University *of* NORTH ALABAMA

IMPLEMENTATION OF THE STRATEGIC PLAN 2007-2012

HISTORY IN THE MAKING

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Introduction

The University of North Alabama, a public, four-year institution of higher education, advances its mission of teaching, research, and service as it establishes a diverse environment supportive of student and faculty inquiry, discovery, creative performance, and outreach activities to meet the professional, social, cultural, and economic needs of the region within the context of a global community.

The vision of the University is built upon a basis of academic excellence, including a rich undergraduate experience coupled with strategic graduate programs, all of which are based on meeting the educational needs of regional and global learners. The University is also committed to a rich, broad-based extracurricular environment and fosters a campus environment where creative ideas, scholarship, and respect for fundamental human values are nurtured as it:

- Adheres to academic and intellectual integrity;
- Embraces the diversity of cultural backgrounds, personal characteristics, and life situations represented in this community;
- Values an environment for free expression of ideas, opinions, thoughts, and differences in people; and
- Respects the rights, dignity, and property of all.

In 2007, the campus community developed five university goals to be pursued over a five-year period. Considerations included programs of study, student engagement in campus life, diversity enhancement, university community development, and potential for increased community outreach. Several strategies were identified to meet each established goal. The Strategic Planning and Budget Study Committee, working with the Vice President for Academic Affairs, prioritized suggested goals and strategies submitted by committees and made recommendations to the President. The university goals identified were:

- To Offer High Quality Programs
- To Build and Maintain a Student-Centered University
- To Promote and Celebrate Diversity
- To Foster a Strong University Community
- To Enhance and Support Regional Development and Outreach

Each unit within the University identified short-term and long-term goals (formerly called Initiatives) appropriate for that unit and which reflected support for the University's goals. Units then determined strategies to meet the goals.

Budgetary Considerations

During recent years, state funding to the University continued to drop to the point that the State of Alabama currently (2011-12) funds only about 38% of the university budget. While the Strategic Planning and Budget Study Committee has been in place since the University's current strategic plan became active in 2007, little, if any, discretionary revenue has been available for strategic growth. In fact, over the past four years, the institution has lost almost $10 million due to state-wide proration. The State of Alabama has a balanced budget law and the majority of revenues collected for the state's educational institutions come from sales tax. When sales tax collections are down, the Governor must cut institutional budgets commensurate to the projected decline. Over the past four years, these cuts have been substantial and have affected the entire institution. In many cases, unit directors and chairs have refrained from making extra revenue requests until the budget shortfall is stabilized.

This financial constraint impeded the accomplishment of goals as available funds were prioritized to protect and enhance academic programs as much as possible and to protect faculty and staff positions—a positive achievement by the UNA administration. Data from this report indicate that, in spite of funding issues, the University community achieved significant progress toward meeting its goals.

Status of Implementation of University Goals

In 2009-2010, the Office of Institutional Research, Planning, and Assessment and members of the Strategic Planning and Budget Study Committee, a shared governance committee, began an audit of progress made toward each university goal across campus as selected faculty, staff, and administrative members provided quantitative and qualitative data to document unit activity. The collected data were used to create this report. Results will allow the institution to assess progress to date and also inform the development of the next strategic plan cycle. The following summary of UNA's progress presents each University goal, initiatives related to that goal, and actions taken.

University Goal 1: *To Offer High Quality Programs*

1.1 *Evaluate and update continually a comprehensive Enrollment Management Plan.*

- Admissions standards were increased to enhance the quality of academic performance by students recruited by UNA.
- The University implemented an Honors Program to attract and retain highly-qualified students.
- The Office of Enrollment Management and Admission Services (EMAS) used the tele-counseling system to increase relationship-development phone calls, thus expanding the prospect pool of traditional students. The office increased high school and community college visits as much as possible in the wake of significant budget cuts.
- Efforts to encourage campus visits were enhanced to increase the number of students that were provided tours of campus.
- The Admissions Office staff worked effectively with the Advancement Office to maximize dollars available to incoming freshmen, resulting in an increase of awards available.
- The University expanded numbers of online course offerings and programs which resulted in a significant increase in the number of students registering for these courses, thus positively affecting enrollment.
- University Communications coordinated a comprehensive marketing plan to create a brand for the University. "History in the Making," UNA's marketing slogan, was designed to enhance the institution's attractiveness to potential students.
- Preliminary outcome data for immediate use were collected following the branding effort. Detailed outcome data for long-term use in publications and promotions have been gathered on an on-going basis. Most recruiting pieces are reprinted every year as curriculum/policy changes occur. The development of a plan for recruiting non-traditional students is on-going.
- The University's home page and related websites for all departments were upgraded and changed to reflect a more user-friendly format and image.
- The Bachelor of Interdisciplinary Studies degree replaced the General Studies Degree Program to appeal to a broader spectrum of non-traditional students—particularly the military-connected population.
- The Center for International Programs, now the Office of International Affairs, developed a strategic plan for targeting high quality international students. More than 30 Chinese students from UNA partner schools arrived at UNA in fall 2010 to participate in 3+2 master's programs and 2+2 dual bachelor's degree programs.
- UNA merged the Academic Resource Center with the Center for Academic Advising and Retention Services (CAARS) to strengthen student services. The Director of Admissions, Registrar, and Director of Student Financial Services positions were aligned under one office, the office of the Associate Vice-President for Academic Affairs.

1.2 *Increase faculty and support staff consistent with growth in enrollment.*

- The College of Nursing and Allied Health (CONAH) increased staff positions in the last two years to include a: three-fourths full-time nursing advisor position and a clinical simulation and nursing technology coordinator. These positions have served the College well in that the CONAH pre-nursing and nursing enrollment have steadily increased.
- The College of Business hired a highly qualified faculty member with ABD, CPA, and CMA certifications to fill a position created by retirement.
- The College of Arts and Sciences added 13.5 new faculty positions during the period 2007-2011:

  - Department of Biology: three tenure-track positions (2007, 2008, 2010);
  - Department of Communications: one tenure-track position (2009);
  - Department of Criminal Justice: one non-tenure track position (2010);
  - Department of English: one tenure track position (2007) and two non-tenure track positions (2008);
  - Department of Foreign Languages: one tenure-track position (2007);
  - Department of Geography: two tenure-track positions (2007, 2010);
  - Department of History and Political Science: one tenure-track position (2007);
  - Department of Mathematics and Computer Science: one non-tenure track position (2007);
  - Department of Music and Theatre: authorized to hire two half-time staff employees, one in support of the band and the other as Coordinator of Events sponsored by the department (2011); and the
  - Department of Sociology: one tenure-track position shared with the Department of Human Environmental Sciences in the College of Education.

- The College of Arts and Sciences added two full-time administrative assistant staff positions, one shared by the Department of Foreign Languages and Psychology, which are co-located (2007), and one for the Department of Criminal Justice (2008).
- The College of Education filled a vacated faculty position within the the Department of Health, Physical Education, and Recreation in 2009.
- The Department of Residence Life created and filled, June 2011, a position for Assistant Director of Success Initiatives, which allowed a focus on first-year-success initiatives for residential students, as well as on fostering healthy relationships with academic areas and other support areas.
- Student Financial Services added one permanent position in July 2010, and one permanent position after July 1, 2011.
- The Division of Student Affairs added several new positions and upgraded others during the time covered by this Strategic Plan to reflect enrollment growth and the growth of services. These included:

  - Career Counselor, Career Planning and Development;
  - part-time Job Developer, Career Planning and Development;
  - two Nurse Practitioners, Health Services;

- new Medical Receptionist, Health Services;
- new part-time Medical Receptionist, Health Services;
- Associate Director of Health Services for Counseling Services, Health Services;
- Coordinator of Disability Support Services, Health Services;
- two new part-time Mental Health Counselors, Health Services;
- new Coordinator of Housing, Housing; new Assistant Director of Student Engagement for Leadership and Service Learning, Student Engagement;
- new Coordinator of Outdoor Sports and Customer Relations, Student Recreation Center;
- new Assistant Director of Residence Life, Residence Life;
- new Assistant Director of Residence Life for Student Success, Residence Life;
- two new Police Officers, University Police; and
- new Administrative Assistant, Vice President for Student Affairs Office.

1.3 *Develop and enhance Learning Communities (LC).*

- When examining overall impact of the program for learning community cohorts, data indicated that the GPAs of students enrolled in learning communities trended toward higher levels and retention levels increased as well.

