

Dr. Steven Cunningham

FY 17-20 Finance and Administration Division - Strategic Goals and Accomplishments/Three Year Plan

Action	Time Frame	Performance Metrics Implications	UWF Strategic Direction	Status and Outcomes
Action	Time Frame	Metrics	Priority	Outcomes
Office of the Vice President				
Organizational Synergy - Building Strategic Relationships and Collaborations	FY 16-18 Continuing		1,2,4,5	Continue development of leadership team and positive organizational culture. Focus on strong and strategic relationships both internal and external to the University. Establish clear expectations with respect to teamwork, cooperation, and collaboration within the campus community.
Facilities Reorganization	FY 17 Completed		2,4,5	Completed reorganization and staffing plan for the Facilities & Operations area. Established transition team, implemented reassignment of Melinda Bowers, and established her role as part of the reorganization process.
Performance Metric 3 - Cost to the Student	FY 17 Completed	3	1,3	Revision of Metric 3 and BOG adoption. Led and facilitated the development and presentation of a revised Metric 3 model with the support of UWF institutional research.
Performance Metric 3 - Textbook Affordability	FY17-18 In process	3	1,3	Serve as Co-Chair of the BOG Textbook Affordability Work Group empaneled to implement this component of the revised Metric 3. Planned presentation to BOG Committee on October 3-4.
Communications and Customer Service	FY 17-19 Continuing		1,2,3,5	Implemented divisional service assurance standards and established communications and customer service committee. Updating website, reviewing divisional charter, and implementing training plan.
Business Process Efficiencies	FY 17-20 Continuing		2,5	Implement opportunities for workflow improvements and business process efficiencies.

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Enhance University - Level Financial Planning and Coordination with Cabinet Leadership	FY 17-18 Continuing	3	3,5	Establish periodic and organized procedures to collaborate with University leadership with respect to budgets and financial planning.
Implement Finance and Administration Performance Accountability System	FY 18 In process		2	Establish "Continuous 360" performance accountability system for the Vice President and all Departments.
Annual Report	FY 17-18 In process		2,4	Develop Finance and Administration Annual Report and Meeting function - Planned for Fall 2017.
Transition Emergency Management and University Police Departments	FY 17-18 Completed		2,4,5	Assumed responsibility for University Police, Emergency and Risk Management Departments. Integrating these functions with Division operations.
Learner Centered and Focused Student Engagement Opportunities	FY 16-20 Continuing	4,5	1,2	Provide at least ten students per semester the experience to learn and grow through opportunities as work study interns or work study students in the Division/Departments.
Florida SUS Network	FY 17-20 Continuing		1,2,3	Enhance and strengthen UWF's relationships across the Florida SUS - external networking and participation in BOG/SUS initiatives: CAFA Vice Chair, CAFA Liaison to SUS Emergency and Risk Management Committee, and Member of various Work Groups.

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Business & Auxiliary Services/BEI				
Food Services Transition	FY 17-18 In process 12/17/2017 Transition Date	4,5	1,4,5	Pursuant to BEI procurement regulations, a review of options was initiated for alternatives in relation to the Chartwells Agreement. This process resulted in substantive new proposals from Aramark, Chartwells, and Sodexo. Aramark was selected as the first option to undertake negotiations. The transition and negotiation process has been initiated with December 17, 2017 verified as the target transition date. Infrastructure upgrades to the Commons will improve a significant aspect of the student experience, correlated with positive student perceptions, recruitment and retention.
Scenic Hills Country Club	FY 17-18 Closing scheduled for 8/31/2017		4,5	Negotiation of the Purchase and Sale agreement is complete with closing scheduled August 31, 2017. The \$1M proceeds will be sufficient to pay off the note with ServisFirst Bank and defray expenses and lease agreement obligations resulting in a revenue-neutral transaction.
Argonaut Village	FY 17-19 In process		4,5	Finalize plan to complete Village development concurrent with full occupancy of Argonaut Village, assume operational responsibility, stabilize tenants, and recruit anchor.
ITN and Constant Display Sign - East Campus	FY 18 In process		4,5	Implement display sign project at far east end of Argonaut Village development, to improve visibility & marketing.
Review BEI Resources and Support	FY 18 In process		2	Rationalize staff resources necessary to support BEI following Food Services, SHCC, and Argonaut Village transitions.
Review and Redefine BEI Strategic Plan	FY 18 In process		4,5	Undertake strategic planning discussions with the BEI Board including a possible redefinition of the role of BEI and potential new projects.

