



**University of North Alabama
December 2024
Board of Trustees Strategic Plan Update
“Pride in the Gold Standard”**

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University of North Alabama
December 2024
Board of Trustees Strategic Plan Update
“Pride in the Gold Standard”

Report Overview

This report serves as the first baseline update for tracking the progress of the University of North Alabama’s (UNA) initiatives, programs, and achievements in alignment with the **Pride in the Gold Standard Strategic Plan**. It provides a comprehensive overview of ongoing efforts across various university departments and divisions, identifying key areas where current actions meet the strategic goals outlined in the plan. By evaluating these efforts, the report aims to establish a foundation for future improvements, ensuring that UNA’s commitment to **Student-Centric Excellence, Sustainable Growth and Infrastructure, Community Engagement and Partnerships, Financial Viability, Communication, Transparency, and Accountability**, and **Institutional Identity** is effectively supported by its programs. This baseline will also help guide strategic decision-making and allow for the identification of potential gaps or opportunities for further alignment with the university’s long-term objectives.

Reports from:

Anderson College of Nursing and Health Professions (ACONHP)
College of Arts, Science and Engineering
College of Education and Human Sciences
Delores and Weldon Cole Honors College
Division of Academic Affairs
Division of Athletics
Division of Business and Financial Affairs
Division of Student Affairs
Division of University Advancement
Educational Technology Services
Enrollment Management
Enrollment Management and Digital Communications (EMDC)
Governmental Relations
Office of Human Resources
Office of International Affairs
Sanders College of Business and Technology
University Success Center

Pride in the Gold Standard December 2024		
Executive Summary		
Theme	Goal	Key Initiatives/Programs/Achievements
Student-Centric Excellence	Increase experiential learning and workforce development opportunities for students.	<ul style="list-style-type: none"> - Career fairs and mentorship programs for student-athletes. - Study-abroad programs for Foreign Languages students (e.g., Spain, France, Germany, South Korea). - 100% experiential learning for nursing students with real-world clinical placements. - Internship programs for entertainment and music students at regional studios.
	Increase timely hiring and funding of faculty to maintain program quality and small student-to-faculty ratio.	<ul style="list-style-type: none"> - 47 faculty positions posted for academic year 2024-2025 to address growing demand. - New endowed professorships (5 total) to attract exceptional faculty. - Special Voluntary Retirement Incentive (SVRI) to diversify faculty and bring in fresh perspectives. - Collaborative efforts between HR and academic departments to streamline hiring processes.
	Maintain a high-quality, student-focused, and personalized instructional and learning environment.	<ul style="list-style-type: none"> - Nursing department's 98% NCLEX pass rate for BSN students. - Entertainment Industry program's mentorship opportunities connecting students with alumni. - Independent research opportunities for psychology students in faculty-led labs. - Biology students engaged in field research projects and scientific publications.
Sustainable Growth and Infrastructure	Invest in building maintenance, renovations, and new projects that enhance safety and support university growth.	<ul style="list-style-type: none"> - Renovation of CB&S Arena and athletic facilities with new weight rooms and locker rooms. - New \$17M energy savings project to reduce electricity usage by 20% over the next 20 years. - Construction of the new Computing and Mathematics building, designed to improve classroom space and labs. - Addition of Field Turf at the Hilda B. Anderson Softball Stadium.
	Implement options to help address internet/network redundancy issues on campus.	<ul style="list-style-type: none"> - Expanded Wi-Fi coverage on Kilby campus, allowing for outdoor learning and student health tracking. - Internet infrastructure upgrades in academic buildings and dormitories. - Installation of additional switches and access points in key areas to address connectivity issues.

		<ul style="list-style-type: none"> - Partnership with IT services to enhance network resilience and redundancy.
	Continue to develop and invest in sustainable enrollment strategies.	<ul style="list-style-type: none"> - Record-high Fall 2024 enrollment with 10,620 students, a 50% increase since 2015. - Growth of Honors College enrollment from 834 to 953 students with improved recruitment strategies. - Increase in Pell-eligible students, now at 35% of the degree-seeking population. - Partnerships with early college programs to attract high-achieving students to UNA.
Community Engagement and Partnerships	Strengthen Community Relationships	<ul style="list-style-type: none"> - Over 4,000 hours of community service completed by UNA student-athletes as part of the “Civic Engagement Day” event. - Collaborations with local art councils to provide students with opportunities for public art projects. - Nursing students partnering with Shoals Community Clinic for health screenings. - Social work students supporting the Alabama Child Welfare Consortium.
	Enhance Communication Strategies	<ul style="list-style-type: none"> - Launch of Lion Family Connect online platform, providing parents with updates on resources and events. - Social media campaigns promoting campus diversity and inclusivity. - Regular community newsletters from the Mitchell-West Center for Social Inclusion to keep stakeholders informed. - Use of multimedia tools to highlight student achievements and community events.
	Attract Diversity in the University Community	<ul style="list-style-type: none"> - 7% increase in people of color (POC) enrollment since 2015. - Expansion of the Presidential Mentors Academy, now supporting 70 students with 80% retention. - Scholarships and mentorship opportunities for first-generation students. - International student growth through strategic partnerships with institutions abroad.
Financial Viability	Maximize resource efficiency to ensure the future growth and expansion of the University’s mission.	<ul style="list-style-type: none"> - \$20.6 million raised in external revenue by Athletics, including a record \$1 million in corporate sponsorships. - Secured \$30 million in state funding for capital projects and deferred maintenance. - \$17M ESCO (Energy Savings Project) to improve energy efficiency across campus. - Streamlined tuition and fee structures to support program sustainability.
	Maximize engagement with policymakers, alumni,	<ul style="list-style-type: none"> - Hosting of “Leadership Dinners” to engage with alumni and leaders across the region. - Successful campaigns such as “Shine On,

	stakeholders, and supporters by highlighting economic impact.	<p>Gold” to raise financial support for scholarships.</p> <ul style="list-style-type: none"> - Continued partnership with local and state policymakers to advocate for the university’s funding needs. - Increased donor engagement through strategic campaigns and relationship-building efforts.
	Continue to utilize data-driven analysis to forecast enrollment trends and identify areas of growth or decline.	<ul style="list-style-type: none"> - Use of text messaging campaigns to enhance student retention by connecting them with academic resources. - \$32 million in scholarships awarded to students, with data analytics to ensure equitable distribution. - Enrollment growth tracked through a new CRM system for better decision-making. - Collaboration with IT and data management teams to analyze enrollment trends and optimize outreach strategies.
Communication, Transparency, and Accountability	Improve communication across all shareholders through a unified communication strategy.	<ul style="list-style-type: none"> - Implementation of the Slate CRM system to streamline communication and improve the admissions process. - GUC Operations revamped website to improve user-friendliness for campus event planning. - Integration of communications across departments with shared platforms like Campus Groups. - Regular internal and external reports to keep all stakeholders informed on progress.
	Invest in strengthening mental health resources available to students, faculty, and staff.	<ul style="list-style-type: none"> - Student Counseling Services (SCS) increased outreach with mental health awareness campaigns. - Health & Well-Being portfolio established to integrate health services and student support systems. - The Mitchell-West Center for Social Inclusion promotes mental health initiatives through affinity groups. - Employee Assistance Programs (EAP) and counseling services extended to faculty and staff.
	Increase emergency preparation across campus.	<ul style="list-style-type: none"> - Monthly safety drills at Kilby Lab School to prepare students and faculty for emergencies. - CPR certification courses offered regularly for faculty, staff, and students. - Immunization compliance events ensuring student safety for campus entry. - Creation of an emergency communication plan for faculty, staff, and students via text alerts and campus-wide announcements.
Institutional Identity	Engage the community with tangible research, workforce	<ul style="list-style-type: none"> - “Roaring RNs” mentorship program connects nursing students with alumni.