1.4 *Create and sustain the infrastructure needed to deliver high quality programs of all types.*

- The CONAH provided increased quantity and quality of functional, operational space for full-time online faculty and created the beginnings of a simulation laboratory space. Plans are currently underway to expand the simulation space to accommodate student learning needs.
- Through the Smart Classroom Initiative, a project which began in 2001, Educational Technology Services (ETS) equipped 143 classrooms across campus with the electronic equipment necessary for educating a tech-savvy generation of students. Select rooms also contain Interactive White Boards (Smart Boards) and Student Response Systems. The Smart Classrooms have been updated periodically to replace worn or dated hardware and the classrooms are maintained throughout the year by ETS and Computer and Telecommunications Services.
- Renovations included Willingham and Keller Halls along with limited changes in Floyd Science Building due to the extensive planning activity and securing of funds for the new science and engineering technology building.

1.5 *Identify new program offerings consistent with the University's mission and resources, and with needs of our service region.*

- The College of Nursing and Allied Heath (CONAH) initiated a Master of Science in Nursing (MSN) Online Program.
- CONAH developed an RN-MSN Online Program Alternative and a traditional Bachelor of Science in the Nursing Accelerated option.

- The College of Arts and Sciences (COAS) initiated Bachelor of Arts and Bachelor of Science degrees in the Entertainment Industry program with options in Entertainment Business and Entertainment Technology to replace entertainment options in Management and Communication Arts programs.
- The COAS initiated Bachelor of Arts and Bachelor of Science degrees in the Mass Communication program with options in Broadcast Journalism, Integrated Communications; Journalism; Media Studies; and Radio-Television and Interactive Media.
- The Biology Department initiated a Cellular and Molecular Biology option in its undergraduate program.
- The Communications program added a Film and Digital Media option in the undergraduate program.
- The COAS added minors in Family Studies, Film Studies, and Legal Studies.
- The Department of Geography initiated a Master of Science program in Geospatial Sciences.
- The COAS initiated a Bachelor of Interdisciplinary Studies degree.
- The COAS developed a master's degree program in professional studies with three emphasis areas which was approved by the Alabama Commission on Higher Education in December, 2011.
- The College of Business (COB) achieved accreditation for the Computer and Information Science (CIS) Program through the Accreditation Board for Engineering and Technology (ABET).
- The COB revised curricula in the CIS and Management Programs.
- The COB implemented an academic support program to enhance students' active engagement in large section face-to-face and online classes. The highly successful program demonstrated significantly greater student engagement.
- The Department of Accounting and Business Law created an Accounting Scholars Program.
- The COB initiated a CPA Excel program for non-accounting majors wishing to study for the CPA exam.
- The COB created new online programs in life and career planning and financial literacy in 2010.
- The College of Education (COE) revised the M.A.Ed. and Education Specialist (Ed.S.) degrees in Educational Administration in accordance with the Alabama State Department of Education redesign initiative, establishing new programs in Instructional Leadership at both levels.
- The COE added two new Education Specialist certification areas to the existing Ed.S. program in Instructional Leadership. The COE added Class AA certification programs in Elementary Education and Teacher Leader, providing Ed.S. opportunities for any candidate holding a master's level certificate.
- The COE added a master's level certification program in Teaching English to Speakers of Other Languages (TESOL) and added an 18-semester-hour post-baccalaureate certificate program in TESOL.
- The Department of Human Environmental Sciences (HES) added a concentration in Culinary Arts, becoming the only public 4-year institution in Alabama offering a bachelor's degree with a concentration in culinary arts.

- The Department of HES redesigned the concentrations in Interior Design and Child Development.
- The Department of HES added a new minor in Space Planning and Design.
- The Department of Health, Physical Education and Recreation (HPER) changed the Master of Arts in Health Promotion and Human Performance to a Master of Science in Health and Human Performance with concentrations in Exercise Science, Kinesiology, and Wellness and Health Promotion to better meet the potential employment opportunities to graduates in the discipline.
- The Department of HPER completely revised the non-teaching undergraduate curriculum in HPER, establishing and/or revising concentrations in Fitness Management, Recreation, Exercise Science, Health Promotion, and Sport Management to meet the needs of students and potential employment opportunities.
- To address the stated needs and interests of our service area, the College of Education partnered with the University of Alabama to establish UNA as an off-campus site for the delivery of its Doctor of Education (Ed.D.) program in Instructional Leadership. The first cohort of the UA Ed.D. program offered at UNA began fall 2010.
- Mutual aid agreements were initiated among University police, local law enforcement, and the County EMA Department including support by UNA Police Department Communications Center and Incident Command Center that served as backup to and for the County EMA.
- UNA initiated planning an undergraduate/two-year program in Engineering Technology and secured partial funding for a facility—a new science building.

1.6 *Infuse a global education/cultural awareness component into the current general education curriculum.*

- The Foreign Languages Department placed a stronger emphasis on developing students' oral competency in target languages, and adopted standardized assessments of student progress.
- General education classes in Sociology and Psychology heightened emphasis on diversity and cultural interactions.
- The English Department, with support from the College of Arts and Sciences Dean's Office, sponsored a "dedicated semester" on the study of peace and war in general education literature classes.
- The Communications Department hosted two journalists from Serbia, funded by the U.S. Department of State for professional development years. The journalists spoke in a number of classes, including the general education, COM 201: Fundamentals of Speech class.
- The Office of Advancement helped secure $50,000 in external funds for study-abroad scholarships to aid in the increased number of students participating in the program for 2011. The goal is to secure $75,000-$100,000 in scholarships for the 2012 program.

1.7 *Create and enhance study-abroad opportunities.*

- The College of Nursing and Allied Health (CONAH) developed the course, NU499: Healthcare/Nursing Abroad. Five nursing students engaged in this course in Brazil in May, 2008; seven nursing students participated in Brazil in August, 2009; and seven nursing students participated in Honduras in August, 2010.
- The course, NU310 elective, was offered in Cultural Diversity in Health Care.
- The CONAH established five futuristic international CONAH goals.
- The College of Arts and Sciences (COAS) provided internal grants for development of an international/cultural awareness curriculum and faculty development through projects abroad.
- Faculty from the COAS led 18 study abroad experiences, including the following:

  - 2007
    - Spain: Department of Foreign Languages
    - England: Department of English
    - Scotland and England: Department of History and Political Science
  - 2008
    - France: Department of Foreign Languages
    - Mexico: Department of Foreign Languages
    - Spain: Department of Foreign Languages
    - England and Ireland: Department of English
    - Greece and Italy: Department of History and Political Science
    - Costa Rica: Department of Geography
  - 2010
    - France: Department of Foreign Languages
    - Costa Rica: Department of Foreign Languages
    - Spain: Department of Foreign Languages
    - England: Department of English
  - 2011
    - France: Department of Foreign Languages
    - Costa Rica: Department of Foreign Languages
    - Peru: Department of Foreign Languages
    - England: Department of English and Department of History and Political Science
    - Tanzania: Department of Geography
    - China: Department of Geography in partnership with the College of Business
    - Costa Rica: Department of Military Science

- The College of Business initiated a study-abroad program in China. The first cohort of 26 undergraduate students and two faculty members participated in the summer, 2011.

- The University achieved a record number of study-abroad participants (95) which was 1.3% of the UNA student population. This record participation rate was higher than the state average of 0.75%.
- UNA launched study-abroad programs in China, Peru, Tanzania, and UK in summer, 2011.
- UNA implemented *Mandatory Study Abroad Travel Insurance* for all UNA study-abroad students and faculty, which covers medical evacuation and repatriation in addition to other travel related benefits.

1.8 *Strengthen the central advising office.*

- The Office of Student Engagement:

  - broadened its audience for the Student Orientation and Registration (SOAR) academic advising component to include parents and students;
  - established earlier contact with conditional and probationary students through contact during summer orientation;
  - expanded advising to include advising of undeclared majors; and
  - created a student advising website which includes links to information on student success.

- Evaluations of responses by students and parents regarding information and registration needs of students led to changes to the SOAR program.

1.9 *Assess the feasibility of adding a "black box" theatre.*

- The University Board of Trustees approved plans and funding sources for the construction of a black box theatre.
- Construction of a black box theatre began in February, 2011 and is scheduled for completion by February, 2012.

1.10 *Provide a mechanism to assess, evaluate, and enhance the current general education program.*

- UNA adopted a three-pronged method to assess student learning outcomes for its five Core Competencies. This assessment included a General Education Component audit, specific learning outcomes within each program of study that support these competencies, and the Collegiate Assessment of Academic Proficiency (CAAP) exam.

