



University of North Alabama

December 2022

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 College of Business and Technology (COBT):
 - Job placement data as of October 2022 shows the percentage of students with full-time jobs in their field of study:
 - Accounting and Business Law – 97%
 - Finance, Economics, and Data Analytics – 100%
 - Management and Marketing – 84%
 - Computer Science and Information Systems – 84%
 - The COBT has added Keller Connections, a program that brings an employer to campus for a day to visit with and recruit our students. Over 20 employers participated in this event in fall 2022.
 - The COBT has sponsored four study abroad trips in 2022, including a 30-day trip to Ireland, and the most recent being to Denmark during the fall 2022 semester.
 - The COBT hosted an Experiential Learning Fair at the beginning of the fall semester. Approximately 150 students attended and had the opportunity to learn about COBT student organizations, study abroad, study away, internships, and externships.
- Within the College of Education and Human Sciences (COEHS):
 - 100% of all initial Teacher Education candidates (N=72), Kinesiology majors (N=24), and graduate Counselor Education/Clinical Mental Health Counseling and School Counseling majors (N=32), 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 23 students in the fall term.
 - The UNA West study away experience continued as part of the Sport and Recreation Management program.
- Within the College of Arts, Sciences, and Engineering (CASE):
 - Several students and one CASE faculty member were accepted into the Council for Undergraduate Research's 2022 Students Transforming Through Research (STR) program – a highly competitive 6-month program designed to prepare students with communication and advocacy skills to leverage the impact of their undergraduate research experience.
- Within 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.
- Traditional BSN 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:
 - The UNA Career Center restructured its staff positions to convey its vision for career development across the University. The Career Center is entering its third year of partnership with ACHE in its Retain Alabama initiatives, with year three focusing primarily on experiential learning opportunities throughout the state.
- Within the Delores and Weldon Cole Honors College:
 - 100% of new Honors College students (n=215) participated in experiential learning, civic engagement, and leadership development as part of the first year Honors Forum course.
 - Honors College students participated in service-learning projects at the Cramer Center featured on the TimesDaily front page.
 - Honors College students participated in research and internship opportunities at Duke University, the University of California-Berkeley, Hudson Alpha, NASA, Southern Power, the U.S. Senate, U.S. Army Corps of Engineers, TVA, Redstone Arsenal, and many other entities and organizations.
- 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.
 - UNA’s Education Abroad website has been rebranded as UNA Global Learning and incorporates different aspects of global learning, including Collaborative Online International Learning (COIL) and Education Abroad. Three faculty members conducted COIL courses during the spring 2022 semester (two in CASE and one in ACONHP). Two faculty members are conducting COIL courses during the fall 2022 semester (both in CASE). There will be at least two COIL courses during the spring 2023 semester (one in CASE and one in COEHS).
 - There are 12 faculty-led Education Abroad programs scheduled for summer 2023 (as of 11/3/22), and that number may increase before the end of the fall semester. Applications for the UNA Education Abroad Scholarship are being accepted now.
 - In collaboration with the Office of Academic Affairs and the Office of the Division of Diversity, Equity, and Inclusion, OIA developed a new education abroad program for the Presidential Mentors Academy that will focus on leadership development and global learning.

Goal: Expand research opportunities for undergraduate and graduate students

- The College of Education and Human Sciences conducted over 50 student-led research projects which resulted in student-authored publications and presentations, some of which were funded either internally or externally.
- 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.

- The College of Business and Technology (COBT) is home to the Center for Sports Analytics, a collaboration between the College of Business and the Athletics Department.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - 100% of traditional undergraduate BSN students participated in podium presentations of systematic review research.
 - 100% of traditional undergraduate BSN students participated in poster presentations of systematic review research.
 - 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

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 College of Business and Technology (COBT):
 - Executive Doctor of Business Administration (EDBA) program's third cohort had its launch weekend November 11-13 with 16 students.
- Within the College of Education and Human Sciences (COEHS):
 - The Ph.D. program in Exercise Science and Health Promotion achieved a total enrollment of 13, up from 10. The Ph.D. program also has its first doctoral candidate anticipating graduation in May 2023.
 - M.S. in Instructional Technology and Design was launched in fall 2021 and as of fall 2022 has an impressive enrollment (n = 46).
 - 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 Department of Kinesiology developed the Sport and Recreation Management 'flex' program, offering a 100% online B.S. degree catering to current adult workers/practitioners.
- Within the College of Arts, Sciences and Engineering (CASE):
 - 203 students were welcomed in the inaugural cohort to the Guizhou University-University of North Alabama International College of Engineering and Technology.
 - Faculty in the Criminal Justice program received a grant from the Alabama Commission on Higher Education to support a summer bridge program (Operation Fast Start/UNA Justice Academy), designed to foster retention and completion while building a sense of community.
 - A new graduate certificate in Manufacturing Engineering was approved and will be offered beginning in fall 2023.
 - An undergraduate certificate in Sustainable Trails and Waterways was approved and will begin in fall 2023.
 - The College of Arts, Sciences, and Engineering (CASE) provided professional development to more than 70 high school teachers as part of UNA's Early College program.