	training, project development, and outreach to community and alumni partners.	<ul style="list-style-type: none"> - Esports competitions hosted on-campus attracting 200+ attendees. - Partnership with HudsonAlpha Institute for Biotechnology to engage students in cutting-edge research. - Collaborative research and outreach initiatives in partnership with local schools and community organizations.
	Emphasize UNA's focus on high-quality education and develop a competitive enrollment strategy.	<ul style="list-style-type: none"> - Highlighting Division I achievements and faculty leadership in publications. - Digital campaigns that focus on student success stories and UNA's academic excellence. - Increase in first-year students from diverse backgrounds due to targeted recruitment strategies. - Enhanced campus tours and recruiting programs showcasing UNA's strengths and values to prospective students.
	Prioritize and highlight UNA's strength as a regional university with world-class faculty to enhance the student experience.	<ul style="list-style-type: none"> - International tours by Athletics to showcase UNA's faculty and student-athlete achievements. - Honors College growth, with 25% of residence halls occupied by Honors students. - Expanded alumni engagement through networking events across the region.

**Pride in the Gold Standard
Strategic Plan Update
December 2024
Full Report**

Theme One: Student Centric Excellence

- **Increase experiential learning and workforce development opportunities for students (e.g., internships, study abroad, study away, and mentorship programs)**
 - 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 BSN 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 2024 completed a high-fidelity simulation in which traditional BSN students served as standardized patients.
 - 98% of MSN Family Nurse Practitioner (FNP) and Psychiatric Mental Health Nurse Practitioner (PMHNP) students completed a poverty simulation.
 - College of Arts, Sciences and Engineering
 - School of the Arts
 - Visual Arts and Design: Students engaged in hands-on projects, including the creation of public art installations and participation in regional exhibitions, providing practical experience in artistic production and community engagement.
 - Entertainment Industry: The department facilitated internships with local studios and event management companies, allowing students to gain real-world experience in music production, event planning, and entertainment business operations.
 - Cinematic Arts and Theatre (CAT): Students collaborated with professionals on Cotton Candy Sky, screened internationally, and participated in three theatre productions that integrated skills across departments such as Music and Entertainment Industry
 - Music: Conducting classes provide hands-on learning, and over 175 events annually engage students in performances and collaborations. Applied lessons foster personalized development.
 - School of Humanities and Social Sciences

- English: Internship programs like Lions Bridge Press and independent studies provided tailored opportunities for hands-on publishing and personalized learning.
- Foreign Languages: Nearly 40 students participated in study-abroad programs to Spain, France, Germany, and South Korea, enriching their cultural and linguistic competence.
- Politics, Justice, Law, and Philosophy: Students engaged in internships with government agencies and legal practices, participated in mock trials, and contributed to policy research projects, enhancing their practical understanding of political and legal systems.
- Social Work: 80% of courses integrate experiential learning through partnerships with local agencies like police and fire departments. Annually, students complete over 10,000 community-based learning activities.
- Psychology: Faculty-led research labs engaged 13 students in projects presented at conferences like the Rocky Mountain Psychological Association.
- History: Students worked on archeological projects, murals in collaboration with Native American tribes, and public history initiatives like the Shoals Music Archive and Tennessee River line projects.
- Communication: Courses like Nonverbal Communication and Organizational Communication engaged students in field-based observational exercises.
- Interdisciplinary Studies (IDS): Capstone projects and service-learning courses focused on applied learning through QEP-designated courses.
- School of Natural Sciences, Engineering and Mathematics
 - Biology: Students participated in field research projects, such as ecological studies in local habitats, and laboratory research, contributing to scientific publications and presentations at conferences.
 - Chemistry and Physics: The department offered research opportunities in areas like materials science and environmental chemistry, with students co-authoring papers and presenting findings at national scientific meetings.
 - Engineering and Industrial Professions: Industrial visits to TVA Wilson Dam and internships like OEHS placements provided hands-on experience in real-world engineering challenges.
 - Mathematics: Undergraduate research projects tackled issues like lionfish population modeling and bioinformatics, showcasing mathematics' practical applications.
- College of Education and Human Sciences
 - Exercise Science quiz bowl team competed at 2024 Southeast American College of Sports Medicine in Greenville, SC.

- Mr. Patrick Shremshock's SRM 441 Outdoor Education students demonstrated key outdoor skills such as packing backpacks, food preparation, camp cooking, fire building, applying Leave No Trace principles, campsite selection, tent set-up and breakdown, astronomy, and hiking safety and etiquette as part of a project with the local nature preserve. The Preserve was incredibly appreciative of their hard work and dedication.
- Approximately undergraduate 70 internship placements in exercise science/health and fitness and sport and recreation management.
- For the previous academic year approximately 120 Teacher Education students completed their internship experience and ultimately were recommended for and gain certification in the state of Alabama, helping offset the shortage of teachers in the state.
- Delores and Weldon Cole Honors College
 - Added new staff position – Director of Undergraduate Research.
 - 100% of new first-time freshman Honors College students (n=251) 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=53) participated in Education Abroad programs in summer 2023 (40% increase over the previous year).
 - Spring 2024: 27 Honors courses and 38 total sections of Honors courses offered.
 - Spring 2024: 347 individual academic projects completed for Honors credit.
 - Summer 2024: 10 individual academic projects completed for Honors credit.
 - Fall 2024: 33 Honors courses and 40 total sections of Honors courses offered.
 - Fall 2024: 340 individual academic projects completed for Honors credit.
 - Ongoing Honors Mentoring Program (2012-present) assists first year freshmen Honors
 - College students with the transition to University life: 76 Mentors and 115 freshmen
 - Mentees participated in the Honors 1st Year Mentor Program
 - Hosted student entrepreneurial event on Study Day
- Division of Academic Affairs
 - Quality Enhancement Plan (QEP): 2023-2024 (Year 1)
 - Successfully launched Preparing the Pride, UNA's QEP initiative focused on experiential and work-based learning, with 31 courses approved for QEP designation in Year 1.
 - Delivered faculty training and implemented a checklist to improve QEP course execution, including training on using QEP rubrics and integrating critical reflection assignments.
 - Identified and addressed gaps in data collection through enhanced communication with departmental liaisons.
- Division of Athletics