1.11 *Improve assessment activities (evaluate current methods of assessing the success of UNA students in the workplace; explore additional methods of assessing the competitive edge of UNA graduates as they enter the open market; institute program reviews for each academic major; and actively evaluate academic programs for possible national accreditation [where applicable].*

- Through the work of the Office of Institutional Research, Planning and Assessment; The Institutional Effectiveness Committee; deans; department chairs; and directors, the University adopted, in 2008, a new, more comprehensive Five-Year Departmental/Program review that encompasses each department within the academic, educational support, and administrative areas.
- Through the work of the Office of Institutional Research, Planning, and Assessment; the Institutional Effectiveness Committee; deans; department chairs; and directors, the University adopted in 2009 a new Annual Planning and Assessment Report system. The new system is completely on-line and allows departments to connect their goals and learning outcomes to institutional goals and Core Competencies.
- Through the work of the Office of Institutional Research, Planning, and Assessment; deans; and department chairs, the University adopted in 2010 a new and more comprehensive general education/Core Competency audit and assessment system.
- The CONAH moved from surveying its graduates using a "mail-out" method to using e-mail, Survey Monkey, Facebook, and other electronic formats to track and determine the outcomes of its graduates. It also transitioned its accreditation efforts from the National League of Nursing (NLN) to the Commission for Collegiate Nursing Education (CCNE), which accredits baccalaureate and higher degree nursing programs. The BSN program recently received the maximum of ten-year accreditation by CCNE through June 30, 2021.The MSN was accredited by CCNE for the maximum five-years for new programs and is preparing for the ten-year accreditation visit to occur October, 2012.
- The Division of Student Affairs established an Office of Student Affairs Assessment (2009) to consistently assess and monitor the programs and services provided to students, and to make more effective data-driven decisions.

1.12 *Establish a budget to support faculty-sponsored undergraduate research.*

- Due to financial constraints, a line item was not established in the budget for undergraduate research in the University budget. However, rollover departmental funds, faculty development funds, and external funding have ensured a continued high level of faculty-sponsored research.
- Clarified policies assisted faculty in applying for release time to engage in research.
- The CONAH began to transition its previous efforts in support of faculty to obtain their doctorates since its ability to recruit doctoral-prepared faculty improved. With less need to allocate funding for the obtaining of doctoral degrees, more funding was allocated for faculty research, particularly as the University moved its past focus from a teaching institution to an increased faculty research emphasis.
- The University sponsored an annual Research Day to highlight faculty and student research projects.

1.13 *Provide funding for students who make presentations at professional meetings.*

- Colleges and departments supported undergraduate research through providing levels of financial assistance for students to present at professional conferences.
- Funding from the Student Activity Fee supported academic clubs and honor societies to attend professional conferences and student presentations.

1.14 *Expand academic internship opportunities through Career Services.*

- The Office of Career Services:

  - changed the name of the office to Career Planning and Development;
  - collaborated with all academic deans to devise a plan for securing and advertising internships to students in all academic disciplines;
  - created a formal process for Cooperative Education opportunities allowing students to gain full-time work experience that alternates with full-time academic semesters;
    - created and filled the part-time position for an Employer Development Specialist to recruit employers that will offer both internships and full-time jobs to students;
    - networked with parents of students via SOAR to encourage their employers to recruit UNA students;
    - participated in state and regional conferences; and
    - developed and formalized a new co-op program (2010) to increase co-op opportunities and maximize the experiential learning component of co-op experiences.

1.15 Pursue programs and strategies that enhance student-athletes' academic and competitive achievement.

- The Athletic Department successfully demonstrated support for academic and athletic development for student athletes through programming and strategies.
- NCAA retention rate (Entering Freshman Student-Athletes Receiving Athletic-Related Scholarships) for the four-year class average was 42% for student-athletes.
- The Academic Success Rate (ASR), as defined by the NCAA for UNA student-athletes, was 57%.
- In 2010-2011, 147 student-athletes were recognized at Honor's Night (3.00 GPA or higher) and 23 student-athletes earned 4.000 as a GPA (for at least one semester).
- Athletic achievements during 2007-2011 included post-season play for all athletic teams. Football, baseball, and golf teams consistently participated in NCAA post-season play and other teams, volleyball, soccer, and women's basketball, appeared in NCAA post-season play.
- Several student-athletes received recognition for outstanding individual contributions to their sport at Gulf South Conference and All-American levels.

- The Department of Athletics conducted a campus-wide Title IX survey of interest. The data from 408 respondents indicated successful compliance with Title IX.
- The Department of Athletics supports the development of student-athletes through community service projects. Students in the Athletic Department volunteered to work more than 3,000 hours of community service in at least 25 organizations.
- The Student-Athlete Advisory Committee (SAAC) raised over $3,200 for the Make-A-Wish and Fire Recovery Funds and participated in diverse community activities involving youth tornado relief activity.
- The Athletic Department's youth initiatives, such as Credit Union Ticket Program, Give a Kid a Chance, and Reading between the Lions, had increasing annual participation during 2008-2011 from 450 children participants to 910 children participants respectively.
- UNA hosted the Division II Football National Championship Game and the Division II Golf National Championship Tournament.
- The Athletic Department created the UNA/Sportsman's Club Celebrity Golf Classic Partnership with the UNA Foundation.
- The Athletic Department implemented a corporate appreciation program to recognize supporters.
- The Athletic Department established a relationship with Strategic Marketing Affiliates (SMA) Licensing Group.
- Program, capital and other substantial projects during 2010-11which supported students included:

    - supplemental University budget allocation for sports;
    - Josh Willingham Hitting Facility (Baseball); and
    - post-eligibility scholarships (Karnes/Sportsman's Club).

- Gender Equity Plan updates established a core gender equity task force, chaired by Office of Civil Rights (OCR) campus representative and assisted by Student-Athlete Welfare (SAW) committee and the Athletics Committee.
- The SAW committee emailed exit interviews to all outgoing seniors for feedback to facilitate the planning of more supportive athletic programs.

1.16 Expand the programming and mission of the Guillot University Center to meet the needs of students.

- An ad hoc committee created a vision for the University Center. The committee developed a list of maintenance issues for the current facility, conducted a student survey to determine what services students wanted, and planned site visits.
- Interior changes in The Loft of the University Center included removing a sound booth, installing new carpet and new vertical blinds, and adding smart technology. Improvements included painting walls and adding new décor.
- Renovations in the University Center included the banquet halls.
- Improvements also included painting first and second floor hallways and selected meeting rooms, upgrading the décor on second floor, painting hallways outside of

the game room and the pit area painted with UNA colors to enhance the school's pride.

- New directional signs were designed, purchased, and hung throughout the building.
- Changes included creating a state of the art game room with pool tables, foosball, table tennis, board and card games, Play Station, Xbox, and Wii, a large screen with a projector for television, movies, and sporting events, and six computers for student use along with a printing station.
- Listerhill Credit Union added a banking facility in the old T.V. viewing area.
- Sodexo renovated the food court, expanded food selections, and submitted a plan for additional expansions.
- Space availability increased for programming with the addition of the planned Commons building in fall 2012.
- Expanded the physical space for the Office of Disability Support Services to better support the needs of students.

1.17 *Expand Student Health Services to meet more fully the health needs of a contemporary American and international student population.*

- Student Health Services (SHS) increased staffing in all areas and provided additional services for students through the health fee.
- Renovations and upgrades to the facility included a dividing wall between the medical and counseling areas to increase privacy and confidentiality; a handicap accessible bathroom in the central waiting area and, the administrative check-in area which provides increased confidentiality and full visibility of the waiting area.
- The unit coordinated the first annual "Don't Panic; Be Prepared" campus event in 2009 to focus on emergency preparedness responses and procedures in conjunction with National Campus Safety Awareness Month. Both campus and community first-responders taught and shared information with students, faculty, and staff.
- SHS provides more than 2,000 influenza vaccinations each year to students, faculty, staff, and families. This included administration of the H1N1 influenza vaccine provided through the state program.
- SHS increased collaboration with the College of Nursing and also provided an exceptional opportunity for nursing students to participate in a nationwide pandemic response firsthand by assisting with vaccine administration.
- The unit added e-CHUG, an online alcohol awareness screening and education program, and e-TOKE, an online marijuana awareness screening and education program, to the Health Services and Student Counseling websites.
- The unit subscribed to Student Health 101, an electronic health newsletter that allows custom articles by the University faculty and staff to be included and distributed to individual email accounts and posted on the Health Services website.
- Residence Life staff delivered increased numbers of educational programs through learning communities' activities, Greek presentations, national screening and awareness programs, health fairs, classroom presentations, and online sources.
- Websites related to medical, counseling, and Disability Support Services increased the quality and quantity of information available on the respective web pages. In

addition, SHS developed a Facebook page where information is posted and questions may be asked publicly or privately.