- CASE coordinated a full-day workshop offered by Dr. Emad Mansour from the University of South Florida focused on Best Practices for Effective Teaching. Over 100 faculty participated in the event.
- Within Anderson College of Nursing and Health Professions (ACONHP):
 - Pass rates:
 - Undergraduate BSN: The 2022 NCLEX first attempt pass rate is 95%. The Alabama Board of Nursing requires a three-year rolling average of at least 80% or higher. The UNA three-year (2019-2021) rolling average is 94.78%.
 - 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 the Office of International Affairs (OIA):
 - Collaborated with CASE and other offices on campus in launching the GZU-UNA International College of Engineering and Technology in China, offering three bachelor degrees in Engineering Technology, Occupational Health Science, and Sustainability. The first cohort of 4+0 program students enrolled in fall 2022 (N=203).
 - Collaborated with COEHS and other offices on campus in launching the 4+0 early childhood education program in China. The first cohort of students enrolled in fall 2022 (N=46).
 - Collaborated with COEHS and other offices on campus in launching the 1+1 MAED double master degree programs with four national universities in South Korea. Ten Korean graduate students are enrolled since spring 2022.
- Within Educational and Technology Services:
 - ETS New Online Course Development (NOCD) and Online Course Redesign (OCR) processes; Since June 2022, the NOCD process has resulted in the creation of 8 new online courses. An additional two courses are currently in development. Seven will be completed before Spring 23 and 14 by February 1, 2023.
- Within the Delores and Weldon Cole Honors College:
 - Fall 2022: 32 Honors courses and 43 total sections of Honors courses offered.
 - Fall 2022: > 205 individual academic courses contracted for Honors credit.

Goal: Increase technology integration to improve and enhance student learning

- 68.7% of all students took at least one online course during fall 2022.
- 24.7% of all UNA students are currently pursuing degrees online.
- 46 states (including Washington DC) outside of Alabama are represented by UNA's online students.
- 31 countries are represented by UNA's online students.
- ACONHP implemented the Apple iPad initiative in fall 2022 with first-level nursing students.
- All Bachelor of Business Administration (BBA) students must now take a required class in Coding (CS101) as part of their requirements for the BBA degree.
- Nine CASE faculty developed courses during the summer/fall semesters as part of the University's Open Education Resources (OER) initiative to replace traditional high-cost textbooks and course materials. These proposals alone are projected to save students almost \$200,000 per year.
- CASE faculty developed 11 new courses through Educational Technology Services' (ETS) Quality Matters Program.

- Faculty in the Department of Communication and Collier Library received a grant from the Alabama Commission on Higher Education to develop a Zero Textbook Cost (Z-degree) pathway for students pursuing a degree in Communication Studies.
- The Academic English Program within the Office of International Affairs delivered 22 sections of AEP online classes to 4+0 program students (N=249) in fall 2022.
- The [Digital Press](#) at Collier Library continues to expand. Six books have been completed (with one more awaiting publication). Each book is used as a textbook to save money for students. Additionally, two graduate classes will begin using the platform so that students may author an original book as their final project. The growth of the digital press has already surpassed expectations and targets at this point.
- Educational Technology Services (ETS) has worked with Collier Library to offer development for Open Educational Resources (OER). Since June, ten OER developments have begun. These new OER projects for 2022 bring total student textbook savings to approximately \$700,000 annually.
- Collier Library & Information Services continues to expand its app offerings for users of laptops, tablets, and mobile devices. Collier Library now offers an array of applications that enhance discoverability, research, and use of information outlets throughout the World Wide Web. App usage among library users (faculty, staff, and students) has risen monthly.
- [Tutor.com](#) experienced great success in its first year of implementation on campus, as 603 students utilized the service in over 2,800 sessions across 94 subject areas. The service contributed to UNA student retention, especially with the at-risk student population, with 12% higher retention of at-risk students who used the service versus those who did not.
- Educational Technology Services (ETS) announced a planned campus migration from Zoom video conferencing to Microsoft Teams to begin in Spring 2023 and be completed by fall 2023.

