University of North Alabama

December 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):
  - Job placement data as of November 2023 for Sanders COBT spring graduates shows the following percentage of students with full-time jobs in their field of study:
    - Accounting and Business Law – 82%
    - Finance, Economics, and Data Analytics – 100%
    - Management and Marketing – 91%
    - Computer Science and Information Systems – 100%
  - Successfully completed four study abroad trips during Summer 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)
  - Sixteen employers participated in Fall 2023 Keller Connections, a Sanders COBT program that brings an employer to campus for a day to visit with and recruit students.
  - Steele Center for Professional Selling took students to compete in two external in-person sales competitions this fall: The Great Northwoods Sales Warm-Up in Eau Claire, WI and the International Collegiate Sales Competition (ICSC) in Orlando, FL. The team performed at a high level in both competitions, securing a first place Speed Sell award at the Great Northwoods. At ICSC, the team placed first in the Sales Role-Play, fifth in the Collegiate World Cup of Sales University Ranking, and tenth out of 180 students in the Speed Sell Competition.
  - The Joel R. Anderson Center for Innovation and Entrepreneurial Studies hosted another successful Smart Startup, a two-day business start-up event that aimed to transform students’ business ideas into workable business plans.

- Within the College of Education and Human Sciences (COEHS):
  - 100% of all initial teacher education candidates (N=95), kinesiology majors (N=23), 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 UNA West study away experience continued as part of the sport and recreation management program.

- Within the College of Arts, Sciences, and Engineering (CASE):
  - CASE has begun recruitment for eight faculty-led education abroad programs. Seven of the programs are planned for Summer 2024 and Model UN took students to Germany in November 2023. Other locations include Costa Rica, England, France, Iceland, Jamaica, South Korea, and Spain.
  - The Department of Foreign Languages hosted its inaugural Germany on Campus event. This event highlighted German culture as well as employment and internship opportunities with German companies. It was supported by a $5,000 grant from the German Embassy.
Several students and one CASE faculty member were accepted into the Council for Undergraduate Research’s 2023 Students Transforming Through Research (STR) program – a highly competitive six-month program designed to prepare students with communication and advocacy skills to leverage the impact of their undergraduate research experience.

Several CASE students were selected for and completed summer Research Experiences for Undergraduates (REU) at well-respected R1 institutions, including North Carolina State University and Iowa State University.

- **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.
  - 98% of MSN family nurse practitioner (FNP) students graduating in Fall 2023 completed a high-fidelity simulation in which traditional BSN students served as standardized patients.
  - 98% of MSN Family Nurse Practitioner (FNP) students and Psychiatric Mental Health Nurse Practitioner (PMHNP) 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 implemented the Handshake career management system, which will further connect students with employment opportunities, as well as FOCUS 2 which will aid in career and education decision making.
  - UNA was awarded a $5,000 grant in alignment with the All in AL initiative for retaining college graduates by increasing undergraduate students’ awareness of humanities and social science-based careers. This grant will be used to initiate a three-pronged approach to career awareness that includes student career self-assessment, experiential or work-based learning opportunities, and alumni panels with a career expo activity.

- **Within the Delores and Weldon Cole Honors College:**
  - 100% of new freshman Honors College students (n=228) 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% increase over the previous year).
  - The Honors College co-sponsored an education abroad trip to Ireland with the Sanders COBT (Summer 2023).
  - Eight Honors College students participated in prestigious external summer research opportunities universities at R-1 research universities and the Hudson Alpha Institute for Biotechnology.
  - Two Honors graduates were awarded year-long Fulbright Scholarships (Germany and Taiwan).
o Over 90% of graduates of the Cole Honors College work in the field of study or attend graduate school in the respective discipline within one year of graduation.

Eighty-six mentors and 176 freshman mentees participated in the Honors First Year Mentor Program.