- SHS conducted a joint UNA-ACHA-UAB study titled "Health Habits, Perceptions, and Behaviors among International Students at the University of North Alabama" via the American College Health Association – National College Health Assessment (ACHA-NCHA) national survey. This study surveyed currently enrolled international students with access to UNA Health and Wellness Center services and compared the data to the national ACHA results for all students.
- SHS created an educational handout on nutritional choices for international students considering on-campus food services offerings.
- SHS continued to modify thorough tuberculosis screening processes, with sensitivity to cultures, to better ensure safe and timely care for international students. The Foreign Language Department and the Center for International Programs collaboratively translated intake forms and other educational materials.

1.18 Create and expand Counseling and Psychological Services within the Bennett Health Center.

- Student Counseling Services, located in Bennett Health Center, increased staff FTEs from one to two through contract services. This increased the available counseling appointments, facilitated more educational program offerings, increased engagement in reading online and *Flor-Ala* articles, and increased participation in more programs in residence halls and classrooms. In addition, National Screening and Awareness programs included eating disorders, depression, and alcohol awareness. The department experienced exponential growth based on meeting identified needs.
- The service offered through counselor contract employees added a level of diversity to the focus areas of counseling that are available.
- Student Counseling Services partnered with the Counselor Education Department to provide additional services by utilizing interns in the master's program. As a site for graduate intern placement, it offered valuable experience under the supervision of a Licensed Professional Counselor, the Associate Director of Health Services, and Student Counseling and Disability Support Services. This program extended into the Disability Support Services arena by creating an intern Graduate Assistant position.

1.19 Develop a prioritized Housing Maintenance and Operation Plan to address: resident housing, safety and security upgrades, special interest housing, and living/learning communities.

- Residence halls received furniture, card access, security cameras, and painted areas.
- LaGrange Hall is now theme-housing with living/learning communities and women-themed living space.

1.20 *Develop a prioritized library plan to address: space to house and preserve existing collections, individual study space, instructional space, space for digitization projects, collaborative learning, and storage for back files.*

- Collier Library plans included developing an architectural drawing which depicted adding a 5th floor to Collier Library to address study space.
- A room in archives has been devoted to digitization.
- Collier Library secured an off-site storage facility in July, 2010, to address the storage issue.
- Physical study space for individual and collaborative learning and expanded instructional space remained as goals.

1.21 *Develop long-term funding strategy and timeline for library and technology*.

- Collier Library launched a project to investigate new library technologies (hosted vs. locally installed) to lower UNA's total cost of ownership for the library system.
- Collier Library works with Vice President for Academic Affairs (VPAA) to plan library spending on new technologies and materials by way of fixed cost increase requests each year. Despite proration, Collier Library has seen some increases through this process to be used for new library technologies (discovery solution, hosted integrated library system) and materials.
- Collier Library worked with the VPAA and Vice President for Student Affairs to acquire new computers and CTV equipment and software for visually impaired users.

1.22 *Assess and evaluate the effectiveness of the current facilities, materials, and services.*

- The Maintenance Department's online work request system continues to be a valuable resource for initiating, tracking, and reconciling work orders received by various departments. For example, during the period of May 2008 - April 2009, a total of 5,206 work requests were received, 5,345 work orders were completed and 1,163 purchase orders were submitted.

1.23 *Develop and implement a Disaster Recovery Plan for electronic data.*

- UNA and Computer and Telecommunications Services (CTS) made several key decisions in 2009-2010 to improve the overall Information Technology (IT) Disaster Recovery profile. The decision to move essential systems such as Email and Angel Learning Management to remote hosts provided enterprise level disaster recovery and business continuity for those two vital areas.
- The capability to use "cloud resources" such as Micosoft's Live@edu as collaborative document storage and editing areas provided a tremendous improvement in disaster recovery and business continuity potential for UNA employees.

- Web-based user interfaces for all major academic and administrative systems provided an improved level of disaster recovery and business continuity to the University. Students and employees no longer need to be on campus to execute a number of vital functions. If people cannot come to the University, UNA can still function via these web interfaces.
- Banner became the major administrative software system at UNA. It currently interfaces with more than 15 other administrative and academic software systems in a complex, unified digital architecture. The Banner system is not fully redundant and that poses a risk to business continuity if it becomes unusable for any reason. In the future UNA will need a backup Banner system geographically separated from the Main Campus and preferably not on the same power grid. Currently Administrative, Financial, Student and Human Resources data are backed up nightly to the East Campus which reduces the risk of losing actual data in the event of a disaster at the Main Campus. However, there will be a considerable business continuity gap if a disaster occurs before a geographically remote Banner backup system is in place.
- A planned tornado resistant room within the maintenance building at East Campus created a CTS Disaster Recovery facility which will minimize the effects of disaster on the Banner system. The project to make this room fully operational involved several stages and may take several years to complete.
- The CTS Virtualization project also improved the UNA disaster recovery profile. Because 70 of UNA's servers are now virtual, they can be electronically moved to an alternate location many times faster than when the servers were physical.
- UNA purchased five satellite telephone systems which can be used if local land service and cellphone service are unavailable.

1.24 *Increase bandwidth and upgrade equipment to accommodate increased demands.*

- The IT Department and staff:

  - reconfigured servers and computers on UNA Main and East Campus so they are connected to the UNA LAN's Active Directory structure and bring all users into AD from Banner through the UNA Portal. Implemented a new Learning Management System: Blackboard's Angel replaced Blackboard's WebCT in the spring, 2010 semester. Angel is less expensive and is remotely hosted, resulting in improved stability with a reduction in CTS human resources dedicated to this system with no annual cost for server maintenance and replacement;
  - transitioned current Sun-One email system to the Microsoft Exchange email system in Summer 2010, as well as transitioned student email accounts to a "free" remotely hosted system (Microsoft);
  - purchased dark optical fiber to connect the Main and East Campuses.; and
  - increased the bandwidth in the residence halls and installed wireless connectivity in every hall.

- Operating a dedicated fiber link between campuses allowed CTS to increase the bandwidth between campuses and reduce the yearly expense.

- The University receives all of its Internet service from the Alabama Supercomputer Network (ASN) in Huntsville, Alabama. In March, 2011, the University increased its bandwidth, yet again, and is currently leasing 80 mega-bits per second (Mbps) from ASN in an effort to meet continuously increasing needs. During the last five years, due to fiscal constraints, the University's ability to supply Internet bandwidth seldom met the ever-growing demand for connectivity. In March, 2006, the University increased its Internet bandwidth from 13 to 22 Mbps to cover expanding needs. Within hours of the increase, the University's usage peaked at 22 Mbps. In December, 2008, the University bandwidth increased again to 55 Mbps.
- The Active Directory project allows CTS to manage hundreds of computers simultaneously and remotely. CTS can now perform basic tasks such as software upgrades and network printer management through the network versus having to physically go to rooms and touch each computer. These tasks, which can now be done overnight, previously took an entire semester or more in a never-ending cycle. The two-year Active Directory project required technicians to reconfigure every server and computer on the UNA Main and East Campus and connect them to UNA's local area network (LAN) Active Directory structure.
- The Microsoft Live@edu email system replaced the UNA-based SunOne email system in order to improve stability, accessibility, and increase email storage. The Microsoft Live@edu email system is "cloud" based and there is currently "no charge" to the University for its use. In August, 2010 the University transitioned all employee and student email accounts to the Microsoft Live@edu system. The new email system provided each person with a 10-gigabit email box and 20-gigabit document storage, which was many times more than UNA could provide with its former email system.

1.25 *Appoint a faculty task force on "intellectual climate" charged with: reviewing current methods of recognizing research and making recommendations aimed at improving the climate on campus.*

- Through a less formal process than the procedures a task force requires, the recognition of research became more formalized and public by recognizing outstanding research and faculty at campus-wide meetings.
- Reviewing the process of recognition of professional engagement led to a focus on opportunities for faculty and students to exhibit documentation of their research.

1.26 *Provide support for public recognition of faculty and student research.*

- The University implemented "Research Day" with presentations from each academic college.
- At least two University publications featured research, professional performances, and exhibits by faculty and staff.
- The Office of the Vice President of Academic Affairs began to annually recognize faculty for outstanding teaching, research, and service.
- The CONAH also opened its student research course presentations to the campus faculty and staff and to clinical agency representatives who attended and participated

in the student research efforts. Clinical agencies also offered their institutions and their input for research needs and assisted in mentoring students in their research project efforts.