- UNA Athletics partnered with the Career Center to host a student-athlete career fair, offering internships, job shadowing, and mentorship opportunities. Over 100 student-athletes attended this event.
- Division of Student Affairs
 - University Health Services partners with both Anderson College of Nursing and Health Professions and the Department of Kinesiology to provide opportunities for undergraduate, graduate, and doctoral students to have both clinical and health promotion internships, practicum training and hands-on experience in their fields of study while remaining on campus.
 - Student Counseling Services partners with the Counselor Education Department and the Social Work department to provide opportunities for graduate level internships, practicum training, and hands-on experience in the program of study. SCS is rebranding and rebuilding Healthy Lion Council to encourage students to become mental health ambassadors to the university and become Peer Support Advocates
 - The Mitchell-West Center for Social Inclusion partners with the Center for Student Engagement to organize a volunteer fair that provides students with direct access to service-learning and with Housing and Residence Life on the side hustle expo to highlight student entrepreneurs. MWCSI participates in a variety of ways in the Lindsey Film Fest, French Film Festival, and the Urban Music Symposium. The MWCSI has partnered with academic programs to develop the Badge of Diversity and Inclusion to highlight experiential learning activities. The MWCSI and Center for Women's Studies sponsor career panels each semester to highlight internships and workforce development. The MWCSI offers two affinity groups centered on mentorship, supports student research, and provides funding to students through the Inclusion Scholar Experiential Learning Scholarship.
 - The Student Recreation Center and Outdoor Adventure Center serve as dynamic learning environments, hosting more than 20+ academic courses each year. These facilities house versatile venues, courts, and specialized equipment designed to support a range of physical activities and experiential learning.
 - The Center for Student Engagement provides access to 115 registered student organizations (RSOs), including approximately 45 groups dedicated to enhancing academic learning beyond the classroom. Participation in RSOs also fosters skills in group dynamics, project and program planning, communication, conflict resolution, and leadership development. Currently, the RSO database management system, Campus Groups, reports 2,048 unique students actively involved in at least one organization.
 - Between June 1, 2023, and June 5, 2024, student engagement in programs and events has shown significant growth. During this period, a total of 1,331 events were organized to promote student involvement, with 32,638 student sign-ins recorded via Campus Groups. These sign-ins represent 4,248 unique users, highlighting strong participation and engagement in the events offered.
- Division of University Advancement

- When engaging with donors and prospective supporters passionate about experiential and workforce development opportunities, University Advancement presents meaningful ways donors can make an impact through philanthropy. Donor established a Workforce Development Endowment benefiting both CASE and the Sanders College of Business and Technology. This endowment will create invaluable work-based learning opportunities in the community that students might not otherwise experience. Beyond this, UNA now have a total of nine dedicated funds exclusively supporting experiential learning initiatives and 7 additional funds for study away/ abroad.
- Enrollment Management
 - 16 study abroad destinations
- Office of International Affairs
 - International Student Services
 - ISS offers CPT and OPT workshops to international students on-campus.
 - ISS has moved twice in just over a year and has endeavored to make each location a welcoming environment to students. We will be installed a wall wrap in 2025 to coordinate with other GUC offices, and we will repaint the interior of the suite.
 - ISS is primarily retention as far as enrollment. By connecting students to campus and to others, this strengthens them socially and academically.
 - Academic English Program
 - Piloted a new AEP online course for Listening 4 to facilitate experiential learning through lectures and notetaking exercise where all content is created by University employees.
 - Educational Aboard
 - Education Abroad is a new department with full-time staffing. Thanks to the efforts of employees taking on these responsibilities in the meantime, we've seen students continue to go abroad. Now, we aim to better inform students of all opportunities and serve faculty/staff in building their global learning programs for QEP. We aim to increase experiential learning and workforce development opportunities for students by internships, study abroad, and study away.
 - ISEP Long Term Exchange: Currently in Fall 2024 we have 3 abroad and 2 more going abroad for Spring 2025. We had 5 applicants total consider ISEP this past round. We have 2 with early applications for Fall 2025.
 - Faculty Led Short Term: We have 15 trips going which is an increase of 3 since the past summer for students to attend, we are excited for this growth! We are working with COEHS for their first trip!
- Sanders College of Business and Technology

- The BIG Ideas competition/event through the Center for Learning and Professional Development. Seven student teams will work on new ideas for businesses.
 - Smart Startup (two-day student business startup simulation through the Generator)
 - Shoals Idea Audition (business pitch contest; we had two UNA students as finalists)
 - Steele Sales Center competitions (teams finished first and third in recent national competitions)
 - University Success Center
 - 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.
- **Increase timely hiring and funding of faculty to maintain program quality and small student to faculty ratio.**
 - Division of Business and Financial Affairs
 - SVRI (Special Voluntary Retirement Incentive) – Opportunity for university to save funds on replacing tenured employees with new employees at a lower cost and opportunity for further diversification of our workforce. Bringing in new perspectives and creating opportunities for current employees to advance in their areas.
 - Division of University Advancement
 - UNA currently have 5 fully funded endowed professorships and one professorship that was established this year. These funds not only enhance our ability to recruit exceptional faculty but also provide critical resources to support their teaching, research, and engagement with students.
 - Office of Human Resources
 - Human Resources remains committed to partnering with academic departments to streamline and enhance hiring processes, ensuring that faculty positions are filled efficiently and in alignment with institutional goals.
 - As part of our commitment to the strategic goal of ensuring timely hiring and funding of faculty to maintain program quality and uphold small student-to-faculty ratios, HR facilitated the posting of 47 faculty positions for academic year 2024-2025. Moreover, there are currently 8 faculty openings posted and three faculty hires for academic year 2025-2026, and we are working diligently with academic leadership to attract and recruit the best candidates to meet program needs and sustain excellence.
 - Office of International Affairs
 - Academic English Program
 - Hired Assistant Director of AEP August 2024
 - Hired Full Time Instructor/Staff August 2024
- **Maintain a high-quality, student-focused, and personalized instructional and learning environment as the University nurtures diverse academic program offerings.**

