



University of North Alabama

June 2023

Board of Trustees Strategic Plan Update

Theme One: Transformational Student Experience

Goal: Increase experiential learning opportunities for students (e.g. internships, education abroad, study away, preceptorships and simulations)

- Within the Sanders College of Business and Technology (Sanders COBT):
 - The Sanders COBT sponsored three major focused study-away trips so far this year, including trips to New York City (Accounting), Cincinnati, OH (Joel R. Anderson Innovation and Entrepreneurship), and Salt Lake City, UT (Information Technology).
 - The Sanders COBT also has five study abroad trips scheduled for summer and fall 2023: 30-day Europe (35 students), 12-day England (10 Students), 15-day Belgium-Germany-The Netherlands (12 students), 16-day Ireland (21 students) and 10-day Japan (22 students).
 - The College held three successful discipline specific career fairs this spring with many companies participating who were hiring for internships and full-time employment.
- Within the College of Education and Human Sciences (COEHS):
 - 100% of all initial Teacher Education candidates (N=92), Kinesiology majors (N=23), and graduate Counselor Education/Clinical Mental Health Counseling and School Counseling majors (N=37), completed at least one experiential learning opportunity in the form of a site-based internship.
 - The Department of Kinesiology continues to experience high enrollment in the Accelerated Master's Program (AMP) with 33 students currently enrolled in the AMP.
 - COEHS's first Collaborative Online International Learning (COIL) fellow will lead a COIL course in collaboration with a university in France.
- Within the College of Arts, Sciences, and Engineering (CASE):
 - The College of Arts, Sciences, and Engineering is offering 7 faculty-led education abroad programs in Summer 2023. Locations include: Spain, France, UK (Grantham and Scotland), and Germany.
 - Several students in the Department of Mathematics have received summer internships with HudsonAlpha as a result of their research this academic year and all senior students in Social Work completed an internship experience which in many cases has led to immediate employment after graduation.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - 100% of Bachelor of Science in Nursing (BSN) and RN to BSN graduates completed an experiential learning opportunity with a registered nurse in a practice setting.
 - 100% of Master of Science in Nursing (MSN) and Post-Master's Certificate (PMC) graduate students completed experiential learning opportunities in an appropriate practice setting.
 - 100% of traditional undergraduate BSN students completed a high-fidelity simulation.

- 100% of graduating pre-licensure/accelerated students completed an interprofessional collaborative simulation with North Alabama Medical Center medical residents and UNA respiratory therapists.
- 100% of MSN family nurse practitioner (FNP) students graduating in fall 2022 completed a high-fidelity simulation in which traditional BSN students served as standardized patients.
- 100% of MSN family nurse practitioner (FNP) students completed a poverty simulation.
- Within the Office of Graduate and Online Education (GOE):
 - The UNA Career Center focused on enhancing opportunities to connect students with employers, ranging from job shadowing, experiential learning, and employer events, in collaboration with the Quality Enhancement Plan. The Career Center is implementing the Handshake career management system this upcoming fall, which will further connect students with employment opportunities.
 - UNA received a grant for Re-Engage Alabama initiatives, with year one focusing primarily on communicating with and recruiting former students to complete their undergraduate degree.
- Within the Delores and Weldon Cole Honors College:
 - 100% of new Honors College students (n=214) participated in experiential learning, civic engagement, professional development training, and leadership development as part of the first year Honors Forum course.
 - Honors College students (n=27) participated in Education Abroad programs in summer 2023 (40% growth from previous year).
 - Honors College students (n=17) participated in campus-wide Scholar Day.
 - Year-long Fulbright awarded to 1 Honors graduating senior (Germany).
 - Over 95% of graduates of the Delores and Weldon Cole Honors College work in their fields or attend graduate school in their discipline within one year of graduation.
- Within the Office of International Affairs (OIA):
 - Two hundred and fifty (250) faculty, staff, and students are scheduled to participate in summer 2023 Education Abroad programs. There are 26 participants across two ACONHP programs, 110 participants across seven CASE programs, and 114 participants across five Sanders COBT programs. There was one student exchange placement with an international bilateral partner in fall 2022. Through the International Student Exchange Program (ISEP), there were five student exchange placements during the fall 2022 semester and seven placements during the spring 2023 semester. Including a few duplicated individuals, there is a total of 263 participants/placements for Education Abroad during the 2022-2023 academic year.
 - Two faculty members conducted Collaborative Online International Learning (COIL) courses during the fall 2022 semester (both in CASE), and two other faculty members conducted COIL courses during the spring 2023 semester (one in CASE and one in COEHS).
 - There are 14 faculty-led Education Abroad programs scheduled for summer 2023. Nearly 250 students applied for the UNA Education Abroad Scholarship during the fall 2022 and spring 2023 application cycles.
 - UNA supported one student on a long-term Education Abroad exchange program in spring 2022, six students in fall 2022, and seven students in spring 2023.