Goal: Expand research opportunities for undergraduate and graduate students

- Students from the Sanders COBT and all other majors are eligible to collaborate and work on successful research projects at the Generator (a student incubator and maker space).
- UNA has become the eighth university in Alabama to join the Alabama Space Grant Consortium (ASGC). The vision of ASGC is increased level of appreciation and leadership by the people of Alabama in national space exploration and aerospace engineering enterprises. As a part of the consortium, UNA faculty and students have expanded opportunities for scholarship and research funding with increased avenues for education and outreach centered on space related programs.
- 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 University funded through the Army Research Office and a grant from NASA, which has already received second year funding to continue the research.
- Within CASE, 28 journal articles, book chapters, book reviews, and other scholarly projects were published by faculty, with several student co-authors this fall. Numerous conference presentations were also delivered by faculty and students during the fall semester.
- UNA’s LeoSink team made the semifinal in the 2023 ASME K-16/IEEE EPS Heat Sink Design International Competition organized by the American Society of Mechanical Engineers and General Electric.
- Within the Anderson College of Nursing and Health Professions (ACONHP):
  o 100% of BSN graduates completed a research project.
  o 100% of pre-licensure/accelerated students participated in podium presentations of systematic review research.
  o 100% of graduating pre-licensure/accelerated BSN students participated in poster presentations of systematic review research.
  o 100% of MSN graduates completed a research project.

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):
  o The Executive Doctor of Business Administration (EDBA) program’s fourth cohort launched November 17-18 with 18 students. Classes begin in January.
  o New program enrollment updates as of Fall 2023:
    - Master of Health Administration: 54
    - MBA-Data Analytics: 31
  o Scholarship of Distinction majors enrollment increase for Fall 2023:
    - Accounting: up 11%
    - Data Analytics: up 50%
    - Computer Science: up 8%
Sanders COBT continues to manage the Business Faculty Research Alliance (BFRA) to promote research sharing and collaboration across institutions. In the fall, five presentations were held.

**Within the College of Education and Human Sciences (COEHS):**
- The BS in Instructional Technology and Design (ITD) is SACSCOC approved and is scheduled to launch Fall 2024. COEHS is preparing to initiate an Accelerated Master’s Program concurrently (in ITD). The MS in Instructional Technology and Design (ITD) was launched in Fall 2021. The major currently has 32 enrolled students for Fall 2023. To date, five students have successfully completed the program.
- The Early Childhood Education collaborative degree program with Huizhou University (China) launched May 2023 with a total enrollment of 132 across two cohorts.
- Sixty-five teacher education interns are predicted to complete teacher education internships in Fall 2023.
- The Ph.D. program in Exercise Science and Health Promotion achieved a total enrollment of 13 students in the Fall 2023 semester.
- The Department of Kinesiology continued to experience high enrollment in the Accelerated Master’s Program (AMP) with 29 students enrolled in Fall 2023.
- Both the Clinical Mental Health Counseling program and the School Counseling Program received continuing accreditation from the Council for Accreditation of Counseling and Related Educational Programs (CACREP) through October 31, 2025.
- All education programs are approved by the Alabama State Department of Education (ALSDE). Initial and advanced preparation programs have full accreditation through the Council for the Accreditation of Educator Preparation (CAEP) through June 2028.
- UNA’s Kilby Laboratory School placed among the top 40% of elementary schools in the state of Alabama making it a U.S. News Best Elementary School. Kilby Laboratory School is ranked #21 in Alabama Elementary Schools. Schools are ranked on their performance on state-required tests, graduation, and how well they prepare students for high school. Notably, among the ranking factors, Kilby tied for fifth in Math Proficiency.

**Within the College of Arts, Sciences and Engineering (CASE):**
- The Doctor of Social Work (DSW) degree received ACHE approval in September. Pending SACSCOC approval, the program will begin in fall 2025.
- The Master of Social Work (MSW) program received initial accreditation from the Council for Social Work Education.
- The Bachelor of Engineering degree was approved by ACHE and SACSCOC, and will be offered starting in Fall 2024.
- The Master of Science in Occupational Safety and Health Management degree was approved by ACHE. Pending SACSCOC approval, the program will begin in Fall 2025.
- In collaboration with all of the academic colleges, Education and Technology Services, and Graduate and Online Education, CASE coordinated a full-day workshop offered by Dr. Rachael Brooks from the North Carolina Central University focused on Best Practices for Online Instruction. Over 75 faculty members participated in the event.
- Communication student Aubree Poag was recognized as the Public Relations of Alabama Student of the Year.

**Within the Anderson College of Nursing and Health Professions (ACONHP):**
- The Doctor of Nursing Practice (DNP) program achieved a total enrollment of 13 students in Spring 2023.
- Bachelor of Science in Respiratory Care program launched in Spring 2023.
- Pass rates:
Undergraduate BSN: The 2022 NCLEX first attempt pass rate was 95% and 99% for all test takers. The Alabama Board of Nursing requires an annual pass rate of at least 80% for all test takers.

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 95%.