- Anderson College of Nursing and Health Professions (ACONHP):
 - Pass rates:
 - Undergraduate BSN: The 2023 NCLEX first attempt pass rate is 94% and 100% 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 2023 graduates achieved a pass rate of 98% for all test takers.
 - MSN-Post-master's certificate (PMC) 2023 graduates achieved a pass rate of 100% for all test takers.
- College of Arts, Science and Engineering
 - Visual Arts and Design: Implemented portfolio review sessions and personalized feedback mechanisms, allowing students to receive tailored guidance on their artistic development and career planning.
 - Entertainment Industry: Developed mentorship programs connecting students with alumni working in the industry, providing personalized career advice and networking opportunities.
 - Biology: Introduced flexible lab scheduling and research project options, accommodating diverse student interests and promoting individualized learning experiences.
 - Chemistry and Physics: Offered modular course designs and independent study options, enabling students to tailor their academic paths to specific interests in areas like quantum mechanics or organic synthesis.
 - Politics, Justice, Law, and Philosophy: Established discussion-based seminars and writing-intensive courses, fostering critical thinking and personalized engagement with complex political and philosophical concepts.
 - History: Faculty supported independent studies and thesis projects tailored to student interests.
- College of Education and Human Sciences
 - Alyssum Reno became the second graduate from the Ph.D. program in Exercise Science and Health Promotion in summer 2024.
 - Department of Teaching, Learning and Leadership initiated a monthly "Summit Seminar" where a select TLL faculty provides a "conference-style" presentation to faculty and interested graduate students.
 - COEHS students (11) were selected as K-12 outreach ambassadors for the Alabama Space Grant Consortium (ASGC). These Ambassadors deliver STEM presentations in the school systems as part of the outreach through ASGC.
 - Continued funding for the research funded through NASA study (cumulative \$48,000 plus a 1:1 match from UNA) assessing countermeasures to spaceflight. Data collection ongoing and being led by graduate students in Dept of Kinesiology under faculty direction.
 - Partnering with Alabama Math, Science, & Technology Initiative (AMSTI) for pre-service teacher training
 - Partnering with Alabama Connecting Classroom, Educators & Students Statewide (ACCESS) for pre-service teacher training.
- Division of Athletics

- Student-athletes achieved academic excellence, including a department record APR of 987 and 64 graduates this year, exemplifying a high-quality and student-focused instructional environment.
- Division of Student Affairs
 - Student Counseling and University Health Services utilize student interns to provide practical experience coupled with their academic programs
 - The Mitchell-West Center for Social Inclusion partners with many academic departments and programs to provide instruction about networking and career development.
 - Fraternity and Sorority Life provides a 6-week online course through Canvas to educate new members on content areas such as alcohol and drug awareness, hazing prevention, the Fraternity and Sorority Life Handbook and the lifelong membership expectations of joining a Greek organization.
- Division of University Advancement
 - Through partnerships with donors and stakeholders, University Advancement secures resources that enhance both the student experience and the scope of our academic opportunities. A recent example of this is the funding secured for the Center for Servant Leadership, which exemplifies our dedication to innovative and diverse programming. This initiative provides students with unique opportunities to develop leadership skills grounded in service, empowering them to make meaningful contributions in their communities and careers.
 - Continually aligning donor support with institutional priorities, University Advancement ensures that our University remains a leader in delivering transformative, student-centered education that adapts to evolving academic and societal needs.
- Educational Technology Services
 - In 2023-24, ETS worked with faculty through the ETS New Online Course Development (NOCD) and Online Course Redesign (OCR) processes to develop 24 new online courses, including those for the HZU and GZU programs. Since June 2024, 8 courses have begun development, with an additional seven courses scheduled to start by the beginning of spring 2025.
 - ETS is responsible for the new faculty orientation process. As part of this process, ETS has hosted welcome, training, and information sessions for faculty throughout the fall semester. ETS has hosted office hours for faculty questions and a brown-bag lunch with faculty to discuss concerns about AI. ETS participated in QEP faculty training sessions to provide support for using Canvas tools.
- Office of International Affairs
 - Academic English Program
 - Conducted 30 online Academic English classes for 640 students in China to improve their English proficiency
 - Facilitated a weekly gathering of Conversation Partners with community volunteers, where students can meet and practice English and share cultures.

- Conducted 50 on campus English Language classes which are multicultural with students from Saudi Arabia, Korea, China, Japan, Vietnam, and Democratic Republic of Congo)
- Global Initiatives
 - Hosted online orientation and advising to promote UNA-GZU/HZU students' retention and foster academic excellence throughout their academic journey. A total of 443 students from GZU/HZU enrolled in both undergraduate and graduate programs at UNA in Fall 2024 semester.
 - Collaborated with partners to host virtual recruitment events. The third cohort of students has been successfully recruited and enrolled to International College. The 3rd cohort includes 250 students from GZU (Guizhou University) and 72 students from HZU (Huizhou University). This marks the third consecutive year of expansion of the student body.
 - Coordinated faculty (N=12) travel logistics and details including international travel, onsite transportation and housing, onsite teaching schedule and classroom support on GZU and HZU campus.
- University Success Center
 - The Center for Writing Excellence provides in person and online writing assistance across undergraduate and graduate coursework, utilizing peer writing consultants. Tutor.com provides an excellent academic service to students, with over 400 students utilizing the service across 64 different subjects in the Spring and Summer 2024 terms.
- Sanders College of Business and Technology
 - Institute Fellows program (through the Institute for Innovation and Economic Development) – has supported over eighty UNA students who received over \$200K in scholarship money for projects with local firms.
 - Society for Business, Industry, and Economics (SOBIE) – Several UNA students have presented research; the event is held each April in Sandestin, FL.

Theme Two: Sustainable Growth and Infrastructure

- **Invest in building maintenance, renovations, and new projects that enhance safety and support the university's growth.**
 - College of Arts, Sciences and Engineering
 - New Computing and Mathematics Building: Opened for the fall semester, showcasing state-of-the-art classrooms and labs.
 - Visual Arts and Design: Upgraded studio spaces with advanced digital tools and expanded gallery areas, supporting both traditional and digital art forms and enhancing exhibition capabilities.
 - Entertainment Industry: Enhanced recording studios with state-of-the-art equipment and acoustics, providing students with professional-grade facilities for hands-on learning in music production.

- Biology: Expanded laboratory facilities to include advanced microscopy and biotechnology equipment, supporting cutting-edge research and attracting research funding.
- Chemistry and Physics: Updated research labs to accommodate interdisciplinary projects and installed new instrumentation for materials analysis, fostering collaborative research initiatives.
- Politics, Justice, Law, and Philosophy: Developed a mock courtroom and debate spaces, providing realistic environments for legal education and public speaking practice.
- Delores and Weldon Cole Honors College
 - Utilized private giving to conduct improvements to Coby Hall interior spaces, repurposing former offices for student use
 - Utilized support from the Women of Influence to enhance building safety and create secure after-hours building access
- Division of Athletics
 - Major renovations included the addition of Field Turf at the Hilda B. Anderson Softball Stadium, updates to CB&S Bank Arena (lobby, weight room, and locker rooms), and the groundbreaking of Bank Independent Stadium, which supports UNA's growth.
- Division of Student Affairs
 - Housing and Residence Life's partnerships with campus affiliated housing to accommodate demand and UNA growth
 - Housing and Residence Life's work with Facilities for the new residence hall (LaGrange)
 - Enhancements within the Guillot University Center to include the banquet halls, GUC 200 and move of the Food Pantry
 - University Health Services replaced carpet flooring with new tile floors throughout the clinical spaces. New medical supply carts were purchased for all rooms and the medical exam tables were recovered.
 - Student Counseling Services updated the Zen Den with new materials and furniture to provide students with a calm space to regulate emotions and practice self-care. Additional materials, rugs, and curriculum have been added to SCS Group Room to help reach more students struggling with similar concerns.
 - The Mitchell-West Center for Social Inclusion used donated funds to update and furnish collaborative spaces for students.
 - GUC Operations and Events Management replaced flooring, ceiling tiles, and painted walls in the GUC Banquet Halls.
 - GUC Operations and Events Management replaced and painted cabinets and painted the walls in GUC 200.
 - GUC Operations and Events Management painted the first-floor walls.
- Division of University Advancement
 - To align with these goals, the Board of Trustees approved University Advancement's naming policy requiring an endowment of 10% of the gift amount for facility naming opportunities be created for maintenance. This policy ensures that resources are available to support long-term

maintenance and upkeep, safeguarding the longevity and functionality of these critical investments. Additionally, the historic \$100M Shine On, Gold campaign includes two major facility projects, exemplifying our commitment to providing state-of-the-art spaces that foster learning, collaboration, and safety. These efforts underscore the University Advancement's dedication to advancing the university's infrastructure in alignment with our strategic growth priorities.