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Business & Auxiliary Services/BEI				
Analyze Economic Development Opportunities	FY 18-20 In process			Potentially leverage BEI and Division operations as an organizational entity to participate in economic development activities.
Business & Auxiliary Services				
Verification of Parking Fee Policy	FY 17 Completed	3	5	Completed verification of parking fee policy with the Board of Trustees and status of parking reserves in relation to future priorities.
Reassign Parking and Transportation as a University Function	FY 17 Completed		5	Following analysis with BEI, returned PATS to the status of a University function in preparation for new improvements and initiatives.
Coordinate Parking and Food Services Planning with SGA	FY 17-20 Continuing	4,5	1,4,5	Coordinate parking and food service planning with the Student Government Association. Improve coordination of PATS and food service operations with the SGA. Enhance engagement of SGA representatives in planning functions.
Enhance Crosswalks on Campus	FY 17 Completed		1,5	Continue crosswalk improvements.
ITN for Student Printing and Copy Services	FY 17 -18 In process		1,3	ITN copy services and student printing, negotiate improved system for institutional copying services. ITN for student copy/print services in process.
Enhance Coordination with Follett Bookstore Operations	FY 17-20 In process	3,4,5	1,4,5	Selected new Bookstore manager. Fully engage Bookstore resources with Textbook Affordability initiatives.
Enhance Trolley Support for Students	FY 17 Completed	4,5	1,4,5	Update Trolley schedule to enhance support for off-campus students.

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Business & Auxiliary Services				
Establish Committee to Review Faculty and Staff Daycare Options	FY 17 Completed		2,4,5	Established a committee to review feasibility of daycare facility project for both faculty and staff use. Developing different alternatives to fund project.
Build Department Metrics	FY 17 Completed		2,5	Establish metrics and diagram workflows for Business and Auxiliary services.
Controller's Office				
Enrollment Services Collaboration (Phase I) Argo Central One Stop Shop	FY 17 Completed	3,4,5	1,2,3	Complete integration of cashiering to facilitate Argo Central functionality as a one-stop shop. Continue close collaboration with Enrollment Services with goal of seamless student customer support.
Enrollment Services Collaboration (Phase II)	FY 18 Continuing	3,4,5	1,2,3	Jointly collaborate with Enrollment and Student Services to review, update, and improve relevant policies, procedures, and workflows.
Cashiering & Student Accounts Coordination and Renovation	FY 17 In process	3,4,5	1,2,3	The Cashiering & Student Accounts area is currently undergoing renovation to make improvements in utilization of existing space and to provide a more welcoming environment for students with questions about their financial condition at the University. A significant benefit of the renovation is the co-location of the Collections Manager with other student financial services.
Banner System Updates	FY 17-20 In process		1,2	Continue workflow updates with Banner system functionality.
Establish University Travel Management System	FY 18-19 In process		2	Implement Travel Management System.

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Controller's Office				
ITN Financial Depository and Banking Services	FY 18 Pending		4,5	Improve banking services & rates of return on deposits.
Facilities & Operations (F&O)				
Reorganized F&O and Improved Communications and Teamwork	FY 17 Completed and Continuing		1,2,3,4,5	Following the appointment of Melinda Bowers, implemented Department reorganizations, new leadership roles, determined skill sets, and filled gaps where needed. Resolved leadership, communication, and trust issues related to Facilities & Operations. Improved communication and collaboration with other departments within the University, an ongoing initiative.
Implement Consultant's Recommendations for F&O	FY 17-18 Completed and Continuing		2,4,5	Implemented and continue to phase in relevant sections of consultant report in coordination with the Facilities & Operations reorganization.
Improve Project Management, Implementation of Metrics and Project Reporting	FY 17-18 In process		2,3,5	Enhanced Project Management capabilities, implemented Facilities & Operations performance measures, surveys, and project reporting programs.
Implement Staff & Development Training	FY 17 Completed		2	Establish and document staff training and skill sets, including cross-training functions.
Complete 2017 Educational Plant Survey update	FY 17-18 Completed		1,2,3,4,5	Coordinated successful EPS including BOG staff endorsement of revised CIP plan taking account of updated priorities including prioritization of academic infrastructure and leveraging the campus setting as a destination place.