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, co-sponsored, co-hosted, organized, and executed the first annual Juneteenth Celebration on June 19, 2022, in partnership with the city of Florence.
 - Presidential Mentor Academy (PMA) students volunteered time to work the Black Business Expo in fall 2022.
 - Hosted the Alabama Association of Higher Education Diversity Officers (ALAHEDO) Annual Fall Conference in October 2022. This event provided professional development opportunities for UNA faculty and staff to present their research.
 - Multiple presentations to various community agencies on diversity, equity, and inclusion.
- Within the College of Business and Technology (COBT):
 - COBT created a Diversity and Inclusion Badge for students who participate in activities related to these themes.
 - COBT worked with community leaders to sponsor the Black Business Expo in fall 2022. Approximately 70 black-owned businesses benefitted from this event and the training sessions delivered by COBT faculty.
- Within the College of Education and Human Sciences (COEHS):
 - COEHS launched a collaborative effort at Guizhou University in China in the area of Early Childhood Education.
 - First STEM education students from South Korea graduate in December.
- Within the College of Arts, Sciences and Engineering (CASE):

- 35 CASE faculty and staff participated in the Navigating Cultural Differences online training administered through True North Intercultural.
- Two CASE faculty are participants in a Collaborative Online International Learning (COIL) initiative in collaboration with the Office of International Affairs and Gazelle International.
- Within Anderson College of Nursing and Health Professions (ACONHP):
 - Implemented 122 simulated clinical events with pre-licensure nursing students, 32 of which specifically focused on DEI concerns.
 - Organized and supervised 464 clinical experiences for pre-licensure BSN students with 32 community partners.
 - Initiated and managed 256 clinical placement partnerships for online MSN and post-licensure BSN students across 12 states.
- Within the Delores and Weldon Cole Honors College:
 - 100% of new Honors College students (n=215) participated in diversity and inclusion education as part of the first year Honors Forum course.
 - All Honors Mentors received education and training prior to being assigned a mentee with the Mitchell-West Center for Social Inclusion.
 - Active student recruitment and student engagement partnership with the Presidential Mentors Academy.
 - Active partnership with Office of International Affairs including increased exposure to education abroad and study away opportunities.
 - Developed and launched new Honors College Global Learning Badge (LinkedIn verified certification).
- Within the Office of International Affairs (OIA):
 - Hosted the annual International Education Week and Passport to the World to promote global learning among UNA students, local school children, and members of the Shoals community.

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

- Within the Division of Diversity, Equity, and Inclusion (DDEI):
 - In collaboration with the College of Arts, Sciences, and Engineering (CASE), the Department of Psychology and Sociology launched a new general education course, PY/SO 250 – Sociocultural Perspectives on Diversity, that was offered beginning in fall 2022. There are 30 students currently enrolled in the course.
- Within the College of Arts, Sciences, and Engineering (CASE):
 - CASE established a Diversity, Equity, and Inclusion Committee that is a collaboration of CASE faculty, students, and staff. The committee will work to recruit and retain faculty, staff, and students from underrepresented groups, as well as promote diversity, equity and inclusion in the curriculum. Further, the committee will work to promote a diverse and welcoming environment throughout CASE and CASE activities.
 - Several CASE faculty completed a 6-week Inclusive STEM Teaching Project offered by Boston University and sponsored by the National Science Foundation. The program was designed to advance awareness, self-efficacy, and ability of STEM faculty to cultivate inclusive learning environments for all their students and to develop themselves as reflective, inclusive practitioners.
- Within Anderson College of Nursing and Health Professions (ACONHP):
 - Faculty and students organized a Community Baby Shower and Sibling Boot Camp in fall 2022 with assistance from two local hospitals and two community volunteer organizations. Over 80 participants attended the event.

- Faculty, students, and community volunteers hosted four Respite Care events for children with special needs. The total number of participants at these events during the fall 2022 semester has been 304 (95 children, 26 faculty and staff, 126 nursing students, and 57 community volunteers).
- 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).
- 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.
- Within Collier Library:
 - Collier Library staff are in the development phase of offering an internship opportunity to a member of a minority or underrepresented group that is interested in a future career in libraries and information services. The opportunity will be a student employee position with experience tailored to a future within the career field.
- Within the Office of International Affairs (OIA):
 - The Office of International Affairs recruited and served the highest number of international students in the past 10 years (N=932) from 69 countries. The graduate international enrollment increased more than three times from pre-pandemic fall 2019 (N=49) to post-pandemic fall 2022 (N=154). The undergraduate international enrollment more than doubled from pre-pandemic fall 2019 (N=267) to post-pandemic fall 2022 (N=330). These students bring much value-added diversity of international cultures, diversity of thought, and diversity of perspectives and experiences.
 - The international online enrollment also more than doubled from pre-pandemic fall 2019 (N=195) to post-pandemic fall 2022 (N=423).