- The Office of Sponsored Programs, in conjunction with the Office of Academic Affairs, and the Colleges of Arts and Sciences, Business, Education, and Nursing established "The University of North Alabama Undergraduate Research Program", (URP), designed to encourage and support student initiated research efforts that are focused in their field of study. URP will award up to four undergraduate research grants, with each grant funded up to $1,000. Grant award recipients will be required to enroll in an Independent Study course (400 level). In addition to the $1,000 research grant, the URP will waive, up to three credit hours, the Independent Study course tuition.

1.27 *Increase scholarship support for the University Honors Program.*

- The University budget increased funds for scholarships for students enrolled in this program.
- In 2007, a $30,000 endowment was created for scholarships for students in the Honors Program.
- In 2007, a $250,000 unrestricted estate gift was also used to create a scholarship endowment for the Honors Program.

1.28 *Increase immediate use, non-endowed funds, by soliciting from UNA employees, alumni, retirees, and other friends of the University.*

- In the fall of 2007, the Faculty/Staff Stewardship Committee was created to address the level of philanthropic support provided from the campus community. At that time only 3% of the faculty and staff provided any support back to the University through the UNA Foundation. The level of giving by faculty and staff has continued to increase each year due to the new emphasis. Faculty/Staff giving for academic year 2008-2009 – 11%; 2009-2010 - 28%; 2010-2011 – 34%; and for 2011-2012 the goal is 50%.
- The Advancement Office has increased the frequency of the annual giving appeals each year since 2007. Besides the annual phone-a-thon, two annual mailing appeal letters have been added since 2007. In 2008, e-appeals were added to the annual giving cycle.
- The increased numbers of solicitations has taken UNA's alumni giving percentage from 1.7% in 2006-2007 to 8% for 2010-2011.
- In 2008, the University revived an idea of professors teaching in retirement. The idea was initiated by Dr. Raymond Isbell in 1998 when he decided to teach an additional year after retiring and the funds he would have been paid were placed in a permanent endowment. The program lay dormant until 2008, when two retiring professors inquired about the feasibility of doing the same thing as Dr. Isbell. Since 2008, 14 new endowments have been created from retiring professors with over $1 million to support new scholarships and existing programs for the university. In

2011, the program was renamed for the professor that originated the idea and it is now known as the Isbell Scholars Program.

University Goal 2: *To Build and Maintain a Student-Centered University*

2. 0 *Identify initiatives which support building and maintaining a student-centered University in addition to those articulated in the Strategic Plan 2007-2012.*

- The College of Nursing and Allied Health (CONAH) facilitated growth of participation of nursing students in the Student Nurses Association (SNA); the CONAH has student representatives on several of its Traditional (TD) and Online (OD) Department nursing committees, including Student Guidelines & Resources Committees (TSGRC and OSGRC) and the Program Effectiveness and Curriculum Committees (TPECC and OPECC); and
- The College of Business instituted a student ambassadors program, reactivated undergraduate and graduate student advisory boards, and initiated the development of a Student Resume Book for graduates.

2.1 *Fund global initiatives such as summer abroad opportunities for students.*

- The University provided $28,000 in financial support for the study abroad program.
- Two $400 Foreign Language Endowed Scholarships are awarded each semester which students are encouraged to use to defray costs associated with study abroad. The Foreign Language Department also subsidized the trips to Costa Rica and France to make them affordable to students.
- A $20,000 grant from the U.S. China Education Trust helped launch the University's first Study-Abroad Program in China. With the help of this seed grant, the University raised an additional $63,000 through private donations, internal matching funds, and other fund raising activities. The overall China scholarship fund enabled each of the 26 China Study-Abroad Program participants to receive a scholarship of $1,500 to $3,500. Additional private funds were raised to support the London program participants and the International Programs and Offerings (IPO) committee's study abroad scholarship fund.

2.2 *Prioritize resources for programs and activities that work collaboratively with Academic Affairs.*

- Through collaboration, the Department of Athletics implemented an NCAA Life Skills Program while in 2009 UNA was selected as an NCAA Life Skills Program site.
- Academic Affairs and Student Affairs delivered an educational program concerning sexual assault and alcohol use for freshmen and sophomores.
- Academic Affairs and Student Affairs conducted a career training and communication program for juniors and seniors via upper level major classes in business, nursing, education, and various liberal arts majors.
- Academic Affairs and Student Affairs collaborated to establish a Student Success Center to support the academic and out-of-class success of students.

- Career Planning and Development instituted LION JOBS, internships coordination, and co-op management to its services delivery menu for students and alumni.

2.3 *Create student opportunities for community service and service learning through the Office of Student Life.*

- The Office of Student Life became the Office of Student Engagement in 2008. A position was created and filled for the Assistant Director for Leadership and Volunteerism.
- The Office of Student Engagement created a Service Advisory Committee for the purpose of evaluating the service-learning component, generating interest, and developing a curriculum proposal.
- The unit developed the Alternative Break Board (ABB) in 2009. During the 2009-2010 academic year, ABB hosted one fall break trip and two spring break trips. During the 2010-2011 academic year, ABB hosted three fall break trips and four spring break trips.
- The Department of Residence Life removed The Leaders in Residence program based on feedback and the need to use halls effectively.

2.4 *Expand diversity programming and educational opportunities.*

- The Office of Diversity and Institutional Equity (ODIE) implemented several activities. It:
  - hosted annual Minority Student Receptions during Welcome Week Fall 2005-present;
  - presented a Minority Organization Seminar in collaboration with the Office of Student Engagement to provide information to minority organizations on how to operate effectively, 2008;
  - developed an ODIE website that included student resources regarding diversity and multicultural campus organizations;
  - collaborated with the Black Faculty and Staff Association (BFSA) to host Minority Student Christmas Dinner, Fall 2010;
  - collaborated with BFSA to host an Educational Forum featuring professionals discussing their careers, Spring 2011;
  - collaborated with BFSA to present a Minority Student Achievement reception to recognize minority students with a minimum of 3.5 GPA, 2010- 2011; and
  - collaborated with the Department of Music to host Alabama-born Dr. Herbert Martin, poet, singer, professor who presented the works of Paul Laurence Dunbar, the first African-American to earn national attention as a poet. The campus visit included workshops with students at Kilby Laboratory School and Florence High School along with a presentation for the community.
- Disability Support Services promoted disability awareness activities on a regular basis in a variety of venues. These projects and activities included:
  - provided an online program “In Their Shoes” for faculty and staff training and movies for class or event viewing such as “Temple Grandin;”

- developed awareness events for students, faculty, and staff to participate in that offer the opportunity to experience a disability;
- displayed Celebrate Diversity flags prominently in the Disability Support Services office and in Bennett Health Center; and
- created central bulletin boards to provide open, affirming, and welcoming information.

- Student Counseling, Disability Support, and Health Care Services, in serving a diverse clientele, utilized the Universal Design to include a variety of aspects in welcoming and appreciating diversity.
- Health and Wellness staff interacted with the student Gay Straight Alliance organization.
- A plan responsive to changing needs of international students, other individuals, and groups, included the development of educational programs.
- The University Disability Support Specialist met with the Dean's Council to increase understanding of Disability Support Services. Communication plans included meeting with other departments as requested.
- All Health and Wellness Services staff attended the ADA training provided by the University in 2010.
- Disability Support Services improved space, furniture, and equipment design to increase levels of accessibility. Examples of improvements include: adequate space for wheelchair turnaround, improved and more accessible alternative testing area, and a new CCTV and JAWS program for visually impaired students.

2.5 *Develop summer enrichment programs/camps for high school students.*

- The Office of Continuing Education conducted classes for high school students during summer camps, 2007-2010. The camps included topics such as Good Manners & Etiquette, Learning to Quilt, Ballroom Dance, and Beginning Guitar. Approximately 90 high school students participated.
- Members of the Music Department faculty, in conjunction with The Shoals Symphony at UNA, established an annual Music Camp for aspiring musicians.
- Academic Affairs and Student Affairs began creating bridging and early intervention programs for at-risk students, using the latest in research and best practices.

2.6 *Create a committee to explore external funding for internships, fellowships, scholarships.*

- While a committee was not formed, the Advancement Office increased its staff to allow for an increased emphasis for all areas of the University. One area of concentration was building the number of endowed scholarships. In 2008, the Advancement Office created two initiatives; one, to increase the amount required to endow a scholarship from $10,000 to $25,000. And, second, developed the Lion Match Program which allowed the University to double the amount of funds awarded from an endowed scholarship. Since 2008, the Lion Match program has been the catalyst for increasing or adding 69 endowed scholarships with over $4 million in new money.

