

# University of North Alabama **STRATEGIC PLAN**



**2007 - 2012**

## Table of Contents

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<i>Item</i>	<i>Page</i>
Mission and Vision Statement.....	1
University Values.....	2
University Goals (summary).....	2
Planning Initiatives.....	2
University Goal: To Offer High Quality Programs .....	3
University Goal: To Build and Maintain a Student-Centered University.....	3
University Goal: To Promote and Celebrate Diversity .....	4
University Goal: To Foster a Strong University Community.....	4
University Goal: To Enhance and Support Regional Development and Outreach .....	5
Planning Cycle and Responsibility .....	5
Appendix: Initiatives .....	6

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# University of North Alabama STRATEGIC PLAN 2007 - 2012



## Mission and Vision Statement

As a regional, state-assisted institution of higher education, the University of North Alabama pursues its **Mission** of engaging in teaching, research, and service in order to provide educational opportunities for students, an environment for discovery and creative accomplishment, and a variety of outreach activities meeting the professional, civic, social, cultural, and economic development needs of our region in the context of a global community.

The **Vision** of the University of North Alabama builds upon nearly two centuries of academic excellence. We commit ourselves to design and offer a rich undergraduate experience; to respond

to the many educational and outreach needs of our region, including the provision of high quality graduate programs in selected disciplines; to provide an extracurricular environment that supports and enhances learning; to provide a global education and participate in global outreach through distance learning programs; and to foster a diverse and inclusive academic community. We promote global awareness by offering a curriculum that advances understanding of global interdependence, by encouraging international travel, and by building a multinational student population. We pledge to support and encourage intellectual growth by offering primarily small, interactive classes taught by highly educated professionals, and through mentoring, internships, and other out-of-class educational opportunities.

## University Values

The members of the University of North Alabama community maintain a culture that:

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

## University Goals

The University of North Alabama has identified five broad university goals that guide planning and resource allocation throughout the University. These goals are intended to be aspirations in that they are assumed to inspire, to guide, and to be on-going. Each university goal should result in a number of long-term and annual initiatives that support progress toward accomplishing the broader aspiration. The five university goals are:

- To offer high quality programs;
- To build and maintain a student-centered university;
- To promote and celebrate diversity;
- To foster a strong university community; and
- To enhance and support regional development and outreach.

## Planning Initiatives

In order to carry out the mission and to make progress in achieving the long-term goals of the University, a number of strategies and initiatives are being undertaken. The following list of strategies and initiatives for the five-year planning cycle encompassed by this Strategic Plan is fluid. Each year, certain strategies and initiatives may be accomplished and others undertaken. From this Strategic Plan, the University develops each year an Annual Action Plan that identifies the Priority Initiatives that receive primary focus, including budgetary consideration, during the year. Each unit of the University likewise develops an Annual Action Plan that supports accomplishment of the University's Priority Initiatives.

The review and selection of annual university Priority Initiatives from the Strategic Plan is initiated each year by the President after consultation with appropriate constituent groups.

Associated with each university goal and statement of potential strategies is a list of initiatives that has been identified to help accomplish the goal. These initiatives are brought together as an appendix to the Strategic Plan. Additional initiatives may be identified over the course of the planning time frame. In addition, some of the initiatives may be deferred. Some initiatives are expected to be identified as Priority Initiatives each year and to be included in the University's Annual Action Plan. The annual Priority Initiatives will receive focus and funding priority and are expected to filter down into the Annual Action Plans of the individual units of the University.







## University Goal: To Offer High Quality Programs

UNA provides high quality academic, co-curricular, and support programs and services. The University provides all students with a broad general education program, the necessary support to ensure academic success, a common knowledge base, awareness of global issues, and critical basic skills. Students will receive individual advisement, access to academic remediation and the opportunity to interact with state-of-the-art technology, and a general education background with innovative programs to assist them in their future career and life goals. Excellence in learning both inside and outside of the classroom is highly valued. It transforms students through rigorous intellectual instruction, active involvement, and personal exploration. These activities cultivate students' abilities to think critically and analytically, and foster personal and professional growth, academic achievement, and life-long learning.

