11.86%	\$12,362	(\$118)	\$5,680	\$4,409	
\$60,000-\$79,999	498	8.71%	\$13,917	\$1,501	\$4,102	\$4,911	
\$80,000-\$99,999	488	8.54%	\$13,927	\$1,868	\$3,712	\$4,108	
\$100,000 Above	1,211	21.19%	\$14,284	\$2,091	\$3,527	\$3,280	
Missing	601	10.52%	n/a	\$3,000	\$2,584	\$209	
TOTAL	5,715	100%	AVERAGE	\$12,307*	\$107	\$5,437	\$4,099

Notes: These data only represent Fall and Spring financial aid data and are accurate as of March 31, 2013. Please note that small changes to Spring 2013 awards are possible before the data are finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



FISCAL INFORMATION (continued) TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2012-13 academic year.

2012-2013 - 70% Initiatives (list the initiatives provided in the 2012-13 tuition differential request)	University Update on Each Initiative
1. Support for the Student Persistence and Completion Initiative (\$82,418)	A new position for a Director of Student Retention Initiatives is being hired in May 2013 as a result of a national search, and this position will be responsible for implementing the "Student Persistence and Completion Initiative" and evaluating the effectiveness of these efforts. Also, a technology coordinator has been hired for the Career Services Office.
2. Recruit and Hire Additional Full-Time Faculty (\$1,931,057)	An additional 21 new faculty were hired. UWF now has 63 faculty funded on tuition differential.
3. Enhance Support for the Office of Financial Aid (\$82,433)	A Financial Aid position was funded using these resources.
4. Enhance Support for the Marine Sciences Center (\$120,000)	UWF's Marine Services Center provides diving platforms, research vessels, and support staff for academic programs including Marine Biology and Underwater Archaeology. Funds have been used to hire the Dive Safety Officer on permanent funding and for expenses related to the ongoing operation of Marine Services Center.
5. Provide Funding for the 2UWF Program (\$70,000)	An advisor position has been funded with these resources and is located at Gulf Coast State College (GCSC). Having an advisor at this location helps to provide a seamless transition from GCSC to UWF.
Additional Detail, where applicable:	
Total Number of Faculty Hired or Retained (funded by tuition differential):	63
Total Number of Advisors Hired or Retained (funded by tuition differential):	1
Total Number of Course Sections Added or Saved (funded by tuition differential):	540
2012-2013 - 30% Initiatives (list the initiatives provided in the 2012-13 tuition differential request)	University Update on Each Initiative
1. Provided need-based aid for students who demonstrated need on FAFSA evaluation	1,291
2. Provided need-based aid to low-income, first-generation college students	457
Additional Information (estimates as of April 30, 2013):	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	1,291
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,407
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$127
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$2,500



FISCAL INFORMATION (continued)
TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,
& AVAILABLE BALANCES - FISCAL YEAR 2012-13 AND 2013-14

University Tuition Differential	Estimated Actual*	Estimated
Budget Entity: 48900100 (Educational & General)	2012-13	2013-14
SF/Fund: 2 164070 (Student and Other Fees Trust Fund)	-----	-----
<u>FTE Positions:</u>		
Faculty	63	63
Advisors	1	1
Staff	5	5
Total FTE Positions:	69	69
<u>Balance Forward from Prior Periods</u>		
Balance Forward	\$26,062	360,501
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$26,062	\$360,501
<u>Receipts / Revenues</u>		
Tuition Differential Collections	\$7,831,488	8,356,296
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$7,831,488	\$8,356,296
<u>Expenditures</u>		
Salaries & Benefits	\$4,787,938	\$5,421,807
Other Personal Services	242,821	336,818
Expenses	90,782	90,782
Operating Capital Outlay	-	-
^^Student Financial Assistance	2,349,446	2,506,889
++Expended From Carryforward Balance	26,062	360,501
**Other Category Expenditures	-	-
Total Expenditures:	7,497,049	8,716,797
Ending Balance Available:	<u>\$ 360,501 -</u>	<u>\$ -</u>

*Because the 2012-13 year has not been completed, provide an estimated actual.

**Provide details for "Other Categories" used.

^^Est. Actual 2012-13-The full 30% required for Need-Based Financial Aid has been transferred from E&G to the Scholarship Fund. The current remaining balance as of 04/26/13 is \$956,829 and has been awarded in the 2013/2014 financial aid process for Fall 2014 admissions.