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Facilities & Operations (F&O)				
Updated Capital Improvement Plan	FY 17-18 In process	4,5	1,3,4,5	Developed revised Capital Improvement Plan taking account of the 2017 EPS, destination place, and academic infrastructure themes in addition to continuing priorities. BOT approval was completed on June 29, 2017, and preparations are underway for the BOG Facilities Committee presentation in October 2017.
Cultural Resource Study on Main Campus	FY 17-18 Pending		1,3,4,5	As a precursor to the Master Plan Update, participate in the Cultural Resource Study initiated by the Office of the President.
University Center and Major Projects integrating Destination Theme and Academic Infrastructure	FY 18-20 Planning stage in process	4,5	1,3,4,5	Established concept plan for a mix-funded University Center project to present as a major project priority within the revised CIP featuring Commons renovation (CITF); new potential landmark building project housing University College, business support offices, and other student services (PECO); along with a potential Parking Garage (bond financed).
Establish Deferred Maintenance Funding and Project Plan	FY 18 In process		1,3,5	Establish internally funded plan for deferred maintenance, including updating the mission of the Facilities Planning Advisory Committee (FPAC). Implement deferred maintenance and small project plan for FY 17-18
Review & Overhaul Space Planning Procedures	FY 18 In process	4,5	1,5	Review space planning conventions & overhaul the system to be responsive to academic needs & university divisional priorities.

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Facilities & Operations (F&O)				
Initiate Master Plan Update	FY 18 Pending BOG EPS approval Cultural Resource Study		1,3,4,5	A significant 5-year update of the Campus Master Plan will be completed following the completion of the Cultural Resource study with the goal of modifying the Plan to incorporate the FY 17-18 Educational Plant Survey, updated Capital Improvement Plan, revised Presidential priorities, planning associated with Parking and Transportation Services, and a pragmatic presentation of future priorities.
ITN Parking, Transportation, Wayfinding, and Bike Trails	FY 18-19 In process	4,5	1,4,5	In association with the CIP and PATS, initiate an ITN committee to seek consulting services related to comprehensive parking and transportation infrastructure development including parking garage, wayfinding, trail systems & connectivity. This multi-faceted project would lead to a potential bond financed improvement plan correlated with a revised master plan and destination theme attributes.
Edward Ball Nature Trail and Trail System	FY 17-20	4,5	1,2,4,5	Prioritize Edward Ball in The Next Big Thing proposal process in coordination with the PATS. Issue ITN, plan and implement other trail system improvements throughout campus.
Certification of Bike/Walking Trail System with "Epic" Status in Coordination with Int'l Mountain Biking Group	FY 18-19 Pending	4,5	1,4,5	Retain consultant and prepare "Epic" Trail System certification application in coordination with general transportation infrastructure improvements.

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Facilities & Operations (F&O)				
Complete University Park	FY 17-18 Dec/Jan 18 Completion	4,5	1,3,4,5	Completed financial plan, negotiated solution with FSU Medical School, Received Board approval, and launched construction of University Park. Negotiated GMP with Construction Manager and established project status tracking plan and maintained construction schedule and budget with a December 2017 completion date.
Implement Lab Sciences Annex Project Plan	FY 17-19 In process	6,8	1,3,4,5	Completed architectural planning within budget, including the addition of build-out space in exchange for finished space. Established GMP with the construction manager within the construction budget allocated. Scheduled to begin construction October 2017.
Electrical Switchgear Upgrade	FY 18 In process		5	Facilities & Operations has identified and diagnosed a progressive failure of dated high voltage switchgear. A replacement plan will be implemented early in FY 18.
Purchase and Remodel Football Trailers	FY17-18 In process		4,5	Negotiated favorable terms for purchase of football trailers in coordination with Intercollegiate Athletics and remodel is pending.
Complete Pensacola Beach Property Signage and Patrol Agreement	FY 17-18 In process		3,4,5	Install appropriate signage necessary to identify University property boundaries as a condition to receive law enforcement and patrol services from the Escambia County Sheriff's Office. Preserve and protect natural property to facilitate research and academic utilization.
Create Construction and Maintenance Unit	FY 18-20 In process		2,5	Establish construction and maintenance unit to restore internal capabilities and over-reliance on subcontractors.
Revise Ground Services Contract	FY 18-19 In process		2,4,5	Revise Grounds Services contract and implement hybrid approach including internal grounds crew capabilities.
Greenbriar Feasibility Plan	FY 18-19 Pending		4,5	Work on feasibility of Greenbrier extension plan and fire station.