**Strategies to accomplish this goal include but are not limited to the following:**

- Offer a general education program that will provide students with a broad foundation of common knowledge, awareness of global issues, basic skills, and cultural insight.
- Graduate students who are competitive in the global workplace and who demonstrate mastery of their subject area.
- Provide library/informational technologies and other support functions which include the technologies, materials, facilities, and services needed for quality teaching, research, and public service.
- Provide an intellectual climate which promotes critical and independent thinking, innovative programs, and a free and open exchange of ideas.
- Offer high quality distance learning courses/programs with world-wide access.
- Create an out-of-class environment that fosters personal and professional growth, academic achievement, and life-long learning.

## University Goal: To Build and Maintain a Student-Centered University

UNA offers a comprehensive array of student-friendly academic and student services, athletic programs, recreational pursuits, and student organizations. An active dialogue among students, faculty, and administrators is actively encouraged in academic and social activities. Through collaboration and cooperation students, faculty and administrators promote excellence in learning, leadership, service, citizenship, teamwork, and respect.

**Strategies to accomplish this goal include but are not limited to:**

- Provide an overall co-curricular experience that gives students an opportunity to develop as productive citizens outside the classroom while providing support for academic success.
- Provide opportunities for communication between and among Student Government Association, university administration, student groups, Shared Governance, faculty, and staff.
- Evaluate and implement improvements for the delivery of services to students.

## University Goal: *To Promote and Celebrate Diversity*

UNA administrative personnel, staff, and faculty create an environment that celebrates diversity through the acceptance of similarities and differences related to age, culture, ethnicity, gender, nationality, national origin, political affiliation, physical disability, physical attributes, race, religion, sexual orientation, and/or socioeconomic status (this is consistent with the UNA Values Statement). Respect of diversity is promoted by encouraging a discipline of mutual open discourse and expression of cultural viewpoints, values, and belief systems that create a global community on campus.

**Strategies to accomplish this goal include but are not limited to:**

- *Recruit and retain a diverse and inclusive student body - one that welcomes students without regard to age, culture, disability, national origin, race, creed, gender, sexual orientation, or religion.*
- *Recruit and retain a diverse and highly qualified faculty who — without regard to age, culture, disability, national origin, race, creed, gender, sexual orientation, or religion — demonstrate excellence in teaching, scholarly activities, and public service.*
- *Recruit and retain an equally diverse and highly qualified staff.*
- *Create, implement, and regularly review a comprehensive university-wide plan to foster diversity in all facets of university life, in accordance with the Knight v. Alabama settlement agreement.*



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

UNA aspires for all graduates to be equipped with academic, communications, and life skills adequate to enter into their chosen careers. Accordingly, UNA fosters a diverse learning community that plans, shares values, and builds character in support of students, staff, and faculty collaborating to pursue academic knowledge and careers. It is recognized that provision of appropriate academic and support facilities and maintenance of campus infrastructure are important parts of maintaining a strong campus community and for creating and supporting pride in the University.

**Strategies to accomplish this strategic goal include but are not limited to:**

- *Support the attainment of institutional goals through effective management; maintain administrative systems that support instruction, academic advisement, student retention, student and faculty research, accreditation, re-accreditation, global awareness, university advancement, and professional service.*
- *Provide a campus environment that is a source of pride --- one that supports and complements the concept of a university community; promote the programs of the University (including concerts, plays, lectures, athletic events) to generate campus and community pride.*





## University Goal: To Enhance and Support Regional Development and Outreach

UNA serves the surrounding community as an intellectual nucleus and strives to maintain a sense of cohesiveness with that community by working collaboratively, disseminating information, providing intellectual, social, civic, and cultural experiences, and offering assistance to businesses and schools. The growth of UNA and its community is dependent on reciprocal interactions to address the needs of the region through continuous environmental assessments and action oriented responses. The UNA community and its stakeholders are encouraged to continuously seek lifelong educational endeavors through innovative educational strategies resulting in student and community transformation, valued career productivity, and intellectual progress in a dynamic complex global society.