FISCAL INFORMATION (continued) UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<i>Undergraduate Students</i>	-----Actual-----			-----Projected-----			
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Tuition:							
Base Tuition - (0% inc. for 2013-14 to 2016-17)	\$95.67	\$103.32	\$103.32	\$105.07	\$107.38	\$109.31	\$111.16
Tuition Differential (no more than 15%) ⁴	\$12.80	\$21.42	\$38.88	\$38.88	\$58.16	\$81.06	\$107.77
Total Base Tuition & Differential per Credit Hour	\$108.47	\$124.74	\$142.20	\$143.95	\$165.54	\$190.37	\$218.93
% Change		15.0%	14.0%	1.2%	15.0%	15.0%	15.0%
Fees (per credit hour):							
Student Financial Aid ¹	\$4.78	\$5.16	\$5.16	\$5.25	\$5.36	\$5.46	\$5.55
Capital Improvement ²	\$4.76	\$4.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service ⁵	\$12.67	\$13.30	\$13.30	\$13.55	\$13.80	\$14.05	\$14.30
Health ⁵	\$6.62	\$7.23	\$7.23	\$7.48	\$7.73	\$7.98	\$8.23
Athletic ⁵	\$15.91	\$17.49	\$19.39	\$20.88	\$21.42	\$21.69	\$21.93
Transportation Access	\$1.80	\$3.00	\$8.00	\$8.00	\$10.00	\$10.00	\$10.00
Technology ¹	\$4.78	\$5.16	\$5.16	\$5.25	\$5.36	\$5.46	\$5.55
Green Fee (USF, NCF, UWF only)			0.75	0.75	0.75	0.75	0.75
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
List any new fee proposed							
Total Fees	\$51.32	\$56.10	\$65.75	\$67.92	\$71.18	\$72.15	\$73.07
Total Tuition and Fees per Credit Hour	\$159.79	\$180.84	\$207.95	\$211.87	\$236.72	\$262.52	\$292.00
% Change		13.2%	15.0%	1.9%	11.7%	10.9%	11.2%
Fees (block per term):							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
List any new fee proposed							
Total Block Fees per term	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change							
Total Tuition for 30 Credit Hours	\$3,254.10	\$3,742.20	\$4,266.00	\$4,318.50	\$4,966.20	\$5,711.10	\$6,567.90
Total Fees for 30 Credit Hours	\$1,539.60	\$1,683.00	\$1,972.50	\$2,037.60	\$2,135.40	\$2,164.50	\$2,192.10
Total Tuition and Fees for 30 Credit Hours	\$4,793.70	\$5,425.20	\$6,238.50	\$6,356.10	\$7,101.60	\$7,875.60	\$8,760.00
\$ Change		\$631.50	\$813.30	\$117.60	\$745.50	\$774.00	\$884.40
% Change		13.2%	15.0%	1.9%	11.7%	10.9%	11.2%
Out-of-State Fees							
Out-of-State Undergraduate Fee	\$408.94	\$408.94	\$408.94	\$408.94	\$408.94	\$408.94	\$408.94
Out-of-State Undergraduate Student Financial Aid ³	\$20.45	\$20.45	\$20.45	\$20.45	\$20.45	\$20.45	\$20.45
Total per credit hour	\$429.39	\$429.39	\$429.39	\$429.39	\$429.39	\$429.39	\$429.39
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Tuition for 30 Credit Hours	\$15,522.30	\$16,010.40	\$16,534.20	\$16,586.70	\$17,234.40	\$17,979.30	\$18,836.10
Total Fees for 30 Credit Hours	\$2,153.12	\$2,296.59	\$2,586.09	\$2,651.10	\$2,748.90	\$2,778.00	\$2,805.60
Total Tuition and Fees for 30 Credit Hours	\$17,675.42	\$18,306.99	\$19,120.29	\$19,237.80	\$19,983.30	\$20,757.30	\$21,641.70
\$ Change		\$631.58	\$813.30	\$117.51	\$745.50	\$774.00	\$884.40
% Change		3.6%	4.4%	0.6%	3.9%	3.9%	4.3%
Housing/Dining⁴							
	\$7,856.00	\$8,006.00	\$8,852.00	\$9,324.00	\$9,830.00	\$10,352.00	\$10,904.00
\$ Change		\$150.00	\$846.00	\$472.00	\$506.00	\$522.00	\$552.00
% Change		1.9%	10.6%	5.3%	5.4%	5.3%	5.3%

¹ can be no more than 5% of tuition.

*All projections are estimates and subject to change within statutory limits.

² capped in statute.

³ can be no more than 5% of tuition and the out-of-state fee.

⁴ After base tuition is set by the Legislature and subject to approval of the UWF Board of Trustees, the cumulative increase in base and differential tuition is capped at 15% by statute. UWF's projections are intended to preserve that statutory authority, because, although additional revenues will be needed, the University is unable to determine the source (legislative allocation, tuition differential, or tuition increase) at this time.