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:
 - Received a grant from the National First-Generation Center to support the University's inaugural National First-Gen Celebration Day event on November 8.
 - Provided unconscious bias training for Leadership Shoals.
 - Led 46 trainings to faculty, staff, and students, and co-sponsored 3 additional trainings.
 - Assisted the Office of International Affairs in co-sponsoring "Navigating Cultural Differences: Becoming a More Inclusive Educator" with 92 faculty and staff participating.
 - Co-sponsored Día de los Muertos with the Department of Communication, Department of Foreign Languages, Office of International Affairs, and Division of Diversity, Equity, and Inclusion.
 - Executive Director named a finalist for Shoals Woman of the Year for contributions to the University.
 - Center for Women's Studies is now co-located with the Mitchell-West Center for Social Inclusion.
- The COBT developed the workplace inclusion certificate program in partnership with UNA's Center for Learning and Professional Development.

Theme Four: Financial Sustainability

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

- University secured \$61 million (\$29 million from bond proceeds and \$32 million from

external sources) for capital projects over the next two years. The University is constructing a \$31 million Computing and Mathematics Building, a \$15 million Music Building is in design, and \$15 million has been allocated to a residence hall.

- University completed a \$17 million Energy Savings Project, partnered with Schneider Electric, Inc., that removed significant deferred maintenance items and reduces energy consumption by 20%.
- S&P Global Ratings Affirmed “A” rating with stable outlook for the University of North Alabama on September 1, 2022, characterized by growing total enrollment, and a stable and capable management team, which has successfully elevated the organization’s profile.
- Within the College of Business and Technology (COBT):
 - College Street facility: Renovation was completed during summer 2022. The following organizations are now using the facility: the UNA Small Business Development Center; the Generator (Student Incubator); the Center for Learning and Professional Development; and Muscle Shoals National Heritage Area.
 - The building project for the new Computing and Mathematics building is underway.
 - Renovation of the space for North Alabama @ Bridge Street in Huntsville is underway.
- Within the Delores and Weldon Cole Honors College:
 - Maintained level institutional operating budget since 2014 while growing Honors student enrollment by > 250% – n=220 students (2014) / n=753 students (2022)
 - Fundraising and utilization of private gifts to offset increased recruiting and retention expenditures.

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

- University received 12.76% increase in state appropriations for fiscal year 2023, totaling \$45 million compared to fiscal year 2020 totaling \$32.7 million.
- Within the Office of International Affairs:
 - In collaboration with CASE, COEHS and other offices on campus helped generate an estimated \$705,499 in 4+0 program revenue share for 2022-2023 academic year.

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= 630 students in fall 2021 / n=753 students in fall 2022.
 - Applications for fall 2023: 150% ahead of the previous year (fall 2022) based on point-to-point comparison.
 - Cole Honors College enrollment projected to reach 850 in 2023 – approximately 15% of the undergraduate UNA population.
 - Over 95% of graduates of the Delores and Weldon Cole Honors College are at work in their fields or attending graduate school in their discipline within the first year after graduation.

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

- Within the College of Business and Technology (COBT):

- Largest MBA program in Alabama for the 6th straight year, as reported by Birmingham Business Journal.
- Monthly articles about COBT programs appear on the following websites: Birmingham Now and Huntsville Blast.
- Worked with Viewpoint to create a six-minute UNA video that will appear on PBS.
- CEO Magazine ranked the 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 Office of Graduate and Online Education:
 - The UNA online student population has grown 121% over the past five years.
 - 3.5% increase in graduate students taking only online courses from fall 2021 to fall 2022.
 - Record fall enrollment of 10,191 for fall 2022. A 15.4% increase over fall 2021.
 - Facilitated the signing of thirteen 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:
 - Federal Academic Alliance: 1.7 million employees (all federal employees).
 - Lockheed Martin: 114,000 employees.
 - The Southern Company: 27,300 employees.
 - Wexford Health Sources, Inc.: 1,525 employees.
 - Early College MOU- Sylacauga City Schools.

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

- Within the College of Business and Technology (COBT):
 - Joel R. Anderson BBA in Innovation and Entrepreneurship will launch in Spring 2023.
 - MBA Concentration in Data Analytics will launch in spring 2023.
 - Master's in Health Administration has been approved through the Graduate Council at UNA for a spring 2023 launch (pending approval from SACSCOC).
 - Launched Executive MBA Cohort 12 in Suzhou, China this fall with approximately 30 students. Will launch a new cohort in Taiwan in January 2023.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
 - The Doctorate of Nursing Practice (DNP) will launch in spring 2023 as UNA's third doctoral degree program (pending approval from SACSCOC).
 - The Psychiatric-Mental Health Nurse Practitioner (PMHNP) track will launch in spring 2023.
 - #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 College of Education and Human Sciences (COEHS):
 - The fully online Bachelor of Science in Sports and Recreation Management will launch in spring 2023.
- Within the Office of International Affairs (OIA):
 - Established 10 new global partnerships with universities in China, Costa Rica, France, Hungary, India, Korea, and Mexico.
 - Established three international feeder school partners in Guatemala and Costa Rica.
 - Identified potential 4+0 collaboration partners in South America and South East Asia to promote UNA undergraduate and graduate programs.