Goal: Expand research opportunities for undergraduate and graduate students

- The College of Education and Human Sciences (COEHS) conducted over 50 student-led research projects which resulted in student-authored publications and presentations, some of which were funded either internally or externally.
- COEHS grant activity increased with a collaborative project with Vanderbilt funded through the Army Research Office and a grant from NASA, which has already received second year funding to continue the research.
- Within CASE, 35 journal articles, book chapters, book reviews, and other scholarly projects were published by faculty, with several student co-authors. Numerous conference presentations were also delivered by faculty and students during the fall semester.
- Eleven psychology students were selected to present their research at the Rocky Mountain Psychological Association annual conference and 15 theatre students were selected to present a performance of The Folklore Project at the Southeastern Theatre Conference in Lexington, KY.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - 100% of graduating pre-licensure/accelerated BSN students enrolled in the nursing research course participated in systematic review research podium presentations.
 - 100% of graduating pre-licensure/accelerated BSN students participated in poster presentations of systematic review research.
 - 100% of BSN graduates completed a research project.
 - 100% of MSN graduates completed a research project.
- Within the Office of Premier Awards:
 - 41 Undergraduate/Graduate Research Grants were awarded.
 - \$29,000 in grants were allocated.
 - The Center sponsored the Faculty STEM Research Symposium.
 - Co-sponsored the International Education Poster Session
 - Co-Sponsored the Nursing Undergraduate Research Symposium
 - Co-Sponsored the STEM Undergraduate Poster Session
 - 75 Students Presented at UNA's Research Day.
 - 2 Fulbright Awardees
 - 3 Gilman Scholarship Awardees
 - 1 Foreign Affairs IT Fellowship
 - 1 Teaching Assistant Program in France grant
 - 1 Japanese Exchange and Teaching Program grant

Theme Two: Academic Excellence and Innovation

Goal: Promote and support an innovative, student-centered academic experience at all levels and in all modalities

- Within the Sanders College of Business and Technology (Sanders COBT):
 - The following launched in spring 2023:
 - Joel R. Anderson BBA in Innovation and Entrepreneurship
 - MBA Concentration in Data Analytics
 - Master's in Health Administration
 - New cohort of the Executive MBA in Taipei, Taiwan with approximately 30 students
 - The Executive Doctor of Business Administration (EDBA) program's first cohort of students started working on their dissertation in spring. Two students have already defended their proposal.

- Within the College of Education and Human Sciences (COEHS):
 - The following launched in spring 2023:
 - BS degree in Instructional Technology and Design (pending ACHE approval)
 - Academic offering in ‘esports’ – a concentration (micro credential option built in) within the Sport/Recreation Management degree
 - Early Childhood Education collaborative degree program with Huizhou University (China) with an initial enrollment of 45 students
 - COEHS continues to see increased enrollment in the various Alt A certification programs (which lead to initial teacher certification).
 - COEHS reports 130-150 graduates per year achieving their initial teacher certification, and employment for this group is 100% with an estimate of approximately 80% remaining in the state.
 - Almost 100 interns completed student teaching during spring 2023 with a 95% success rate passing EdTPA and five awaiting their scores.
 - The Ph.D. program in Exercise Science and Health Promotion achieved a total enrollment of 14 for spring 2023.
 - The PhD program had its first doctoral graduate in May 2023. The student had an exceptional response to job applications with multiple interviews and job offers.
 - Since the launch of the M.S. in Instructional Technology and Design in fall 2021, the degree has experienced exponential growth. To date, ten students have successfully completed the program.
 - Kilby Laboratory School was ranked number 1 in Best Public Elementary School Teachers in Alabama for 2022-2023, continuing its exceptional partnership by providing experiences for COEHS teacher education students.
 - The Kilby Laboratory School faculty were named #1 faculty in the state of Alabama.
 - Through networking, South Korean students who are practicing teachers in their home country are completing multi-week observations at Florence High School with collaborating teachers.
- Within the College of Arts, Sciences and Engineering (CASE):
 - The following will launch fall 2023:
 - Associate of Science Degrees
 - Culinary Arts
 - Hospitality and Events Management
 - Mechatronics
 - Graduate Certificate in Manufacturing Engineering
 - Graduate Certificate in Mathematics
 - Undergraduate Certificate in Sustainable Trails and Waterways Development
 - Power Generation Engineering option in the BS Engineering Technology
 - Minor in Cellular and Molecular Biology
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - The following launched in spring 2023:
 - The Doctor of Nursing Practice (DNP) - UNA’s third doctoral degree program, with an initial cohort of 13 students
 - Psychiatric-Mental Health Nurse Practitioner (PMHNP)
 - Hybrid BSN Accelerated Option
 - The Post-Master’s Certificate – Psychiatric Mental Health Nurse Practitioner will launch in summer 2023