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F&O				
University Building Ambassador Program	FY 18 In process		2,5	A building ambassador program will be implemented in the Fall 2017 semester in order to establish building representatives for purposes of communications, facility and project status feedback, and public safety/emergency management networking and communication.
Establish Energy Efficiency Committee, Phase Out Undesirable Provisions of Siemen's Contract. Plan Alternative Implementation of Energy Conservation Measures	FY 17-18 In process		5	Notified Siemens that proposed \$10M ESCO was unacceptable following coordination with General Counsel and Consultants. A modified/incremental plan will be established based on periodic funding available from Carry Forward or other sources, with or without assistance of Siemens. Negotiations with Siemens will continue on disposition of \$275K break-up fee and potential revised projects.
P-3 Partnership Opportunities for University Projects	FY 17-20 In process		1,4,5	Explored and developed P-3 Partnership Opportunities in collaboration with Housing and Facilities Management Administration: 1. On and off-campus housing renovations and acquisitions in coordination with the Foundation and Student Affairs. 2. Day Care Center for Faculty and Staff. 3. Hotel & Conference Center - A coalition was interested in locating a National Women Veterans War Memorial in Pensacola. 4. Parking Garage - consulted with a P-3 consortia specializing in parking garage developments. Many of these prospects are not timely or feasible at this time (with the exception of the Day Care Center, which will continue to be pursued in coordination with the Committee). Future P-3 options will continue to be evaluated.

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Human Resources				
Workplace of Distinction	FY 17 Completed	4,5	2	Continued featuring UWF as a workplace of distinction.
Review HR processes and workflows	FY 17 Completed		2	Reviewed HR workflows including forms, transactions, search procedures, and committee protocols.
Coordination of Required Level II Background Screening for University Personnel	FY 17 Completed		1,2	Revised Level II background screening fingerprinting procedures and conducted 800+ Level II background screening requests for fingerprinting existing personnel to comply with Florida Statutes.
Collective Bargaining AFSCME	FY 17 Completed		2,5	Completed AFSCME successor CBA, favorable terms, 3-year closed agreement with no wage reopeners.
Human Resources Benchmark Report	FY17 Completed		2	Developed workforce planning metrics and report.
Coordination and transition of Human Resources to President's Office	FY 17 Completed		2	Reinforced Human Resources cross-functional leadership team in preparation for transition to President's Office and eventual appointment of a Human Resources Director.
Procurement & Contracts				
Pouring Rights and Vending Contracts	FY 17 Completed		1,4,5	Facilitated the evaluation and award of the 15/16 ITN - Snack and Beverage Vending and Pouring Rights to Coca-Cola and Buffalo Rock - 10 year contracts, 10-fold increase in revenue share (\$1M value added).
Purchasing Card Processing Efficiencies	FY 17 Completed		2	Updated P-Card workflows, processed 825 purchase orders and 35,904 Purchasing card transactions.
Shared Initiatives	FY 17 Completed	3	4,5	Realized \$1,393,608 in savings utilizing Shared Initiatives (SUS) contracts, Consortium contracts, and UWF Negotiated contracts.

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Procurement & Contracts				
University Contracts Management System	FY 17 Completed		2,5	Worked closely with the Office of the General Counsel to implement central Contracts Portal that has increased efficiency in the routing, review, and processing of all UWF contracts.
Issue and Coordinate University-level Invitations to Negotiate.	FY 18-19	3,4,5	1,2,3,4,5	Coordinate with appropriate University Departments and issue comprehensive Invitations to Negotiate for: 1. Parking and Transportation Services (Parking Garage, Feasibility, Connectivity, Wayfinding, Bike Trails), 2. WEPA Student Kiosk Printing, 3. Admin Copy/Printing Services, 4. Grounds and Maintenance Services, 5. Financial Depository and Banking Services, 6. Argo Village Display Sign, 7. Trademark Licensing, 8. Campus Washer and Dryer Services, and 9. Campus Electrical Contractors.
University Police & Emergency Management & Public Safety				
Transition, Review and Coordinate Emergency Management and Public Safety Infrastructure	FY 18-19		1,2,4,5	Review organizational, processes, policies, and resources, including the many correlations between University Police, Emergency and Risk Management. Comprehensively review policies, operating procedures, and emergency plans related to both University Police & Emergency and Risk Management.
Police Chief	FY 18-19		1,2,4	Coordinate search and organizational leadership plan as Chief Warren nears retirement at the end of the 2017.
Implement Emergency Operations Center	FY 17-18 In process		1,4,5	Establish and update Emergency Operations Center.