**Strategies to accomplish this strategic goal include but are not limited to:**

- *Extend access to university programs which maintain a positive university-community relationship.*
- *Provide university research and public service support for those economic development initiatives that enhance the region and the state.*



## Planning Cycle and Responsibility

The University Strategic Plan is a rolling five-year planning document that is updated on a regular basis as shown in the chart below. The President (or designee) is responsible for initiating changes to the University Strategic Plan following recommendations from the University's Strategic Planning and Budget Study Committee, Institutional Effectiveness Committee, Curriculum Committee, and other appropriate committees and constituent groups. Recommendations from these groups will coincide with the five-year review of university goals by the Institutional Effectiveness Committee. It should be noted, however, that strategies and initiatives are reviewed more frequently and that updates to the University's Strategic Plan can be expected to occur as shown below.

The President will also be responsible for recommending key **University Priority Initiatives** to support the various University Goals. These initiatives are to be included in the University's **Annual Action Plan**. In making these recommendations, the President will consider input from the various shared governance committees and from other appropriate constituent groups. The University Priority Initiatives found in the University's Annual Action Plan should provide guidance to the individual units of the University as each develops its Annual Action Plan. The University's Annual Action Plan should be distributed to all members of the university community no later than mid-September each academic year. Each university cost center head is then responsible for developing and implementing the cost center's Annual Action Plan no later than early October.

Academic Year	Action Plan Updated	Strategies Reviewed	Initiatives Reviewed	University Goals Reviewed	Notes
2007-08	X				New plan begins
2008-09	X				
2009-10	X	X	X		
2010-11	X				
2011-12	X	X	X	X	
2012-13	X				Revised plan begins
2013-14	X				
2014-15	X	X	X		
2015-16	X				
2016-17	X	X	X	X	
2017-18	X				Revised plan begins

# Initiatives, 2007-2009

## University Goal: *To Offer High Quality Programs*

- Evaluate and update continually a comprehensive Enrollment Management Plan.
- Increase faculty and support staff consistent with growth in enrollment.
- Develop and enhance Learning Communities.
- Create and sustain the infrastructure needed to deliver high quality programs of all types.
- Identify new program offerings consistent with the University's mission and resources, and with needs of our service region.
- Infuse a global education/cultural awareness component into the current general education curriculum.
- Create and enhance Study-Abroad opportunities.
- Strengthen the central advising office.
- Assess the feasibility of adding a "black box" theater.
- Provide a mechanism to assess, evaluate, and enhance the current general education program.
- 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).
- Establish a budget to support faculty-sponsored undergraduate research.
- Provide funding for students who make presentations at professional meetings.
- Expand academic internship opportunities through Career Services.
- Pursue programs and strategies that enhance student-athletes' academic and competitive achievement.
- Expand the programming and mission of the Guillot University Center to meet the needs of students.
- Expand Student Health Services to meet more fully the health needs of a contemporary American and international student population.
- Create and expand Counseling and Psychological Services within the Bennett Health Center.
- Develop a prioritized Housing Maintenance and Operation Plan to address:
  - Renovations and aesthetic improvement of Rice, Rivers, LaGrange, and Lafayette Residence Halls and University apartments;
  - Safety and security upgrades;
  - Special interest housing; and
  - Living/Learning Communities.
- Develop a prioritized library plan that addresses the following:
  - Space to house and preserve existing collections (including the Archives collection);
  - Adequate individual study space;
  - Expanded instructional space;
  - Space for digitization projects;
  - Increased space for collaborative learning; and
  - Storage for back files of printed periodicals and for older books.
- Develop long-term funding strategy and timeline for library and technology.
- Assess and evaluate the effectiveness of the current facilities, materials, and services.
- Develop and implement a Disaster Recovery Plan for electronic data.
- Increase bandwidth and upgrade equipment to accommodate increased demands.
- Appoint a faculty task force on "intellectual climate" charged with:
  - Reviewing current methods of recognizing research; and
  - Making recommendations aimed at improving the intellectual climate on campus.