- Pass rates:
 - Undergraduate BSN: The 2022 NCLEX first attempt pass rate is 95% and 99% for all test takers. The Alabama Board of Nursing requires a three-year rolling average of at least 80% or higher.
 - MSN Family Nurse Practitioner 2022 graduates achieved a pass rate of 98% for all test takers.
 - MSN-Post-master's certificate (PMC) 2022 graduates achieved a pass rate of 100%.
- Within Educational Technology Services (ETS):
 - ETS New Online Course Development (NOCD) and Online Course Redesign (OCR) processes
 - Twenty-five courses have begun development since January 1, 2023.
 - ETS provided training in the use of MS Teams for meetings to 195 UNA Faculty and staff in late January/early February.
 - In cooperation with CASE and CSIS Faculty, ETS provided a round-table discussion about ChatGPT/AI to 50 UNA Faculty.
- Within the Delores and Weldon Cole Honors College:
 - Spring 2023: 34 Honors courses and 42 total sections of Honors courses offered
 - Spring 2023: 305 individual academic courses contracted for Honors credit

Goal: Increase technology integration to improve and enhance student learning

- 71.1% of all students took at least one online course during spring 2023.
- 23.9% of all UNA students are currently pursuing degrees online.
- 47 states (including Washington DC) outside of Alabama are represented by UNA's online students.
- 42 countries are represented by UNA's online students.
- ACONHP implemented the Apple iPad initiative in fall 2022 and spring 2023 with first-level nursing students.
- CASE faculty continue to contribute to the growing number of Open Education Resources (OER) and online course development through Educational Technology Services' (ETS) Quality Matters Program.
- The [Digital Press](#) at Collier Library continues to expand with books either published or awaiting publication by authors from every college. Nine books have been completed (with eight more awaiting publication by fall). Currently, books include textbook replacements and industry-focused pamphlets and readers. The Digital Press was introduced in late spring 2022 and has seen tremendous growth in its existence.
- Educational Technology Services (ETS) has worked with Collier Library to offer development for Open Educational Resources resulting in the development of 12 more low-cost/zero-cost textbook courses since January 2023. These new OER have increased total student textbook savings to approximately \$746,530 annually.
- Collier Library & Information Services continues to expand its app offerings for users of laptops, tablets, and mobile devices with two more apps added spring semester. Collier Library now offers an array of applications that enhance discoverability, research, and the use of information outlets throughout the World Wide Web. App usage among library users (faculty, staff, and students) has risen monthly. Apps are integrated into library instruction and communication.
- Collier Library librarians are embedded in all new course developments and are there to share library subscriptions and OER alternatives to traditional textbook materials in an effort to alleviate financial stress because of materials for students.
- [Tutor.com](#) continues to provide an excellent academic service to students and maintains high usage, as 1,700 students utilized the service in over 1,600 sessions across 62 subject areas in Spring 2023.

- Kilby Laboratory School had three teams compete in the VEX Robotics World Championship in Dallas, TX.

Theme Three: Diversity and Inclusion

Goal: Embrace a broad definition of diversity that fosters a culture of respect for all