Within the Office of International Affairs:
- Collaborated with COEHS and other offices in recruiting the MAEd double master degree programs with four national universities in South Korea to help mitigate the STEM teacher shortage in Alabama. Ten Korean graduate students are enrolled in Fall 2023.

Within Educational Technology Services (ETS):
- ETS New Online Course Development (NOCD) and Online Course Redesign (OCR) processes
  Since June 2023, 30 courses have begun development.
- ETS provided the Quality Matters Designing Your Online Course workshop to new faculty as part of New Faculty Orientation.
- In cooperation with CASE and CSIS faculty, ETS provided a round-table discussion about ChatGPT/AI to Early College faculty.

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=834 students in Fall 2023
- Cole Honors College freshman enrollment = 20% of UNA freshman class (Fall 2023)
- Cole Honors College total enrollment = 15.3% of undergraduate degree-seeking population
- Cole Honors College students = 24% of on campus occupants in university residence halls
- Fall 2023: 36 Honors courses and 44 total sections of Honors courses offered
- Fall 2023: 304 individual academic courses contracted for Honors credit
- Spring (2023), Summer (2023), and Fall (2023) Honors Commencements: Cole Honors graduates: n=142

Within the Office of Enrollment Management:
- There are 1,948 Early College students in Fall 2023, a 20% increase from Spring 2023, and a 12% increase from Fall 2023. In Fall 2023, 34 high schools participated in the Early College program.

Goal: Increase technology integration to improve and enhance student learning
- 67.8% of all students took at least one online course during Fall 2023.
- 24.8% of all UNA students are currently pursuing degrees online.
- 43 states (including Washington DC) outside of Alabama are represented by UNA’s online students.
- 40 countries are represented by UNA’s online students.
- Faculty in the Sanders COBT can now use the entire Packback Suite (Packback Questions, Packback Instruct and the latest Packback Deep Dives) in all classes. Packback helps increase students’ critical thinking and writing skills by leverage instructional AI. Deep Dives provides instant AI feedbacks to students so they will have an opportunity to improve their writings based on the assignment grading criteria before submitting finished work.
- CircleIn, a peer-to-peer learning platform, was made available to all students enrolled in Sanders COBT undergraduate courses for the 2023-2024 academic year after a year of piloting.
- ACONHP implemented the Apple iPad initiative in Fall 2023 with the inaugural respiratory care cohort.
The Academic English Program (AEP) within the Office of International Affairs delivered 10 sections of AEP online classes to 4+0 program students (N=224) in Fall 2023.

Collier Library’s tech lending collection added new items, including a DJI Mini 2 SE Drone.

Educational Technology Services (ETS) worked with Collier Library to offer development for Open Educational Resources (OER), resulting in the development of 12 low-cost/zero-cost textbook courses since June 2023. These new OER texts have resulted in a total student textbook savings of approximately $750,000 annually.

Tutor.com continues to provide an excellent academic service to students and maintains high usage, as 99 students utilized the service in over 600 sessions across 41 subject areas in Summer 2023.

Theme Three: Diversity and Inclusion

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

- Within the Sanders College of Business and Technology (Sanders COBT):
  - First “Internship Information Session and Resume Workshop” was held on November 15, organized specifically for on-campus international students.
  - The Women in Business student organization and The Collegiate Entrepreneurs organization celebrated Women's Entrepreneurship Week in October with several local business owners. This event was a great way for students to meet members of the community.

- Within the College of Education and Human Sciences (COEHS):
  - The COEHS is developing an approach to offer a Diversity Badge. The badge will offer students a way to express emphasis on supporting DEI related initiatives and provide merit to these efforts.

- Within the College of Arts, Sciences and Engineering (CASE):
  - In collaboration with the Sanders College of Business and Technology and UNA’s Chief Diversity Officer, the College of Arts, Sciences, and Engineering DEI Committee coordinated a virtual workshop focused on Advocacy and Allyship presented by Dr. Kimberly DeSimone.
  - The School of the Arts hosted the 5th annual I2E2 (Ignite. Inspire. Educate. Engage) conference. This year’s theme was “Promoting Accessibility in the Arts.”
  - Poet and PhD candidate at Yale Amanda Gunn, daughter of Wendell Wilkie Gunn, read from her works at a recent Writer’s Series event hosted by the English Department.
  - Four CASE faculty offered courses at the Guizhou University-University of North Alabama International College of Engineering and Technology in Guiyang, China.

