



UNIVERSITY *of* WEST FLORIDA

Strategic Plan

2022-2027

Culture of Inclusion & Civility

Community & Economic Engagement

Student-Centered & Focused

Academic Programs & Scholarship

Employee Success

Operational Excellence

Infrastructure



Since opening its doors to students in the fall of 1967, the University of West Florida has grown from its beginnings as a senior-level institution of higher learning to a comprehensive regional university recognized nationally for excellence in diversity, academics, athletics, and employee satisfaction. UWF is ranked in the top 20 public universities in the South by U.S. News and World Report with special recognitions for social mobility, veterans' services and undergraduate nursing.

Recent programming has allowed the University to combine the strengths of the institution with the strengths of the region. An example lies in the development of the Ph.D. in Intelligent Systems and Robotics, a successful collaboration between UWF and the Institute for Human and Machine Cognition. UWF's cybersecurity programs are strongly aligned with the Information Warfare Training Command at Corry Station in Pensacola, the National Security Agency, and the State of Florida.

COVID-19 has altered the way we think about teaching and learning, and how we manage the University. We see the need to carefully balance online with traditional face-to-face teaching and support. We have also learned that not all employees need to be physically on campus all the time to effectively perform their duties. This shift in perspective has added texture to UWF's Strategic Plan 2022-2027.



Mission

UWF delivers a learner-focused university education that enables students from varied backgrounds to meet their career and life goals. UWF research and community partnerships advance the body of knowledge and enhance the prosperity of the region and the state.

President's Vision

"A fully engaged university recognized for the strength of our graduates, responsiveness to the needs of the state, and an unrelenting competitive spirit."
-Dr. Martha D. Saunders, 6th President

Values

Integrity

UWF operates with fairness, respect, and integrity in all matters: Doing the right thing for the right reason.

Innovation

UWF expands learning as well as knowledge through creating and embracing opportunities for transformational change.

Caring

UWF is student-centered, crafting a safe, healthy, sustainable, dynamic learning and working environment that fosters individual potential.

Engaging

UWF promotes a culture of collaboration, cooperation, communication, commitment, and engagement to accomplish shared goals.

Equity

UWF is committed to providing accessible resources and opportunities for all individuals from different social, economic, and ethnic backgrounds.

Diversity

UWF is inclusive, appreciative, and respectful of the diversity among all people and their ideas.

Strategic Directions



STRATEGIC DIRECTION 1: STUDENT CENTERED AND FOCUSED

Goal 1.1 Provide high impact educational and co-curricular learning experiences that inspire, engage, and prepare students to become knowledgeable citizens and successful in their careers and lives.

Indicators of Success

- Number of mutually beneficial community partnerships
- Board of Governors PBF Metric 10
- Participation in undergraduate research
- Faculty preparation for high impact learning

Goal 1.2 Student recruitment and retention programming aligned with the University's strategic enrollment plan.

Indicators of Success

- Annual enrollment assessment
- Recruitment and marketing benchmarks (i.e. inquiries, applications, yield)
- Financial aid, scholarships, and grant awards
- Curriculum/program reviews
- Articulation agreements
- Number of unique students participating in retention programs

Goal 1.3 Adequate physical and virtual learning support opportunities for earning degrees and related credentials, including post-graduation.

Indicators of Success

- Available tutoring
- Advising effectiveness
- Career planning effectiveness
- Physical and mental health counseling
- Library resources and services
- Accessibility resources

Goal 1.4 Student awareness of available resources for support.

Indicators of Success

- Student utilization of available resources
- Resource expenditure reports



STRATEGIC DIRECTION 2: EMPLOYEE SUCCESS

Goal 2.1 Recruit and retain capable employees who support UWF’s mission, values, and strategic directions of service to the institution and the community.

Indicators of Success

- Percentage of successful national searches
- Competitive salary and benefit benchmarks
- External awards and recognitions
- Clearly defined career paths
- Professional development opportunities
- Annual performance reviews
- Diversity reporting

Goal 2.2 Provide adequate workforce flexibility to address market needs and demands.

Indicators of Success

- Annual employee retention report
- Approved guidelines for remote work

STRATEGIC DIRECTION 3: EXCEPTIONAL ACADEMIC PROGRAMMING AND SCHOLARSHIP ALIGNED WITH STATE NEEDS

Goal 3.1 Ensure excellent academic programs in areas of strategic importance to the University, region, and state.

Indicators of Success

- Percentage of degrees in SUS programs of strategic emphasis
- Faculty research published in peer-reviewed journals
- Recognitions for faculty creative activities
- Patentable inventions, licensable technology, copyrightable works, and trademarks

Goal 3.2 Enhanced student-faculty engagement.

Indicators of Success

- Number of students engaged in undergraduate or graduate research
- Number of students engaged in faculty-led creative activities
- Number of faculty engaged in undergraduate research



STRATEGIC DIRECTION 4: COMMUNITY AND ECONOMIC ENGAGEMENT

Goal 4.1 Enhance the region’s educational opportunities, economic development, health, and environmental sustainability.