- Within the Division of Diversity, Equity and Inclusion (DDEI):
 - Developed, organized, and executed the Martin Luther King Jr. Day Unity March in January 2023
 - Organized and executed 20 events, programs, and activities throughout Black History Month in February
 - Interviewed more than 60 high school candidates for the Presidential Mentors Academy, with 28 students accepted to enroll in summer 2023
 - Organized and executed Diversity Education Week April 3-7, 2023
 - Coordinated, organized, and executed the inaugural Multicultural Recognition Ceremony in May 2023, in partnership with Student Affairs, Housing and Residence Life, Alumni Affairs, and the Registrar's Office
- Within the Sanders College of Business and Technology (Sanders COBT):
 - The Beta Alpha Psi (BAP) student organization offered its yearly Black History Month Book Drive in February where it provided a specific list of books and accepted donations. The BAP students delivered the books to local elementary schools and read with the students.
 - The Women in Business student organization held an International Women's Day Panel of local women leaders in honor of this nationally recognized week in March.
 - A new student organization, Girls Who Code, was started in the Spring semester as part of a national effort to close the gender gap in technology and computing careers and build a community of women leaders.
 - The College awarded six badges this year as part of the Signature Program, including a Diversity and Inclusion Badge in partnership with the Mitchell-West Center for Social Inclusion.
- Within the College of Education and Human Sciences (COEHS):
 - COEHS launched (May 2023) a collaborative effort at Huizhou University in China in the area of Early Childhood Education. The initial cohort includes 45 students.
 - First STEM education students from South Korea graduated in December 2022.
- Within the College of Arts, Sciences and Engineering (CASE):
 - The newly established CASE Diversity, Equity, and Inclusion Committee met regularly during the spring semester to discuss priorities and develop plans for activities to enhance opportunities for diverse faculty and provide opportunities to engage in relevant discussions.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - Implemented 122 simulated clinical events with pre-licensure/accelerated BSN students, 32 of which specifically focused on DEI concerns
 - Organized and supervised 464 clinical experiences for pre-licensure/accelerated BSN students with 32 community partners
 - Initiated and managed 256 clinical placement partnerships for online MSN and post-licensure BSN students across 12 states
 - Faculty, students, and community volunteers hosted eight Respite Care events for children with special needs. The total number of participants at these events during the Fall 2022 and Spring 2023 semesters exceeded 374 (children, faculty and staff, and community volunteers).

- Faculty and students organized a Community Baby Shower and Sibling Boot Camp in Fall 2022 and Spring 2023 with assistance from two local hospitals and two community volunteer organizations. Over 80 participants attended the event.
- Faculty and students hosted a breast cancer awareness event at One Ride Cycle to promote women's health and breast cancer prevention. Fifty-five participants attended the event (excluding ACONHP faculty and students).
- Faculty and students collaborated with the College of Education and Human Sciences to provide blood pressure screenings, health education, and self-care items to citizens of West Florence.
- Nurse practitioner faculty and students partnered with the Shoals Community Clinic to offer two (2) women's health care clinics to citizens of Northwest Florence.
- Within the Delores and Weldon Cole Honors College:
 - 100% of new Honors College students (n=214) participated in inclusion education and training as part of the first year Honors Forum course.
 - Developed and launched new Honors College Global Learning Badge (LinkedIn verified certification)
- Within the Office of International Affairs (OIA):
 - In collaboration with the Mitchell-West Center for Social Inclusion, OIA co-sponsored a six-module, asynchronous online training course for "Navigating Cultural Differences" offered by True North Intercultural. Ninety-two UNA faculty, staff, and graduate students participated in the course to become more interculturally competent educators.
 - In collaboration with the Mitchell-West Center for Social Inclusion, OIA conducted a "Best Practices for Teaching International Students" workshop on successful practices for supporting international students in the classroom.

Goal: Increase diversity among students, faculty and staff using strategic recruitment and retention initiatives

- Within the College of Arts, Sciences, and Engineering (CASE):
 - CASE recruited and hired four new faculty of diverse backgrounds for AY 23-24.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - Collaborated with the Office of Diversity, Equity and Inclusion to present a breakfast workshop on the topics of professionalism and civility. A total of 216 pre-licensure BSN students, ACONHP faculty, and staff attended the event.
 - Hosted Unconscious Bias training for ACONHP extended leadership team
 - Developed a Presidential Mentorship Academy Early Option for entry into the BSN program
- Within the Office of International Affairs (OIA):
 - The Office of International Affairs served 922 students from 69 countries during spring 2023, representing a 65% increase from spring 2022 (N=558). The graduate international enrollment for on-campus, online, and on-site programs increased 38% from spring 2022 (N=196) to spring 2023 (N=270). The undergraduate international enrollment increased 20% from spring 2022 (N=332) to spring 2023 (N=397).
 - The international online/on-site increased 200% from spring 2022 (N=156) to spring 2023 (N=468).

Goal: Establish and support the Mitchell-West Center for Social Inclusion to serve as a campus and community hub for diversity and inclusion

- The Mitchell-West Center for Social Inclusion:
 - Co-sponsored and organized 34 campus events and programs that provide education around a broad definition of diversity, promote inclusive practices, and encourage student engagement
 - Sponsored or led 16 trainings on campus for faculty, staff, and students or in the community on diversity and inclusion including an unconscious bias training for the Shoals Chamber of Commerce
 - Co-sponsored and organized three international-focused events in partnership with the Office of International Affairs and/or the Department of Foreign Languages
 - Awarded three experiential learning scholarships
 - The Center for Women's Studies sponsored one workshop on salary negotiation, co-sponsored 14 events including one for International Women's Day, and organized two library exhibits including displays for Women in STEM and the HerStory project.