⁵ Any increase in the Activity and Service, Health, and Athletic Fee is capped at 5% per year in the aggregate and the overall total is capped at 40% of tuition, unless otherwise authorized in the General Appropriations Act.

⁶ UWF has authorization to charge \$50 for the Orientation Fee.



ENROLLMENT PLANNING

Planned Growth by Student Type *(for all E&G students at all campuses)*

	5 YEAR TREND <i>(2006-07 to 2011-12)</i>	2011-12 ACTUAL HEADCOUNT		2013-14 PLANNED HEADCOUNT		2014-15 PLANNED HEADCOUNT		2015-16 PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	27%Δ	4,025	42.4%	4,876	47.1%	5,169	47.7%	5,501	48.3%
FTIC (Profile Admit)	56%Δ	361	3.8%	375	3.6%	325	3.0%	275	2.4%
AA Transfers*	23%Δ	2,672	28.1%	2,619	25.3%	2,724	25.1%	2,943	25.9%
Other Transfers	4%Δ	2,436	25.7%	2,488	24.0%	2,615	24.1%	2,663	23.4%
Subtotal	20%Δ	9,494	100%	10,358	100%	10,832	100%	11,381	100%
GRADUATE STUDENTS									
Master's	50%Δ	1,598	89.7%	1,761	90.4%	1,790	90.4%	1,816	90.4%
Research Doctoral	-11%Δ	183	10.3%	188	9.6%	191	9.6%	194	9.6%
Professional Doctoral	NA	NA	00%	NA	xx%	NA	xx%	NA	xx%
Subtotal	40%Δ	1,781	100%	1,949	100%	1,981	100%	2,010	100%
NOT-DEGREE SEEKING	1%Δ	715		788		713		608	
MEDICAL	NA	NA		NA		NA		NA	
TOTAL	21%Δ	11,990		13,095		13,526		14,000	

Note*: AA transfers refer only to transfers from the Florida College System. Planned headcount may need to be adjusted following further UWF analysis of the impact of projected changes in the educational pipeline, Bright Futures criteria, capacity for online instruction, etc.

Planned Growth by Method of Instruction *(for all E&G students at all campuses)*

	5 YEAR TREND <i>(2006-07 to 2011-12)</i>	2011-12		2013-14		2014-15		2015-16	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
UNDERGRADUATE									
DISTANCE (>80%)	125%	1,561	24.8%	1,670	24.2%	1,720	23.5%	1,772	22.8%
HYBRID (50%-79%)	%Δ	1,348	21.4%	1,587	23.0%	1,944	26.5%	2,182	28.0%
TRADITIONAL (<50%)	%Δ	3,384	53.8%	3,645	52.8%	3,671	50.0%	3,839	49.3%
TOTAL	%Δ	6,293	100%	6,902	100%	7,335	100%	7,793	100%
GRADUATE									
DISTANCE (80%)	110%Δ	458	50.8%	508	57.7%	534	59.7%	555	61.2%
HYBRID (50%-79%)	%Δ	153	17.0%	158	18.0%	170	19.0%	181	20.0%
TRADITIONAL (<50%)	%Δ	290	32.2%	214	24.3%	190	21.3%	171	18.9%
TOTAL	%Δ	902	100%	880	100%	894	100%	907	100%

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



ENROLLMENT PLANNING (continued)

Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2012-13	Estimated Actual 2012-13	Funded 2013-14	1 st Year Estimated 2013-14	2 nd Year Planned 2014-15	3 rd Year Planned 2015-16	4 th Year Planned 2016-17	5 th Year Planned 2017-18	5-Year Projected Average Annual Growth Rate
<i>Florida Resident</i>									
LOWER	1,886	2,566	1,886	2,621	2,775	2,921	3,013	3,102	3.9%
UPPER	3,232	3,365	3,232	3,767	4,004	4,270	4,310	4,407	5.5%
GRAD I	599	609	599	616	626	635	651	667	1.8%
GRAD II	54	60	54	61	62	63	64	66	1.8%
TOTAL	5,771	6,600	5,771	7,064	7,466	7,888	8,038	8,242	4.5%
<i>Non- Resident</i>									
LOWER	n/a	232	n/a	232	253	275	293	298	5.1%
UPPER	n/a	267	n/a	282	303	327	335	340	5.0%
GRAD I	n/a	183	n/a	185	188	191	196	200	1.8%
GRAD II	n/a	18	n/a	18	18	19	19	20	1.8%
TOTAL	444	700	444	717	762	812	843	858	4.2%
<i>TOTAL</i>									
LOWER	n/a	2,798	n/a	2,853	3,028	3,196	3,306	3,400	4.0%
UPPER	n/a	3,632	n/a	4,049	4,307	4,597	4,645	4,747	5.5%
GRAD I	n/a	792	n/a	801	814	826	846	868	1.8%
GRAD II	n/a	78	n/a	79	80	81	83	85	1.8%
TOTAL	6,215	7,300	6,215	7,782	8,229	8,700	8,881	9,100	4.5%
TOTAL (US FTE)	8,287	9,732	8,287	10,375	10,972	11,600	11,841	12,133	4.5%