- Provide support for public recognition of faculty and student research. Consider implementation of a "Research Day" with presentations from each academic college.
- Increase scholarship support for the University Honors Program.
- Increase immediate use/non-endowed funds by soliciting from UNA employees, alumni, retirees, and other friends of the University.
- Display faculty and student artwork throughout the campus:
  - Develop appropriate review process for selection of works; and
  - Ensure necessary protection and proper display of said art work.
- Prioritize distance learning course needs and create a long-term plan for developing distance learning (DL) programs.
- Assess and evaluate all components of DL delivery and improve the funding strategy.
- Conduct a review of student interest/demand for DL courses.
- Analyze effectiveness of current and future DL course offerings.
- Develop university-wide guidelines for online courses.

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

- Fund global initiatives such as summer abroad opportunities for students.
- Prioritize resources for programs and activities that work collaboratively with Academic Affairs.
- Create student opportunities for community service and service learning through the Office of Student Life.
- Expand diversity programming and educational opportunities.
- Develop summer enrichment programs/camps for high school students.
- Create a committee to explore external funding for internships/fellowships/ scholarships.
- Regularly assess staffing, budget, and programming needs in all divisions of the University.
- Link and coordinate the programs and services of the Academic Resource Center, Center for Academic Advising, Developmental Services, and Career Services to assist students.
- 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.
- Review and update the University's Code of Conduct and adjudication process.
- Expand student recreation and intramural facilities and activities.
- Identify and implement additional programs that enhance the welfare of student-athletes (e.g., health and training, time management).

## **University Goal: *To Promote and Celebrate Diversity***

- Hold an open campus forum on diversity.
- Develop academic partnerships and collaborative relationships with minority-serving institutions.
- Implement innovative techniques that enhance recruitment and retention of a diverse faculty (e.g., "grow your own").
- Provide additional funding dedicated to the recruitment and retention of minority students.
- Create hiring incentives (e.g., research funds) for new faculty.
- Develop programs that recognize talents and contributions of diverse faculty and staff.
- Establish ongoing communication and outreach opportunities with community minority organizations.
- Expand curricular opportunities to explore diversity and diversity issues.