- University Success Center
 - Academic Testing Services has moved all operations out of East Campus and now administers all academic tests on main campus. New camera equipment was installed in the Library computer lab for placement tests, Praxis, and GRE; ACT exams are provided on a regular basis in Stevens Hall.
- **Implement options to help address internet/network redundancy issues on campus.**
 - College of Education and Human Sciences
 - To help expand Wi-Fi capabilities on Kilby's campus, UNA IT recently installed additional internet switches to cover the span of the Kilby playground. This now allows learning that involves the internet to be conducted outside of the building. This new setup now allows the school nurse to monitor students who track their blood sugars and other health needs using technology and internet service.
- **Continue to develop and invest in sustainable enrollment strategies.**
 - Delores and Weldon Cole Honors College
 - Enrollment growth in the Honors College: total Honors College cohort grew from n=834 students in fall 2023 to n=953 students in Fall 2024
 - Collaborated with Admissions and Enrollment Management to develop new strategies for student visits, preview days, outreach and student recruitment utilizing new Slate customer relationship management software.
 - Honors College total enrollment = 15.3% of undergraduate degree-seeking population
 - Honors College freshmen enrollment = 23.9% of UNA freshmen class
 - Honors College total enrollment = 16.3% of undergraduate degree-seeking population
 - Honors applications for fall 2025 up 36% over fall 2024
 - Division of Academic Affairs
 - Data-Driven Text Messaging Campaigns to Enhance Retention and Support Sustainable Enrollment
 - Conducted a rapid improvement event to analyze and redesign text messaging strategies for current students, aligning with sustainable enrollment goals and enhancing retention support.
 - Collaborated with cross-functional teams to create tailored campaigns addressing student needs and connecting them with academic resources to foster engagement and retention.

- Partnered with IT and data management teams to ensure secure and accurate migration of communication data, maximizing resource efficiency and supporting data-driven enrollment forecasting.
- Division of University Advancement
 - University Advancement actively supports the strategic plan's mission to develop and invest in sustainable enrollment strategies by securing resources that directly impact student access and success. Central to this effort is the Shine On, Gold campaign, which includes ambitious goals for both general Student Scholarships, with a \$15M target, and Presidential Scholarships, with a \$6M target. These scholarships play a critical role in attracting and retaining a diverse, high-achieving student body, ensuring that UNA remains accessible to talented students from all backgrounds.
 - Beyond scholarship support, the Office of Alumni Relations collaborates closely with the Office of Admissions to promote UNA within our early college programs. This partnership includes recognizing and celebrating early college teachers, equipping them to serve as ambassadors for UNA in their classrooms.
 - Focusing on both financial support for students and strategic outreach, University Advancement helps ensure a sustainable pipeline of future Lions while fostering a culture of excellence and opportunity.
- Educational Technology Services
 - ETS participates in many initiatives in areas that affect online learning and the campus. For example, ETS is currently working with the QEP Program, ACONHP, General Education, and Institutional Effectiveness assessment to support the evaluation of outcomes via the Canvas Outcomes and Rubrics tools (and Intelliboard), with Graduate and Online Programs to support student communication/texting tools, and using Canvas Blueprint Courses to support GZU course deployment
- Enrollment Management
 - Highest spring enrollment on record SP24 with 9,726 students, a 55.5% increase over spring 2015 (ten-year trend)
 - Highest fall enrollment on record F24 with 10,620 students, a 50% increase over fall 2015
 - Graduate students for F24 is 2,542, a 158% increase over fall 15
 - 153-degree programs with 142 active concentrations
 - 37 online programs
 - 35% of degree-seeking, undergraduates are Pell eligible (F24)
 - 949 Honors students – 16% of degree-seeking, undergraduates; 27% of new freshmen are in the Honors college
 - 21% of new freshmen are first-generation (F24)
 - 34% of our students in f24 were completely online
 - 66% of our students were taking at least one online course in f24
 - 63% increase in degrees conferred since 2015-2016
 - 2,222 degrees conferred in 2023-2022 (2022-2024)
 - 17:1 student to teacher ratio
 - 47 countries represented

- 44 states, also representation from D.C., Puerto Rico, and Guam
- Our freshmen retention rate (fall 2023 cohort) is currently 79.7% (highest in history!)
- Our graduation rates are the highest that they have ever been:
- Our 4-year graduation rate (fall 2020 cohort) is currently 40%. Ten years prior it was 15.8%.
- Our 6-year graduation rate (fall 2018 cohort) is currently 57.3%. Ten years prior it was 38.9%.
- Enrolled 1,667 Early College students in Fall 2024
- Early College students matriculate, are retained, and graduate at a higher rate than non-Early College students.

Theme Three: Community Engagement and Partnerships

- **Strengthen Community Relationships**
 - Anderson College of Nursing and Health Professions (ACONHP):
 - Organized and supervised 1,390 clinical experiences for pre-licensure/accelerated BSN students with 66 community partners over the Summer and Fall of 2024 semesters.
 - Initiated and managed 458 clinical placement partnerships for online MSN and post-licensure BSN students across 34 states during the Summer and Fall of 2024.
 - In the Summer of 2024, graduate students attended La Clinica and provided diabetes education in Spanish.
 - In Summer and Fall of 2024, graduate students participated in a diaper drive to contribute to the Community Baby Shower.
 - Faculty, students, and community volunteers hosted a Community Baby Shower and Sibling Boot Camp on November 9. There were 98 expecting mothers and 301 total people in attendance.
 - Faculty, students, and community volunteers hosted three Respite Care events for children with special needs and their siblings during the Fall of 2024. The total number of participants at these events includes 74 children, 120 nursing students, and 16 volunteers (totaling 210).
 - Nurse practitioner faculty, undergraduate nursing students, and graduate nursing students partnered with the Shoals Community Clinic to offer three health clinics to citizens of Northwest Florence in the Fall of 2024.
 - First-semester undergraduate nursing students held a food drive to distribute to patients at the Shoals Community Clinic.
 - Faculty and undergraduate nursing students partnered with the Shoals Community clinic at a First Friday event to educate the community on diabetes and a healthy diet.
 - Second-semester nursing students collected pennies for Parkinson's and hosted a bake sale to support the Helen Keller Hospital Parkinson's Support Group.