2.7 *Regularly assess staffing, budget, and programming needs in all divisions of the University.*

- Appropriate vice-presidents proposed changes concerning faculty, staff, and program changes within units to the Strategic Planning and Budget Study Committee to coordinate with the University's strategic plan and to ensure sustained funding through budgeting. The Committee forwarded recommendations to the President. These considerations occurred throughout the year, but were primarily addressed as part of the forthcoming budget year recommendations.
- Proposals for funding required a documented need.
- The University increased student activity fees, parking fees, health fees, and facility fees to support the needs and demands for enhanced and expanded services by students.

2.8 *Link and coordinate the programs and services of the Academic Resource Center, Center for Academic Advising, Developmental Services, and Career Services to assist students.*

- The name, Developmental Services, became Disability Support Services in 2008. The reorganization of services focused solely on the needs and accommodations of students requesting campus and classroom accommodations.
- The functions of the Academic Resource Center (ARC) shifted to the Center for Academic Advising and Retention Services (CAARS) beginning in the 2010-2011 academic year. This move followed the resignation of the ARC Director and with consultation and collaboration between Student Affairs and Academic Affairs. This combination of services and functions better served students by creating a one-stop shop for academic advising and academic success programming. The Career Planning and Development Office works closely with CAARS.
- Disability Support Services worked with the above areas in referrals for programming, presented test anxiety workshops, assisted new testing personnel on Alternative Testing for national standardized programs, and assisted students on academic probation
- Collaborative efforts between Career Planning and Development and Disability Support Services to tailor services met the needs of students with disabilities in seeking career opportunities.

2.9 *Establish a Student Activity Fee Allocation Board and allocation process to equitably distribute funds to student organizations and university-wide activities that positively enhance the quality of student life on campus.*

- A Student Activity Fee Allocation Board, established in 2007, ensured a better distribution and use of the Student Activity Fee by all clubs and organizations. The

Board provided funds for 44 new programs in its first year, and funded 90 programs in its third year.

2.10 *Review and update the University's Code of Conduct and adjudication process.*

- A team of UNA student affairs professionals, who served as University hearing officers, reviewed UNA's Student Code of Conduct, related policies, and conduct processes annually. The review process also included a review by University legal counsel when appropriate and annual comparison to recommendations made by the Association for Student Conduct Administration. A group of Student Affairs staff met bi-weekly during the 2010-2011 academic year for the purpose of revising the Student Code of Conduct, policies, and procedures for understandability by students. Additionally, attorneys affiliated with the National Center for Higher Education Risk Management (NCHERM) reviewed the policies and procedures, and the UNA Shared Governance Executive Committee and Academic and Student Affairs Committee, as well as an ad hoc group appointed by that committee, reviewed conduct policies related to academic dishonesty. In addition to the review of policies associated with student conduct, UNA provided educational sessions for faculty and staff. The sessions included information about policies and procedures, faculty rights and responsibilities, how to recognize and report students in crisis, and other information related to student conduct.

2.11 *Expand student recreation and intramural facilities and activities.*

- UNA opened an outdoor facility for Intramural Sports in the fall, 2009; increasing the number of recreational activities.
- Improvements, which also expanded intramural and recreational activities for students, included placing artificial turf on the practice field located next to Flowers Hall.
- UNA purchased outdoor equipment (backpacks, tents, canoes, kayaks, sleeping bags, and cooking gear) in 2007 for students to check out from the Outdoor Adventure Center.

2.12 *Identify and implement additional programs that enhance the welfare of student-athletes (e.g., health and training, time management).*

- Disability Support Services partnered with members of the athletic staff to coordinate services for student-athletes who have learning disorders.
- Health Services staff partnered with athletic coaches and trainers to implement an intense, ongoing Methicillin-resistant Staphylococcus Aureus (MRSA) infection surveillance, education, and treatment program. The results from the past two years are a 50% reduction in MRSA infections. Efforts include: Athletic staff and student education in groups and one-on-one training; spot checks of facilities by health care providers; wound culture and surveillance; and an educational pamphlet developed by the staff that details pertinent information to identify, treat and prevent infections.

- Medical, counseling, and athletic staff members collaborated to coordinate health education programming and health screening efforts. These included an event with guest speaker for HIV awareness and free STI testing through the state program. The Alabama Department of Public Health (ADPH) staff was also present.
- Health Services staff conducted all sports physicals to include the addition of sickle cell screening for several sports. This collaborative effort fosters a sense of relationship with the health care staff, educational opportunities, and recognition of available services, including student counseling.

University Goal 3: *To Promote and Celebrate Diversity*

3.0 *Identify initiatives which promote and celebrate diversity in addition to those articulated in the Strategic Plan 2007-2012.*

- The University established the Office of Diversity and Institutional Equity (ODIE), fall 2008.
- The College of Business developed and implemented a Diversity Plan in support of the University's diversity initiative.
- The University put into place faculty and staff training in regards to diversity.

3.1 *Hold an open campus forum on diversity.*

- The Office of Diversity and Institutional Equity:
  - collaborated with the Multicultural Advisory Committee to discuss ideas for a campus diversity forum;
  - conducted an online Faculty/Staff Diversity Survey; and
  - conducted an online diversity training program for faculty and staff.

- The Office of Student Engagement established a Student Multicultural Advisory Committee in 2010 to more effectively plan and coordinate a wide range of diversity programs and initiatives.

3.2 *Develop academic partnerships and collaborative relationships with minority-serving institutions.*

- The ODIE staff participated in the Southern Region Education Board Doctoral Recruitment and attended a Joint Mathematics Conference for recruitment of minority faculty.
- The Department of Social Work began initial explorations to determine whether UNA may serve as a satellite campus for Alabama A & M University's social work offerings.
- The CONAH has an active partnership with the Northwest Alabama Community Health and Dental Clinic which serves uninsured populations in the region, the majority of which are of minority descent.

3.3 *Implement innovative techniques that enhance recruitment and retention of a diverse faculty (e.g., "grow your own").*

- The University advertised in diverse publications (e.g. the Chronicle of Higher Education, and with national organizations) for minority recruitment.
- The University provided funding to members of the ODIE to attend a conference on recruitment of minority faculty.
- The ODIE:

- developed a minority recruitment brochure;
- facilitated establishment of the Black Faculty and Staff Association to provide mentoring of Black Faculty and Staff to increase retention; and
- hosted a Black Faculty and Staff reception.

- Due to the national nursing shortage, particularly nursing faculty shortage, the CONAH implemented a successful "grow your own" strategy supporting 11 faculty members. Five graduated with their doctorates and four proceeded to the ABD status. Two are of diverse backgrounds: one graduated and the other is at ABD status. Also, one male staff member was enrolled in the "grow your own" plan to further diversify the faculty in the future.

3.4 *Provide additional funding dedicated to the recruitment and retention of minority students.*

- The CONAH obtained a federal grant from Health Resources and Services Administration (HRSA) to implement "Opportunity for Entry into Nursing" (OPEN) to assist with the recruitment and retention of minority nursing students.
- With the cessation of the "Opportunities for Entry into Nursing" federal grant, the CONAH recruited the OPEN advisor, thus, adding to the overall ability of the College to recruit and retain students from a diverse background.
- ODIE faculty collaborated with the Office of Advancement to establish minority scholarships.
- The University supported minority student assistantships for the following academic areas: Honors Program, College of Business, and Counselor Education.

3.5 *Create hiring incentives (e.g., research funds) for new faculty.*

- The University provided research funds to new science faculty in order to broaden enhancements to the university and, thus, positively affecting diversity in recruitment.

3.6 *Develop programs that recognize talents and contributions of diverse faculty and staff.*

- The University established a Diversity Award that is given at the annual awards gala along with a monetary award. The first Diversity Award was presented to a faculty member and a student during the Spring, 2011 Gala. Names of recipients appeared on an engraved plaque and in the *Campus Communications* publication.

3.7 *Establish ongoing communication and research opportunities with community minority organizations.*

- Members of the faculty in the ODIE served as charter members of the Alabama Higher Education Diversity Officers Association and served as members of the Board of Directors including the chair of the Faculty Welfare Committee.

- UNA provided support for administrators in ODIE in attending the Martin Luther King Breakfast and the annual state diversity conference.

3.8 *Expand curricular opportunities to explore diversity and diversity issues.*

- The Presidential Mentors Academy included a cultural diversity class taught to incoming freshmen.
- Faculty in ODIE began planning a Peer Mentoring Program.

University Goal 4: *To Foster a Strong University Community*

4.1 *Continue to evaluate and improve the linkage between planning and the budgeting process.*

- The University reorganized the Institutional Effectiveness Committee in 2011 to reflect a more manageable structure including an intentional effort to better link the institutional effectiveness process with University strategic planning and budgeting.
- The University revised the annual reporting and planning process in 2009 to create a more effective method of tracking the annual action plans and initiatives of departments university-wide.