Indicators of Success

- Number of professional conferences, continuing education, and professional development seminars/workshops hosted
- Economic impact reports
- Number of workforce partnerships
- IRDF grant sub-awards
- Summer camps enrollment

Goal 4.2 Provide specific workforce needs/credentials for regional and state businesses.

Indicators of Success

- Funded partnerships
- Number of students engaged in co-ops and internships
- Annual academic alignment reports

Goal 4.3 Ensure mutually beneficial, highly visible cultural, entertainment and recreational events.

Indicators of Success

- Attendance at art, theater, and musical events
- Attendance at athletic events
- Visitors at UWF Historic Trust
- Number of collaborative events with the community

STRATEGIC DIRECTION 5: INFRASTRUCTURE

Goal 5.1 Safe, effective, efficient use of physical plant.

Indicators of Success

- Campus Master Plan updates
- Maintenance and refurbishment schedule and investment
- Updated physical space inventories
- Preservation actions at downtown historic properties
- 2022 Educational Plant Survey

Goal 5.2 Maintain up-to-date technology.

Indicators of Success

- Number of smart classrooms
- Wireless communication capabilities
- Technology upgrades for employees



STRATEGIC DIRECTION 5: INFRASTRUCTURE CONTINUED

Goal 5.3 Establish UWF as desirable destination for educational, cultural, recreational, and professional events for the community.

Indicators of Success

- Visitor counts
- Signage and wayfinding
- Square footage designated recreational space
- Miles of walking and biking trails
- Square footage of gallery and museum space

Goal 5.4 Manage UWF’s natural resources to improve utilization, resilience, and environmental sustainability.

Indicators of Success

- Availability of outdoor spaces for meetings, classes, and community events
- Class projects focused on campus natural resources
- Faculty research focused on campus natural resources

STRATEGIC DIRECTION 6: OPERATIONAL EXCELLENCE

Goal 6.1 Effective and timely business and operational services informed by best practices.

Indicators of Success

- Annual policy and procedure reviews
- Regular customer service reports

Goal 6.2 Ensure student and employee safety and continuity of operations from natural disasters or catastrophic events.

Indicators of Success

- Annually updated Emergency Preparedness Plans
- Police reports
- Participation in table top drills

Goal 6.3 Assure accountability of operations and outcomes to appropriate internal and external stakeholders.

Indicators of Success

- Annual employee evaluation reports
- Documented employee training and development
- Timely response to regulatory bodies

STRATEGIC DIRECTION 7: CULTURE OF INCLUSION AND CIVILITY

Goal 7.1 Maintain a welcoming, inclusive, equitable and respectful environment for employees, students, visitors and service partners.

Indicators of Success

- Periodic campus climate surveys
- Annual individual freedom surveys
- Annual diversity report
- International student enrollment

Goal 7.2 Ensure a commitment to open-minded and tolerant civil discourse.

Indicators of Success

- Endorsement of the Board of Governors' Statement of Free Expression by the University's boards and leadership
- Annual reviews of student orientation programs, codes of conduct and employee policies and procedures to ensure consistency with the Board's Statement of Free Expression, consistency with the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes
- Presidential evaluation

Alignment with Board of Governors Strategic Goals

SUS Goals	Excellence	UWF Goals	Productivity	UWF Goals	Strategic Priorities	UWF Goals
Teaching & Learning	Strengthen Quality & Reputation of Academic Programs & Universities	1.2 3.2	Increase Degree Productivity and Program Efficiency	1.1 1.2 1.3	Increase the Number of Degrees Awarded in STEM and other PSE	3.1
Scholarship Research, & Innovation	Strengthen Quality & Reputation of Scholarship, Research, and Innovation	2.1 2.2	Increase Research and Commercialization Activity	3.2	Increase Collaboration and External Support for Research Activity	3.1
Community & Business Engagement	Strengthen Quality & Recognition of Commitment to Community and Business Engagement	4.1	Increase levels of community and business engagements	4.1 4.3 5.3	Increase community and business workforce	4.2



Steering Committee

Representative

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Organizational Unit

Finance and Administration, Business & Auxiliary Services Office

Academic Affairs, Office of the Provost

Staff Senate

Academic Affairs, Pace Library

Office of the President

External Affairs

Faculty Senate

Academic Affairs, Office of Undergraduate Research

Academic Affairs, Office of the Provost, and Conferences and Events

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Organizational Unit

Hal Marcus College of Science and Engineering, Electrical and Computer Engineering Department and Office of the Dean

College of Business, Consultant to the Office of the Dean

College of Education and Professional Studies, Administration and Law

Human Resources

Information Technology Services, IT Operations

UWF Historic Trust

Intercollegiate Athletics

Academic Affairs, Institutional Effectiveness

Research Administration

UWF at Emerald Coast Campus, Department of Electrical and Computer Engineering

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