- The Student Nurses Association collaborated with the Alzheimer's Association and held a sock drive for dialysis patients supported by the Alabama Kidney Foundation.
- College of Arts, Sciences and Engineering
 - School of the Arts (SOTA): Events like the Trumbauer Theatre Festival brought over 2,100 high school students to campus, enhancing community engagement.
 - Visual Arts and Design: Collaborated with local art councils and schools to offer workshops and public art projects, enriching the cultural landscape and providing students with community-based experience.
 - Entertainment Industry: Partnered with regional music festivals and venues, offering students roles in event management and live sound production, and enhancing the local entertainment scene.
 - Social Work: Faculty actively contributed to statewide collaborations through the Alabama Higher Education Child Welfare Consortium, focusing on training future social workers and addressing systemic challenges in child welfare.
 - History: Students collaborated with UNA Nursing and Visual Arts and Design to create public murals, such as the "History of Nursing" mural in Harrison Hall and the "Tears and Triumphs" mural honoring indigenous communities, celebrating local heritage and fostering interdisciplinary learning.
 - Communication: Faculty engaged with the community through leadership roles in the Florence-Lauderdale Rotary Club and support for Baptist Campus Ministries programs, fostering meaningful connections between UNA and the local area.
 - Politics, Justice, Law, and Philosophy: Organized public forums and lectures on current political and legal issues, fostering civic engagement and providing platforms for students to interact with community leaders and policymakers.
 - Engineering and Industrial Professions: Hosted high school tours of department laboratories and participated in career fairs, such as the Central High School Career Fair, to promote awareness of STEM fields and inspire future engineers.
 - Biology: Engaged in conservation projects with local environmental organizations, allowing students to apply their knowledge to real-world ecological challenges and contribute to community sustainability efforts.
 - Chemistry and Physics: Worked with local industries on research projects addressing environmental and technological issues, providing students with practical problem-solving experiences and benefiting regional development.
- College of Health and Human Sciences
 - Kilby Laboratory School sponsored a "First Responders Appreciation Breakfast. This breakfast welcomed over 40 police officers and fire rescue workers to the school. They were able to fellowship with one another, and receive appreciations gifts from the Kilby students for their hard work and sacrifices they make every day to keep our city safe.

- Kilby also recently hosted a regional robotics competition on the UNA campus. The event attracted 36 teams from around the region to come and compete in VEX robotics. This event was made possible through various financial and in-kind donations to our Kilby robotics program.
 - Kilby hosted students and parents for a “Kilby Campout” as part of the experiences linked with the “One School, One Book” initiative. A cookout, ghost stories, and tent camping took place on the Kilby playground.
 - Across the state 4th, 5th, and 6th graders who are Deaf, Hard of Hearing, Blind, Low Vision, or Deaf/Blind take part in Camp Courage in which UNA students and faculty engage in educational activities for these special need’s individuals.
 - As part of a field trip experience, students get to explore genetics concepts and biotechnology careers with at HudsonAlpha Institute for Biotechnology. On this trip, hands-on, laboratory-based field trips put high-tech biotechnology tools in the hands of students and engage them in scientific thinking.
 - To support teachers in the early years of their careers, UNA engages to participate in the “New Teachers Academy” where support is provided to individuals who are in the first five years of their teaching career. Professional development presentations regarding classroom management and effective teaching are among the topics covered.
- Delores and Weldon Cole Honors College
 - The Cole Honors College partnered with four agencies and organizations to engage in community service in our region. Organizations with partnerships for the current year include:
 - United Way of Northwest Alabama
 - Common Ground Shoals
 - The Rescue Me Project
 - the YMCA of the Shoals
 - Shoals Mountain Trail Bike Association/Wildwood Park
 - Cole Honors College community projects are centered on increasing opportunities for students to engage with local non-profits that serve at-risk youth and improving outdoor recreational opportunities in the Shoals.
- Division of Academic Affairs
 - Regional Needs Assessment Survey
 - Collaborated with campus stakeholders to develop a comprehensive survey to gather insights from community and industry partners, aiming to strengthen relationships, address regional needs, and enhance the university’s outreach initiatives.
 - Designed survey questions to align with regional trends and institutional strategic goals.
 - Developed a targeted distribution list to include diverse stakeholders, ensuring broad representation and actionable feedback to guide partnerships and outreach efforts.
- Division of Athletics

- UNA Athletics completed over 4,000 hours of community service, ranking in the top 25 nationally for civic engagement. Events like "Civic Engagement Day" involved student-athletes in projects benefiting the Shoals community
 - Events like the "Ladies Night Out" celebrating women in sports and various reunions (e.g., 1993 Championship teams) fostered connections with alumni and local communities.
- Division of Student Affairs
 - Family Engagement creates a partnership with families through Lion Family Connect, an online community for parents and family members of students.
 - Student Counseling Services partners with many community mental health and medication providers. We refer students regularly to our community partners when a different level of care is requested or assessed beyond what we can manage in our clinic.
 - The Mitchell-West Center for Social Inclusion and the Center for Women's Studies collaborate with community partners to provide resources to students. Further collaborations with organizations center on professional development and career opportunities.
- Division of University Advancement
 - UNA and the City of Florence have engaged the Town and Gown Task Force, which is a group of 12 individuals (six from each entity) tasked with growing the already robust relationship between the two entities. Thanks to in-person events, like Pawloween and the Small Business Initiative, as well as ongoing advocacy for projects like the Pine Street Bridge and the North Court Street roundabout, Town and Gown has served to further strengthen the relationships and the positive communication between the University and the City.
- Office of International Affairs
 - International Student Support Services
 - Our programming includes and welcome community members and campus members to embrace the globalization efforts of UNA
- **Enhance Communication Strategies**
 - College of Education and Human Sciences
 - UNA COEHS hosted community partners lunch/meetings to engage school systems on the most recent trends and requirements for clinical experiences and internships.
 - UNA Faculty and students host the Very Special Arts Festival, which allows special needs individuals to showcase their creative talents and abilities as part of the Special Education program at UNA.
 - Support local teachers attaining National Board of Professional Teaching Standards Certification
 - Division of Student Affairs
 - Lion Family Connect, an online community for parents and family members of students, provides information on campus resources, events, deadlines, and campus life through online posts and emailed announcements and newsletters.