4.2 *Identify revenue sources and implement construction of new science building.*

- The University President and the Board of Trustees approved plans for a new science building with a future annex to be added as additional funding is secured.
- Plans for the exterior and interior, developed by the architects and by interior space planning consultants, included collaboration with the science department chairs, science faculty, and the administration.

4.3 *Revise and implement a new human resources model that recognizes market realities and career growth for staff employees.*

- Consultants completed a comprehensive staff salary study in 2008. The product of the study was a market-based salary plan for staff employees.
- Outcomes of the study indicated that many staff members' salaries were deficient relative to market value. Therefore, by October 1, 2010, the University assigned approximately $400,000 to various staff members' salaries to correct the deficiencies. This effort remained a priority although budget constraints existed throughout this process.
- The staff salary plan for compensation included a promotion plan. The University began the development of a Compensation Ladder project which provided staff members with an opportunity for career growth within their respective positions. Subcommittees developed proposals for each position, and a committee reviewed each of the proposals to ensure consistency across campus. The charge of this committee included the development of operational policies and procedures for the program.

4.4 *Develop and implement university guidelines that evaluate existing management and administrative organizational systems. Incorporate guidelines into the activities/responsibilities of the Institutional Effectiveness Committee and/or other appropriate office.*

- The Institutional Effectiveness Committee was reconfigured to reduce its size and scope to allow more functionality.

- Since 2006, the Division of Student Affairs engaged actively in annual benchmarking of units within Student Affairs. Reviews facilitated changes in services, programs, staffing, divisional structure, outreach activities, auxiliary services, and budgets.

4.5 *Create a mission statement and strategic plan for the Division of Student Affairs.*

- The Division of Student Affairs created a mission statement
- The Division of Student Affairs created a Strategic Plan - The Division of Student Affairs Strategic Plan 2008-2013.

4.6 *Create a line item in the budget for retention initiatives. Funding should include operations, staffing, and assessment activities.*

- The University changed the Academic Resource Center (ARC) into the Center of Academic Advising and Retention Services (CAARS) which allowed the funds budgeted for retention of students to be assigned to CAARS.

4.7 *Support initiatives that enhance basic competencies/skills: (a) math; (b) writing; (c) reading; (d) time management; (e) study; and (f) life and career planning.*

- The CONAH offered NU 202: Computations for Health Care Personnel, which provided support for mathematics and life and nursing career planning.
- CONAH infused writing into several online and traditional courses through collaboration with the Center for Writing Excellence.
- UNA expanded the number of full-time faculty dedicated to general education instruction.
- The Mathematics Department initiated accelerated (eight-week) classes in MA 100 and MA 112 to focus students' attention on the courses and permit completion of both courses in one semester, identified learning outcomes appropriate for all sections of general education math courses, and instituted common final examinations.
- The English Department identified learning outcomes appropriate for all sections of EN 112, developed a rubric for assessment of student writing, used a rubric to assess results for EN 112, and identified areas for focused efforts for improvement.
- The Geography Department hosted annual meetings of geography alumni with current geography students. The events featured discussions of careers with practicing professionals and presentations of papers on topics of interest.
- A large number of Arts and Sciences faculty led learning communities, which provided opportunities for faculty and students to address such skills as reading, time management, study skills, and life and career planning in small-class settings.
- The College of Education revised the Teacher Education Program admission interview to include an essay to assess written communication skills and an interview to assess oral communication skills. An intervention plan was developed

and implemented for candidates who did not meet the required level of mastery on one or both of the components.

- A new Interdisciplinary Studies course designed to assist students with career exploration, offered a systematic approach to life-long career decision-making, while taking into consideration students' interests, skills, and abilities.
- Disability Support Services worked with students in challenging areas as needed.
- Career Planning and Development established a credit-bearing Career Development Course for students in 2010.

4.8 *Centralize regional (SACS) accreditation responsibilities.*

- UNA created a Southern Association of Colleges and Schools (SACS) Leadership Team consisting of segments of the campus community.

4.9 *Work strategically with the Governor's office as well as with local, state, and federal entities to seek appropriate levels of funding.*

- UNA employed a lobbyist to secure funding for the University from the Alabama legislature.
- UNA secured $6 million from the State of Alabama for the new Science and Engineering Technology Building, 2010.

4.10 *Enhance the role and scope of University Advancement; work strategically to acquire grants and philanthropic support for the needs of the University.*

- In 2009, the Office of Advancement hired a Director of Grant Programming and Development. This position was created to locate and secure private grant support for the University.
- In 2009, the Office of Advancement hired the fund-raising consulting firm of Gosner, Gerber, Tinker and Stihr (GGTS) to conduct an internal advancement audit of the staff, processes and current level of support to determine the readiness for pursuing a comprehensive campaign.
- In 2010, GGTS conducted an external campaign feasibility study to determine the level of philanthropic support that could be garnered during a comprehensive campaign.
- The finding revealed that University was prepared to conduct a $30 million comprehensive campaign which would include: capital projects – Science and Technology Building $5 million, Center for Nursing and Allied Health $10 million, Academic Center and Student Commons $3 million; annual giving - $2.5 million; athletics - $3 million; endowment - $5 million.
- Philanthropic support for UNA since 2007:
  - 2007 - $1,446,965
  - 2008 - $2,362,976
  - 2009 - $1,707,253
  - 2010 - $2,547,616
  - 2011 - $2,954,547

4.11 *Develop the following: a prioritized list of hiring needs for the physical plant & implement a five-year plan to fill critical positions; a plan to renovate and upgrade the GUC to fulfill an expanded mission and growing student population; and a building inventory list with a time line for replacing roofs, HVAC systems, utility systems, lighting, windows, and other items.*

- UNA constructed a Transportation and Maintenance Facility on the East Campus 2010-spring, 2011. This building project enhanced the Main Campus by freeing up critical space for a future Science & Technology Center currently in design and development.
- Construction of a Black Box Theatre, located at the Norton Fine Arts Complex, began in 2011 and has a completion date of March, 2012. This project was previously placed on hold due to funding but was rebid and approved for construction by the Board of Trustees in December, 2010. Plans for this project included space for instruction, laboratory activities, and performances.
- The migration of existing Barber-Coleman HVAC control system to Andover HVAC Control System began. Completed migration occurred in Rice Hall, Rivers Hall, and Floyd Hall. UNA invested more than $4 million in renovations and improvements of the residence halls (2006-2011).

4.12 *Update the campus facilities Master Plan to include additional space for academic facilities, academic support facilities (e.g., Collier Library and its archives), and athletic/recreational facilities.*

- Growth and positive change in the University required the development of the new Campus Master Plan 2010 that reflects the vision of UNA and the value of its historical setting. The process of adopting the plan included obtaining input and feedback from major groups within the campus community. The University's articulated mission guided the development of considerations in planning spaces for University facilities—academic, housing, athletics, recreation, and administrative and support functions.

4.13 *Consider restructuring current spaces with campus community-building in mind.*

- Renovation of Bibb Graves Hall allowed the Office of Institutional Research, Planning, and Assessment Director and staff to move into improved and larger spaces.
- Bibb Graves Hall renovations included a new meeting space.
- The new Campus Master Plan 2010 reflected zones of activity, open spaces which were connected through function, and a physical environment conducive to community building.

4.14 *Complete renovations to Powell School for conversion to academic use and outreach services.*

- UNA completed Powell School renovation. This building was used for the Culinary Arts program; for housing the Alabama Mathematics, Science, and Technology Initiative; and for workshops. It served as a home base for Alabama Science in Motion.

4.15 *Complete renovations to Rogers Hall.*

- UNA renovated Rogers Hall which includes new offices for the University Advancement Staff and Vice-President along with a conference room which is available to university community members.