NOTE: Projections may be adjusted following further UWF analyses regarding the potential impact of changes to Bright Futures criteria and other effects of changes to students' course-taking patterns (i.e., taking fewer courses per term).



ACADEMIC PROGRAM COORDINATION

New Programs to be Considered by University in 2013-14 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
NA						
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
NA						
DOCTORAL PROGRAMS						
NA						

New Programs to be Considered by University in 2014-16 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
BACHELOR'S PROGRAMS						
Building Construction	15.1001	STEM	FAMU; FIU; UNF; UF	No	55	2015
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Physician Assistant (SUS Partner Degree)	59.0912	Health	UF	Yes ¹	50	2014
MS in Robotics	14.4201	STEM	None	No	50	TBD
Professional MS in Geographic Information Systems (GIS)	45.0702	STEM	FSU	Yes	150	TBD
DOCTORAL PROGRAMS						
Doctor of Education Instructional Technology ²	13.0501	STEM	FSU	Yes ³	50	2014
Doctor of Physical Therapy (USF Degree)	51.2308	Health	FAMU; FGCU; FIU; UCF; UF; UNF; USF	Partially ⁴	36	N/A
Doctor of Nursing Practice (SUS Partner Degree)	51.3818	Health	FAU; FIU; FSU; UCF; UF; UNF; USF-T	Yes ⁵	30	N/A

¹ Detailed format TBA but most likely will involve some distance learning

² Currently a specialization in the Ed.D. in Curriculum and Instruction.

³ Online delivery with UWF Residency Requirements.

⁴ Students will spend first year at USF; second and third years in coursework and clinicals at UWF and locally, respectively. Some distance learning involved.

⁵ TBD, but courses will most likely be online with clinical practica to be held locally.



KEY PERFORMANCE INDICATOR DEFINITIONS

Goals Common to All Universities	
Academic Quality	
National Ranking for University and Program(s)	Describe plans for increasing national preeminence of University and select programs.
Avg. SAT Score (for 3 subtests)	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted & Registered FTIC (B,E) students (Fall only).
Avg. HS GPA	The average HS GPA for Admitted & Registered FTIC and early admit (B,E) students. Max score is 5.0.
Professional/Licensure Exam First-time Pass Rates Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2011-12 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
Percent of Undergraduate Seniors Participating in a Research Course	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2013 to determine a system-wide definition of 'a research course'.
Operational Efficiency	
Freshman Retention Rate	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term as reported in the 2011-12 Accountability report (table 4B) – see link .
FTIC Graduation Rates In 4 years (or less) In 6 years (or less)	As reported in the 2011-12 Accountability report (table 4D), First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from or is still enrolled in the <u>same</u> institution by the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
AA Transfer Graduation Rates In 2 years (or less) In 4 years (or less)	As reported in the 2011-12 Accountability report (table 4E), AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated from or is still enrolled in the <u>same</u> institution by the second or fourth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
Percent of Bachelor's Degrees Without Excess Hours	As reported in the 2011-12 Accountability report (table 4J), the percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. This metric computes total academic credit (minus exemptions per 1009.286, <i>F.S.</i>) as a percentage of catalog hours required for the students major.
Average Time to Degree (for FTIC)	This metric is the number of years between the start date (using student's entry date) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year.



Return on Investment	
Bachelor's Degrees Awarded	This is a count of baccalaureate degrees awarded as reported in the 2011-12 Accountability Report (table 4G) – see link .
Percent of Bachelor's Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the 2011-12 Accountability Report (table 4H) – see link .
Graduate Degrees Awarded	This is a count of graduate degrees awarded as reported in the 2011-12 Accountability Report (table 5B) – see link .
Percent of Graduate Degrees in STEM	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the 2011-12 Accountability Report (table 5C) – see link .
Percent of Baccalaureate Graduates Employed in Florida	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data – see link .
Percent of Baccalaureate Graduates Continuing their Education (in FL)	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data – see link .
Annual Gifts Received (\$M)	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at www.cae.org/vse .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
Endowment (\$M)	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).