- Within the Anderson College of Nursing and Health Professions (ACONHP):
  - Summer 2023, eight simulated clinical events were held – four focused on DEI.
  - Fall 2023, 190 simulated events were held – 49 focused on DEI.
  - Organized and supervised 1,073 clinical experiences for pre-licensure/accelerated BSN students with 78 community partners over Summer and Fall 2023 semesters.
  - Summer 2023 – initiated and managed 152 clinical placement partnerships for online MSN and post-licensure BSN students across 14 states.
  - Faculty and students participated in a Community Baby Shower and Sibling Boot Camp on November 18.
  - Faculty, students, and community volunteers hosted four Respite Care events for children with special needs during the Summer and Fall of 2023. The total number of participants at these events exceeded 230.
  - A women’s health and wellness CEU offering was held at Helen Keller Hospital in Fall 2023.
Nurse practitioner faculty and students partnered with Shoals Community Clinic to offer a women’s health clinic to citizens of Northwest Florence in the summer of 2023.

- Level 4 nursing students raised over $800 for Meals on Wheels and delivered meals in the Shoals community.

- Within the Delores and Weldon Cole Honors College:
  - 100% of new Honors College students (n=228) participated in diversity and inclusion education as part of the first year Honors Forum course.
  - 100% of Honors Mentors received diversity and Title IX training from UNA staff.
  - Developed and launched new Honors College Global Learning Badge (LinkedIn digital verified certification)

- Within the Office of International Affairs (OIA):
  - Hosted the annual International Education Week and Passport to the World events to promote global learning among UNA students, local school children, and members of the Shoals community. Approximately 600 people attended Passport to the World in November 2023.

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

- Within the Sanders College of Business and Technology (Sanders COBT):
  - Cultural Celebrations and Awareness Months: Events and showcasing specific awareness months (e.g., Black History Month, Women’s History, International, etc.)

- Within the College of Arts, Sciences, and Engineering (CASE):
  - CASE recruited and hired 11 new faculty of diverse backgrounds for AY 23-24.
  - Several CASE faculty contributed to National Science Foundation grant-funded initiatives (Louis Stokes Alliance for Minority Participation – LSAMP and Scholarships in Science, Technology, Engineering, and Mathematics – S-STEM) that provide increased access and support for underrepresented students.

- Within the Anderson College of Nursing and Health Professions (ACONHP):
  - Collaborated in Fall 2023 with the Office of Diversity, Equity and Inclusion to present a workshop on the topics of professionalism and civility. A total of 223 pre-licensure BSN students attended the event.

- Within the Office of International Affairs (OIA):
  - Five hundred thirteen international students are enrolled on campus in Fall 2023, representing 57 countries.
  - The Office of International Affairs recruited and served the highest number of international students in the past 10 years (N=1,048) from 71 countries on-campus, online and on-site.

**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 or organized 31 campus events and programs that promote inclusive practices, increase sense of belonging, and encourage student engagement.
  - Participated in 18 outreach events that focused on student recruitment
  - Sponsored or led 13 trainings on campus or in the community focused on inclusive practices including a training for staff at Northwest Shoals Community College
  - Led 28 in-class trainings for students focused on campus resources and career preparation
  - Co-sponsored the Grill and Greet for international students and sponsored one international-focused event in conjunction with International Education Week
  - Organized four exhibits for Collier Library
Spoke at five different campus or community events
- Staff presented at the Alabama Student Success Organization conference on effective collaborations
- Provided professional development on workplace communication strategies for the first-generation alumni affinity group
- The Center for Women’s Studies (CWS) co-sponsored a concert during Handy Week in partnership with the School of the Arts and One Place of the Shoals, and sponsored events for Women’s Equality Day, voter registration, breast cancer awareness, and domestic violence awareness. The CWS organized activities for an affinity group and the Women of Action panel series with a focus on careers in law.
- Two Sanders COBT staff members were featured in the First-Generation Stories Blog.