University Goal 5: *To Enhance and Support Regional Development and Outreach*

5.0 *Identify initiatives which enhance and support regional development and outreach in addition to those articulated in the Strategic Plan 2007-2012.*

- CONAH partnered with City of Florence, Regional Healthcare (ECM) and Tri-Dental Association to provide healthcare to the uninsured population of the region through the Northwest Alabama Community Health and Dental Association. It contracted with more than 60 healthcare agencies to educate graduates to provide future nursing services to this region.
- The College of Business (COB) initiated and supported the following centers in support of regional development and outreach: Small Business Development Center, Center for Business Valuation Research and Education, Center for Public Policy and Economic Research, and Muscle Shoals Regional Center (moved to the University). A new Center for Financial Literacy is being developed in conjunction with Listerhill Credit Union.
- College of Business faculty members participated in the publication of *Journal of the Society of Business, Industry and Economics.*

5.1 *Identify and implement a town-gown initiative for the betterment of the University and the region.*

- The Educational Technology Services unit collaborated with the following town-gown programs: Distinguished Events Series; George Lindsey Film Festival; UNA Front Porch Storytelling Festival; Leo Learning (video project); and the Regional Phi Theta Kappa Honors Institute.
- Through CAARS, UNA provided a broad range of test services to the community as well as the campus. Plans call for the expansion of these services to include additional test offerings and test preparation support.
- Through the College of Business, UNA supports three centers that provide services to the community and/or gather information important to economic development of the Shoals area.
- Through the CONAH, UNA promoted improvement of health care in the region. UNA offered an online degree program at the baccalaureate and graduate levels directed toward full-time employees in health care, mostly throughout the Shoals. The college partners with a community clinic that services the uninsured population of the region. The CONAH Dean created an Advisory Council consisting of regional healthcare leaders who network with other agency partners on a regular basis to address improved healthcare outcomes in the Shoals.
- UNA created a Distinguished Events Series which was open to campus and the community.
- The Office of International Affairs and UNA Center for Continuing Studies co-sponsored an "*Introduction to Chinese Language and Culture*" enrichment program to local school children and community members in May, 2011.

- The Office of Student Affairs significantly increased partnerships with the community. Data from the Office of Student Affairs indicated university student engagement in approximately 100 community-based organizations including professional and diverse community service and support groups; local elementary schools; private and public high schools; disaster support groups; and projects of religious groups.
- Health and Wellness Services developed an exceptional, collaborative relationship with the Alabama Department of Public Health. Efforts included: participating in the planning committee for the H1N1 Influenza Pandemic, which has now transitioned to disaster preparedness planning for all hazards; engaging in health fairs and disaster preparedness events on campus; serving as a surveillance-site for influenza; and providing free STI testing in the clinic through the state surveillance program which includes testing and treatment supplies.
- The College of Education, through the Department of Human Environmental Services, developed a culinary program that offered cooking classes to the public and summer youth camps for "chefs in training."
- The College of Education worked with the Lauderdale County Children's Policy Council to offer an obesity prevention program for area families.
- UNA hosts the Alabama Mathematics, Science, and Technology Initiative program which offers faculty development training for educators throughout North Alabama.
- The College of Arts and Sciences engaged in numerous activities in support of town/gown initiatives. Some activities included art exhibits; UNA ROTC sponsorship of a Boy Scout Troup; Junior ROTC in local schools; Children's Museum of the Shoals Board of Directors and Program Development; Annual Writer's Series (English Department); and the Teaching American History Grant that supports area schools (History Department).
- The UNA Director of Choral Activities founded and directs the Florence Camerata.
- UNA maintained an agreement with the Shoals Symphony Association that provided for the operation of the "Shoals Symphony at UNA" as a regular performing ensemble within the Department of Music and Theatre.
- The Department of Music and Theatre presented over 100 performances annually, many of which were free to the public, including major ensemble performances, chamber concerts, student recitals, faculty recitals, guest performances and theatrical productions.
- UNA developed a Summer Theatre company which is a professional theatre group that met during 2011 to produce a one-stage masterpiece. Participants included theatre/film/TV professionals from New York and Hollywood, UNA students, faculty and alums, and members of the local theatre community.
- The Planetarium of the Physics and Earth Science Department hosted programs, workshops, and activities for preschool and elementary students, UNA students, and the community.
- UNA operated the North Alabama Group Home for adolescent females in abusive situations and Social Work majors performed service work in social service agencies across the Shoals.
- UNA faculty members served as resource experts for many county and city services and are active in local clubs and organizations.

- UNA student-athletes completed 1,162 hours of community service for 2009-2010. These included: City Wide Cleanup, free soccer clinics, Leo & Una's Birthday Party, Kidz Zone at Braly, Make A Wish Foundation, the community Soup Kitchen, Kid's Fun Night, Mitchell Hollingsworth's Senior Center, volleyball clinics, Breast Cancer Awareness, American Cancer Society, Red Cross Blood Drive, Salvation Army, Kilby Pep Rally, Florence City Schools Father/Son Initiative, face painting, Trunk or Treat, faculty/staff/student flag football game, faculty/staff/student softball game, Camp ASCAA, and TVA Fertilizer Distribution.
- Resident Life Student Staff completed 250 volunteer hours in 2009-2010.
- Housing residents performed 72 hours by Fall Break 2009, 180 hours over Spring Break 2010; 421.5 hours individually performed by residents during 2009-10 from the Leadership Floor in LaGrange Hall.
- Student Counseling and Disability Support Services developed a relationship with the local mental health center, Riverbend. This facilitated a variety of services, screening, and educational opportunities.

5.2 Unify marketing/public relations efforts under a single individual.

- Upon the retirement of UNA's director of Publications in September, 2008, the Publications staff merged with the University Relations staff to create the Office of University Communications, which became the marketing and public relations arm of the University.

5.3 *Reorganize current Office of Research, Planning, and Institutional Effectiveness into two independent offices: Offices of Planning and Institutional Effectiveness and Office of Research and Sponsored Programs.*

- The Office of Research and Sponsored Programs, created in 2010, administered all external funding programs that are executed via the University and the Director reports to the Vice President for Academic Affairs.
- The Office of Institutional Research, Planning, and Assessment is responsible for providing federal, state-wide, and institutional reports; facilitating assessment strategies; and providing information for both annual and strategic planning.

5.4 *Create a link on the University's homepage that informs the greater Shoals community about university services/events, etc.*

- The UNA home page was totally redesigned in September, 2008. The new design provided several links not previously offered, including an events calendar and rotating program and event ads of interest to the community.

5.5 *Seek additional state and federal funding for training and other economic development activities.*

- Federal appropriations for 2008-2010 totaled approximately $3,689,000.
- UNA secured funds from the Alabama legislature to advance the planning of building a Science and Engineering Technology Building to support economic development in the state.

5.6 *Develop and expand models for networking with regional employers.*

- UNA hired an Employer Development Specialist (part-time) for the Office of Career Planning and Development primarily to recruit employers to offer UNA students both internships and full-time jobs, January, 2010.
- SOAR staff increased its effort at networking with parents of students for parents to encourage their employers to recruit UNA students.
- UNA SOAR staff participated in state and regional conferences. Career Planning and Development created LIONJOBS to support and enhance the job search efforts of UNA students, alumni and employers.

5.7 *Position the University to serve as a catalyst for stakeholder involvement (municipalities, civic groups, art and theatre groups, and alumni)*

- UNA created partnership with the Storytelling Festival and Florence Arts Alive Festival.
- UNA created Distinguished Events Series.
- UNA Added 10 new Alumni Chapters.
- UNA created annual donor recognition gala.
- UNA agreed with the City of Florence to create “university zones” for development.
- UNA coordinated creation of Muscle Shoals National Historic Area.
- UNA initiated summer theatre program.
- UNA secured numerous state and federal grants to enhance the university.
- UNA served as regional host for political debates.
- UNA hosted the George Lindsey Film Festival.
- UNA annually hosted MLK banquet, NAACP banquet.
- UNA hosted City of Florence First Friday program each year.
- UNA utilized leased space in downtown Florence to expand the number of classrooms and offices.

5.8. *Provide stronger support for research activities within the campus community.*

- UNA, under budget constraints, supported faculty research through sponsored programs, awards, and other recognition efforts.

5.9 *Increase emphasis on seeking federal, state, and local grants, as well as private funding for campus needs.*

- The Office of Research and Sponsored Programs (ORSP) provided information and assistance in managing Federal, State, and Local Grants. The establishment of the ORSP indicated the level of interest in pursuing support for elaborating research engagement at UNA.

5.10 *Provide support for programs which highlight faculty and student research.*

- Research Day, initiated in 2008, highlighted faculty and student research.
- *Campus Communications* issues included research and other professional engagements of faculty and staff.

5.11 *Hire personnel to facilitate academic research and oversee grant applications.*

- The University developed the ORSP in July, 2010, as a response to assessment. The ORSP enhances the visibility of research on campus. The administrative position attached to this office provides the University opportunities to coordinate administration and faculty efforts to enhance research possibilities and to work with the Institutional Review Board (IRB).
- The Director and staff of the ORSP assist the University faculty in identifying funding opportunities, the development of proposal budgets and content, technical reviews, human subjects' reviews, proposal submission processes, and upon request, serve as a liaison between the principle investigator and various stakeholders, along with providing guidance with post award administration of the grant.