- Student Counseling Services utilizes media accounts to dispense (non-confidential) information regarding mental health resources and programs on campus
 - The Mitchell-West Center for Social Inclusion has a robust communication strategy that includes social media, campus groups, newsletter, and an updated website.
 - Division of University Advancement
 - In University Advancement, a texting service has been initiated to reach individuals easily; this has been supplemented with an “In Case You Missed It” email at the end of each month with details and updates. In Media and Public Relations, we have expanded our magazine mailing list to include additional donors from previous years. Further, we have expanded our reach for media relations and are building firm relationships with media outlets across North Alabama.
- **Attract Diversity in the University Community**
 - Enrollment Management
 - 7% increase in POC (people of color) since fall 2015
 - Presidential Mentors Academy has 70 total students
 - 96% have a 2.75 GPA or higher
 - 80% retention rate from year to year
 - Division of University Advancement
 - University Advancement supports the strategic plan’s mission of fostering diversity by creating a welcoming environment for individuals from all backgrounds. University Advancement sponsors events that are free to the public like Handy Night, the Tree Lighting Ceremony at Bridge Street Town Centre in Huntsville, and Alumni and Friend Mixers across the Southeast. University Advancement also hosts the Alumni and Friends Celebration, which brings together alumni and friends from all walks of life. This year, Alumni Relations introduced the inclusive term “alumni and friends” on all promotional materials to ensure everyone feels part of the UNA family. Through these efforts, we strengthen UNA as a vibrant, inclusive community where all are welcome.
 - Office of International Affairs
 - International students increase campus diversity

Theme Four: Financial Viability

- **Maximize resource efficiency to ensure the future growth and expansion of the University’s mission.**
 - Delores and Weldon Cole Honors College
 - Maintained level institutional operating budget since 2014 while increasing Honors student enrollment from n=220 students (2014) to n=953 students (Fall 2024)
 - Utilized substantial private gifts to offset increased recruiting and retention costs from higher enrollments

- Division of Athletics
 - The department raised a record \$20.6 million in external revenue and exceeded \$1 million in corporate sponsorships, demonstrating resource maximization
- Division of Business and Financial Affairs
 - September 2022 completed ESCO (Energy Savings Project) \$17M invested in campus to reduce electricity usage by 20% over next 20 years, self-funded project with cost savings paying the debt service for the improvements.
 - Tuition & Fee Structure – Streamlined structure and created mechanism to distribute higher cost programs with college instructional fee to offset those higher cost programs and allow for differentiated tuition model to match those needs.
- Division of Student Affairs
 - The ROAR Access Center (Resiliency, Outreach, Advocacy, Resources) exemplifies resource efficiency by consolidating multiple critical support services into a single, cohesive entity. This approach enhances the University's ability to grow and expand its mission while offering comprehensive student support.
 - Specifically, the center integrates:
 - Aubrey & Annie Looney Disability Support Services (DSS): Providing essential accommodations and services for students with disabilities.
 - Military Veterans Affairs (MVA): Addressing the unique needs of student veterans.
 - University Case Management: Offering individualized support to students facing challenges.
 - Feeding the Pride Food Campus Pantry and Basic Needs: Ensuring students have access to essential resources like food and basic supplies.
 - By streamlining these services under the ROAR Access Center, the University creates a more effective and interconnected support network, fostering student success and aligning with its mission for growth and resilience.
 - UNA Recreation collaborated with Human Resources to recruit additional Federal Work-Study student workers, as their wages are fully funded, helping to offset UNA's minimum wage increase.
 - GUC Operations and Events Management is strategically increasing rental revenue to invest in building enhancements that support the event needs of academic programs, campus departments, and student organizations.
- Division of University Advancement
 - University Advancement maximizes resource efficiency by implementing strategic initiatives that support the University's mission while ensuring sustainable growth. Recognizing the importance of personal connections in fostering philanthropic support, we have utilized our budget to hire entry-level gift officers who, enable us to expand our outreach. These gift officers will engage with more alumni and friends, providing us with opportunities to reach more potential donors to support the University through meaningful gifts.

- The Office of Alumni Relations attempting to partner with the Office of Admissions to leverage the influence and networks of alumni and friends nationwide. The goal is to amplify UNA's presence and reputation through the Alumni.
- The Office of Alumni Relations is partnering with the College of Arts, Sciences, and Engineering to conduct a SWOT analysis. This assessment seeks to identify ways the Alumni Board and active members of the Alumni Association can engage more effectively with potential students, their families, alumni, and friends. We hope to strengthen our connections and drive future growth while maintaining a resource-conscious approach.
- Educational Technology Services
 - ETS supports online tools such as the Canvas LMS and related tools for all faculty and students, not just those in online classes. A notable tool or infrastructure change for 2024 is a move to Intelliboard for evaluating at-risk students. This move away from AspirEDU's Dropout Detective and Instructor Insight is at an annual cost savings of approximately \$30,000. Additionally, there are plans to use Intelliboard to support initiatives such as Canvas-based outcomes reporting for GenED and institutional effectiveness and the QEP.
 - ETS, Graduate and Online Education, and Collier Library work together to support the University's OER initiatives through research, project management, and funding for OER development and adoption.
 - Graduate and Online Education and ETS worked with the English faculty to evaluate OER for use in early college courses in the summer of 2024. ETS and Graduate and Online Programs have reevaluated UNA's OER faculty stipend process and plan to begin offering support for faculty OER development via the new process in spring 2025.
- Enrollment Management
 - Student Financial Aid awarded and paid \$32,586,696 in scholarships
 - Downloaded over 12,000 FAFSAs and paid \$39 million in federal aid
 - Outsourced federal aid verifications for faster aid processing
- Governmental Relations
 - Secured over \$20 million in federal support for Engineering, College of Nursing, and College of Business
 - Over the past two years, secured over \$30 million in one-time dollars from the state for deferred maintenance and ongoing capital projects
 - Increased the university's operating budget by almost 89% since 2017
- Office of International Affairs
 - International Student Services is very budget conscious and collaborates with other units on campus to cost share.
 - Academic English Program
 - Reduced spending for AEP by 41% of allotted budget in FY24
 - Reduced budget request for FY25 by 11% of FY 24 budget
- **Maximize engagement with policymakers, alumni, stakeholders and supporters by highlighting economic impact to increase financial support for the University**

- Division of Business and Financial Affairs
 - Project/Progress 208 – University state appropriation has increased 86% in last 7 years. Continue to provide information to lawmakers to underscore equity shortfall for university.
 - Security external dollars for capital projects from Federal, State, and local agencies. \$250M invested in capital with only \$140M in borrowing over last 15 years.
- Division of University Advancement
 - The Foundation Board has invited several policymakers to serve alongside them on the Foundation Board of Directors. This allows them to gain firsthand insights into the University's contributions to regional and state economic growth, so that they are well-informed and can serve as advocates for UNA's mission.
 - Engagement with key stakeholders is further enhanced through events like the President's Tailgate and Donors of Distinction Dinner, where we express gratitude for their support of the University and showcase the University's success stories
 - This year, we introduced "Leadership Dinners" as a way to personally connect with past and present leaders from the Alumni Board, Foundation Board of Directors, and Board of Trustees. Hosting these dinners in various strategic locations—The Shoals, Huntsville, Decatur, Atlanta, Central Florida, Central Mississippi, and Memphis, with an upcoming event in Nashville
- **Continue to utilize data driven analysis to forecast enrollment trends and identify areas of growth or decline.**
 - Division of Athletics
 - UNA Athletics used partnerships, like the Lion's Share NIL Collective, to enhance financial and operational support for student-athletes, ensuring future growth
 - Division of University Advancement
 - The Office of Alumni Relations is collaborating with the Office of Admissions and has proposed hosting Send-Off Parties for incoming freshmen. If Admissions determines this initiative to be beneficial, we would work together to organize these events in targeted areas where the University aims to grow enrollment.