Theme Four: Financial Sustainability

Goal: Invest in strategic capital and deferred maintenance projects to better support the student experience

- The University secured \$3 million in the fiscal year 2023 federal appropriations budget and has been notified of an additional \$15 million for fiscal year 2024 to construct an engineering building for the growing enrollment in the multiple engineering tracks.
- S&P Global Ratings Affirmed "A" rating.
- Moody's Affirmed "A1" rating.
- Within the Sanders College of Business and Technology (Sanders COBT):
 - Continued to add new equipment and technology to the makerspace at the recently opened Joel R. Anderson Center for Innovation and Entrepreneurial Studies in the UNA College Street Building
 - The Computing and Mathematics Building construction is on schedule.
- Within the Delores and Weldon Cole Honors College:
 - Invested in exterior upgrades to Lafayette (repairs to the skin of the building to enhance safety and physical appearance) as well as interior improvements including new flooring and fixtures in the residential areas
 - Maintained level institutional operating budget since 2014 while growing Honors student enrollment by > 286% n=220 students (2014) and n=850 students (expected fall 2023)
 - Fundraising and utilization of private gifts to offset increased recruiting and retention costs
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - Medical Gas Renovation Project: Medical gas system renovation was initiated for the upcoming Bachelor of Science in Respiratory Care Program. The renovation will be completed during summer 2023.

Goal: Diversify and pursue public and private funding strategies to support the University and its students

- The University received 12.76% increase in state appropriations for fiscal year 2023, totaling \$45 million and expects an additional increase of over 8.5% for fiscal year 2024.
- The University received over \$22 million in gifts and pledges during fiscal year 2022.
- The University received over \$9 million in federal grants and contracts in fiscal year 2022, an increase of over \$3 million from fiscal year 2020.

- The Sanders College of Business and Technology Naming Ceremony was held in April 2023, with Sanders family members in attendance to honor the generous \$3.5 million gift which will positively impact the university for many years.
- Due to a generous \$1 million gift by Ms. Jenny McKinney, the Bachelor of Science in Nursing program was renamed the Florence Helen Nethery Duncan Bachelor of Science in Nursing Program.

Theme Five: Institutional Identity

Goal: Pursue a cohesive and shared institutional identity focused on student learning and engagement - locally, regionally, and globally

- Within the Delores and Weldon Cole Honors College:
 - Enrollment growth in the Cole Honors College: total enrollment n=753 students in fall 2022 to n=850 students (projected) in fall 2023
 - Fall (2022), Spring (2023) and Summer (2023) graduates: n=144 Cole Honors graduates (more than double the number of graduates from the previous cycle)
 - Applications for fall 2023 150% ahead of the previous year.
 - Cole Honors College enrollment projected to reach approximately 13% of the undergraduate UNA population

Goal: Craft and implement a comprehensive marketing strategy with appropriate resources

- Within the Sanders College of Business and Technology (Sanders COBT):
 - Largest MBA program in Alabama for the 7th straight year as reported by Birmingham Business Journal
 - Monthly articles about Sanders COBT programs appear on the following websites: Birmingham Now and Huntsville Blast.
 - CEO Magazine ranked the Sanders College of Business and Technology a Tier One program in overall delivery and #17 in the world for online MBA programs.
 - Named #3 MBA Program in Alabama by Online MBA Today
 - Named #1 in Alabama for 100% Online MBA with AACSB Accreditation by Online MBA Page
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - #6 Best Online Nursing Programs in Alabama by EDUMed
 - #31 Best Online Bachelor's Degrees in Health Sciences by EDUMed
 - # 50 Most Affordable Online MSN Programs by EDUMed
- Within the Office of Graduate and Online Education (GOE):
 - The UNA online student population has grown 121% over the past five years.
 - Record enrollment of 9,725 for spring 2023, a 20.6% increase over spring 2022
 - Facilitated the signing of twelve new learning agreements with corporate, nonprofit, and government agencies, which provide a tuition scholarship to UNA as a benefit to employees
 - New university partners include:
 - Boeing: 142,000 employees
 - International Fertilizer Development Center (IFDC): 695 employees
 - Athens/Limestone Chamber of Commerce: 515 businesses included
 - Early College MOU – Morgan County Schools
 - 8 new LEAD MOU's signed with school systems

Goal: Develop prominent academic programs with national and international recognition at the graduate and undergraduate levels, in all modalities.

- Please see Theme Two: Academic Excellence and Innovation, Goal #1 (p.4)