**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 was notified of an additional $13 million for fiscal year 2024 to assist in the construction of an engineering building for the growing enrollment in the multiple engineering tracks.
- The University received $16.7 million in one-time funding in fiscal year 2023 from the State of Alabama for ongoing construction projects and deferred maintenance.
- S&P Global Ratings Affirmed “A” rating
- Moody’s Affirmed “A1” rating
- Within the Sanders College of Business and Technology (Sanders COBT):
  - Renovation of the space for North Alabama @ Bridge Street in Huntsville should be completed in Fall 2023.
  - The Computing and Mathematics Building construction is on schedule.
- Within the Delores and Weldon Cole Honors College:
  - Completed exterior improvements to former home in Lafayette Hall (Summer 2023)
  - Moved Honors College operations to Coby Hall: invested in exterior improvements to sidewalks, terrace, and garden; added exterior lighting, and installed external security cameras (Fall 2023)
  - Secured two major gifts for improvements to interior/exterior spaces in Coby Hall (Fall 2023)
  - Maintained level institutional operating budget since 2014 while increasing Honors College student enrollment by 278%: n=220 students (2014) and n=833 students (Fall 2023)
  - Fundraising and utilization of private gifts to offset increased recruiting and retention costs
- Within the Anderson College of Nursing and Health Professions:
  - Medical Gas Renovation Project: In Summer 2023, a medical gas system renovation project was completed for the newly implemented Bachelor of Science in Respiratory Care Program.

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

- The University received a 12.76% increase in state appropriations for fiscal year 2023, totaling $45 million and an additional increase of over 8.56% for fiscal year 2024 for a total of $48.8 million.
- The University received over $34.5 million in gifts and pledges during fiscal year 2023, a 51% increase over previous year record in fiscal year 2022.
- The University received over $9 million in federal grants and contracts in fiscal year 2023, an increase of over $3 million from fiscal year 2020.
• The Sanders COBT dean’s suite was recently named in honor of Russell Trapp by the Trapp family.
• 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*

- Dr. Ansley Quiros, Associate Professor and Chair of the Department of History, authored the article “The Forgotten School Integration Story that Challenges What We Think We Know.” The article discusses the integration of UNA by Dr. Wendell Wilkie Gunn in 1963, and concludes with his current service as a member of the UNA Board of Trustees. The article was published in Time: Made by History in November 2023. Dr. Quiros and Dr. Matt Schoenbachler are currently working with Dr. Gunn on his memoir.

*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
  - The Master of Health Administration program reached an enrollment of 54 as of Fall 2023 in its first year of launching with paid media marketing efforts executed by Collegis Education on behalf of the Sanders COBT.

- Within the Office of Graduate and Online Education (GOE):
  - The UNA online student population grew 67% over the past five years.
  - One percent increase in graduate students taking only online courses from Fall 2022 to Fall 2023
  - Record enrollment of 10,529 for Fall 2023, a 3.3% increase over Fall 2022
  - Facilitated the signing of five 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:
    - Hartselle Chamber of Commerce
    - Safe Streets USA
    - ACC Performance Plus
    - Early College MOU – Lawrence County Schools
    - LEAD MOU – Mountain Brook Schools

- Within the Office of Enrollment Management:
  - Eight hundred eighty-one students and families attended Preview Day in November.
  - Two hundred fourteen students attended MyUNA Day.

- The Department of Kinesiology hosted a successful esports competition (“The Mane Event”) on campus November 2023. Over 200 attendees were on campus for this multi-day event.

- The UNA Cinematic Arts and Theatre Program within the College of Arts, Sciences, and Engineering hosted the 2023 Alabama Walter Trumbauer High School Theatre Festival in early December. Over 2,000 students and chaperones attended this event.

- UNA hosted the South’s BEST Regional Robotics Championship in early December. The event brought teams from 43 schools across four states to campus for a three-day competition.

- UNA will host the second annual Alabama Higher Education Science of Reading symposium in January. Faculty members from across the state will share research, best practices and ideas for supporting preservice and in-service teachers.
Goal: Develop prominent academic programs with national and international recognition at the graduate and undergraduate levels, in all modalities.

- Within the Sanders College of Business and Technology (Sanders COBT):
  - Named #1 in Alabama for 100% Online MBA with AACSB Accreditation by Online MBA Page
  - Ranked in the Top 20 Most Affordable Online MBA in Data Analytics Programs by AnalyticsDegrees.com
  - Ranked in the Top 100 Online Bachelor’s in Business Programs by U.S. News and World Report
- In Fall 2023, U.S. News & World Report recognized the Florence Helen Nethery Duncan Bachelor of Science in Nursing program as one of the Best Undergraduate Nursing programs in the country.
- Through new global partnerships established in 2023, UNA has 117 on-campus students from India and 30 students from South Korea.
- Please see Theme Two: Academic Excellence and Innovation, Goal #1 for further academic program updates (p.3).