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

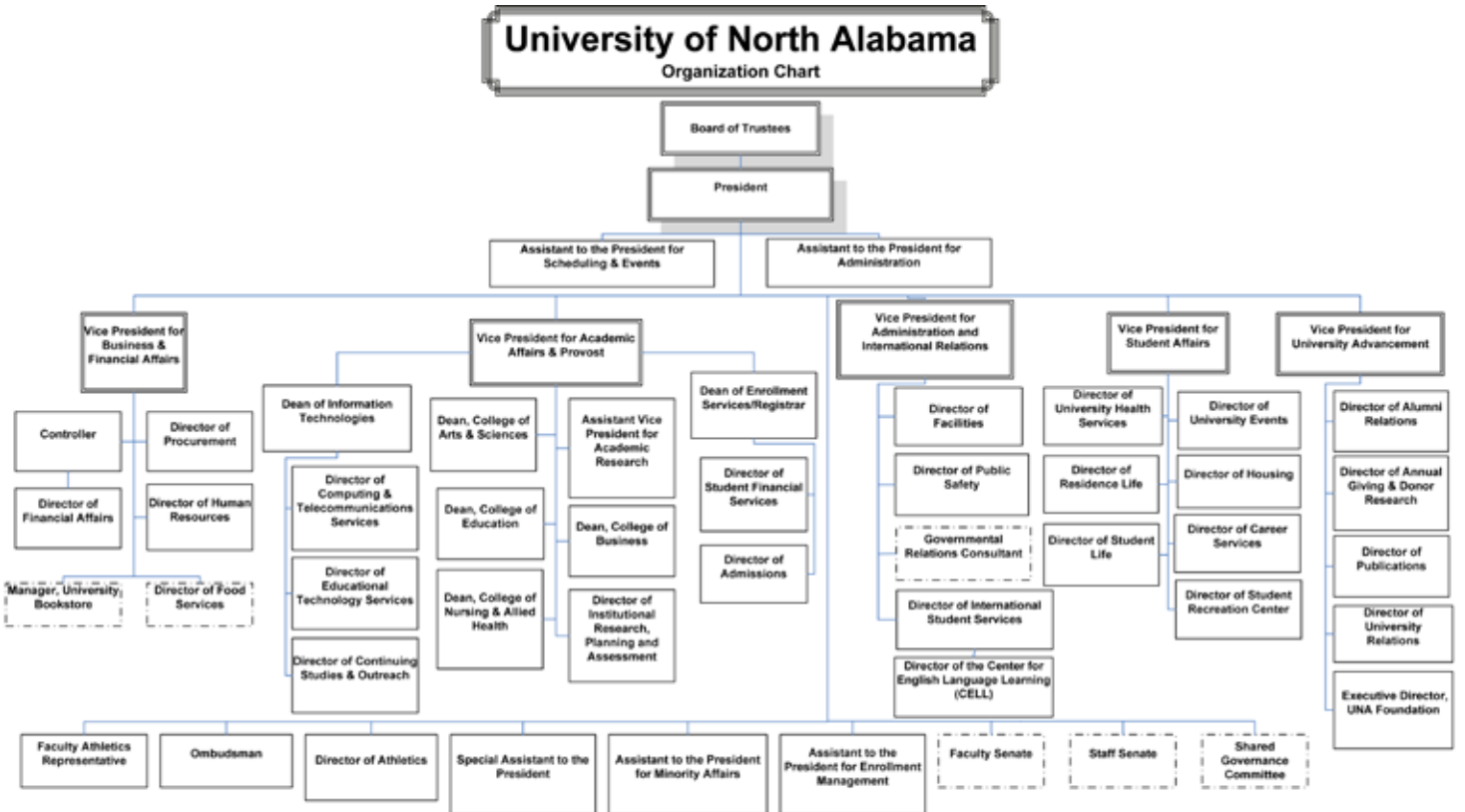
- Continue to evaluate and improve the linkage between planning and the budgeting process.
- Identify revenue sources and implement construction of new science building.
- Revise and implement a new human resources model that recognizes market realities and career growth for staff employees.
- Develop 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.
- Create a mission statement and strategic plan for the Division of Student Affairs.
- Create a line item in the budget for retention initiatives. Funding should include operations, staffing, and assessment activities.
- Support initiatives that enhance basic competencies/skills: (a) math; (b) writing; (c) reading; (d) time management; (e) study; and (f) life and career planning.
- Centralize regional (SACS) accreditation responsibilities.
- Work strategically with the Governor's office as well as with local, state, and federal entities to seek appropriate levels of funding.
- Enhance the role and scope of University Advancement; work strategically to acquire grants and philanthropic support for the needs of the University.
- Develop the following:
  - A prioritized list of hiring needs for the physical plant (grounds, maintenance, custodial). Recommendation: Implement a five-year plan to fill critical positions;
  - A plan for the remodeling of existing residence halls and/or the construction of new halls;
  - A plan to renovate and upgrade the Guillot University Center 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.
- 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.
- Consider restructuring current spaces with campus community-building in mind.
- Complete renovations to Powell School for conversion to academic use and outreach services.
- Complete renovations to Rogers Hall.



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

- Identify and implement a town-gown initiative for the betterment of the University and the region.
- Unify marketing/public relations efforts under a single individual.
- Reorganize current Office of Research, Planning, and Institutional Effectiveness into two independent offices: Office of Planning and Institutional Effectiveness and Office of Research and Sponsored Programs.
- Create a link on the University's homepage that informs the greater Shoals community about university services/events, etc.
- Seek additional state and federal funding for training and other economic development activities.
- Develop and expand models for networking with regional employers.
- Position the University to serve as a catalyst for stakeholder involvement (municipalities, civic groups, art and theatre groups, alumni).
- Provide stronger support for research activities within the campus community.
- Increase emphasis on seeking federal, state, and local grants, as well as private funding for campus needs.
- Provide support for programs which highlight faculty and student research.
- Hire personnel to facilitate academic research and oversee grant applications.

# UNA Organizational Chart



Prepared By: Office of Human Resources and Affirmative Action

Approved By: Board of Trustees; June 11, 2007





UNIVERSITY  
*of* NORTH  
ALABAMA

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Office of the President  
University of North Alabama  
One Harrison Plaza • UNA Box 5004  
Florence, Alabama 35632-0001  
(256) 765-4211  
E-mail: [wgcale@una.edu](mailto:wgcale@una.edu)  
[www.una.edu](http://www.una.edu)