Theme Five: Communication, Transparency, and Accountability

- **Improve communication across all shareholders through a unified communication strategy.**
 - Delores and Weldon Cole Honors College
 - Continuity of Honors Advisory Board since founding in 2018: 10 of 14 original members remain active on the Board
 - Publication of all-new promotional materials including recruiting brochure
 - Publication of second annual donor newsletter
 - Increased social media activity with the assistance of a social media intern

- Division of Student Affairs
 - Lion Family Connect, an online community for family members of students, provides information on resources, events, deadlines, and campus life through online posts and emailed announcements and newsletters. Family Engagement seeks input and content from entities across campus.
 - GUC Operations and Events Management collaborated with building schedulers, Facilities, Information Technology, and the UNA Police Department to integrate all campus buildings and reservable spaces into the Mazevo Reservation system. To support building schedulers, they created training videos and established a Teams group as a resource hub. Additionally, GUC Operations and Events Management revamped the entire website to enhance user-friendliness for campus event planners.
- Enrollment Management
 - Successful implementation of Slate CRM
 - Working with many offices across campus to pull them into Slate for a more seamless transition for students
 - Running events through the new system for better tracking/restructured Preview Days based off of student surveys
- Enrollment Management and Digital Communications (EMDC)
 - The new website and internal solutions that the web development team are working are going to make significant positive changes in this regard. EMDC is already making progress in consolidating forms and data sets across the site to our customer relationship manager, Slate. This provides a scalable tool that connects with every constituent (including prospective students) using our website.
 - For the new marketing-centric website, a committee is reviewing RFP responses to narrow down a final candidate by the end of the year, with the goal of kicking off the project as soon as January. This will facilitate our promotional, marketing, and recruitment needs much more effectively than our current site, and will be built around efficient, innovative solutions to improve campus communication and internal processes for every department, college, office, and division.
 - The impact for this project cannot be overstated, as our website in its current state is a central component to every facet of our functionality as a university.
- Division of University Advancement
 - As part of the ongoing Shine On, Gold comprehensive campaign for the University of North Alabama, Media and Public Relations works closely with Enrollment Marketing and Digital Communication as well as the Division of Athletics to ensure continuity among messaging and across all platforms.
- Office of International Affairs
 - Academic English Program
 - Reworked AEP promotional material/pamphlet to emphasize the benefits of attending UNA
 - Actively updated and improved the AEP website

- **Invest in strengthening mental health resources available to students, faculty, and staff.**
 - Division of Athletics
 - UNA Athletics engaged in mental health awareness campaigns in partnership with campus counseling services, including check-ins and promotional efforts to support well-being
 - Division of Student Affairs
 - Created the Health & Well-Being portfolio to better collaborate with departments dedicated to similar holistic missions of health- Student Counseling, University Health Services & University Recreation
 - Health Promoting Campus initiatives include development of a workgroup consisting of individuals in key areas across campus to access settings and systems related to impact on student anyone employee health & well-being.
 - Student Counseling Services operates out of a Stepped Care Model which attempts to serve a larger number of students in any given semester than traditional 1-1 therapy can provide.
 - SCS updates the Resources and Referral Document we give to students, faculty, and/or staff seeking community resources
 - The Mitchell-West Center for Social Inclusion and the Center for Women's Studies support two affinity groups and organize numerous outreach activities aimed at increasing awareness of campus resources and well-being.
 - Division of University Advancement
 - The "Connor House Fund," which was established to address the cumulative needs of Lion Recovery. This fund was established by Connor's parent's in his memory. In the preamble of the fund, they note: The Connor House was an idea proposed by our son, Connor, who dreamed of a place away from bad influences where those battling addiction could focus on getting better. Connor lost his battle but we intend on keeping his vision alive by sponsoring prevention and recovery programs such as Lion Recovery.
 - Office of Human Resources
 - At the University of North Alabama, we are deeply committed to supporting the mental health and well-being of our faculty and staff. Recognizing the importance of mental health, our health plan includes comprehensive benefits to ensure employees have access to the care they need. These benefits include a free Employee Assistance Program (EAP) and counseling services with no out-of-pocket costs for office visits. This reflects our ongoing dedication to fostering a caring, supportive environment where every employee feels valued and supported.
- **Increase emergency preparation across campus.**
 - College of Education and Human Sciences
 - Kilby Lab School continues to educate the faculty and staff on emergency readiness by conducting monthly safety drills to ensure procedures are followed in the event of such situations as fire, severe weather, and an active

threat to the campus. In addition, Kilby has engaged local Law Enforcement officials to seek their expertise on how the school could enhance its present level of safety and security.

- Division of Student Affairs
 - Held Divisional safety and emergency preparedness training with Dr. Wayne Bergeron to address our role and response to campus
 - Several colleagues serve on the Safety and Emergency Preparedness Shared Governance Committee and utilize resource within the campus and community
 - Immunization Policy updates were initiated for all first-time entering students beginning summer 2024 and forward. Students are required to complete the immunization policy requirements and registration holds are placed until all requirements are met.
 - Immunization Compliance Events are held each semester to provide immunizations for UNA students through partnership with Chad's Payless Pharmacy.
 - SCS partners with the College of Education each semester in helping debrief students during ALiCE Training
 - UNA Recreation offers monthly American Heart Association CPR certification classes to staff/faculty and students.
- Division of University Advancement
 - Media and Public Relations is working alongside University Police and Enrollment Marketing and Digital Communications to create a scaled emergency preparation response system. This system will inform updates on UNA website, across its social media platforms, and with any external communication with media.
- Enrollment Management and Digital Communications (EMDC)
 - EMDC has been charged with formulating a protocol for digital communication using prepared statements for weather emergencies based around the new color system that the Executive Council released.
- Office of International Affairs
 - International Student Services
 - ISS contributes special considerations to risk management, student affairs and UNA police.

Theme Six: Institutional Identity

- **Engage the community with tangible research, workforce training, project development, and outreach to community and alumni partners.**
 - Anderson College of Nursing and Health Professions (ACONHP):
 - The ACONHP launched a mentorship program titled "Roaring RNs Shaping Your Professional Destiny," in collaboration with alumni. Twenty-four alumni volunteered as mentors, providing guidance to senior-level BSN students. This program aims to support student nurses in successfully transitioning into professional practice with the help of experienced registered nurse mentors.

- College of Education and Human Sciences
 - The Department of Kinesiology hosted its third annual extraordinarily successful Esports competition (“The Mane Event”) on campus November 2024. Over 200 attendees were on campus for this multi-day event.
 - The Sport and Recreation Management program hosted the Alabama High School Association (AHSAA) spring Esports state championships in spring 2024.
 - UNA COEHS hosts the Alabama Science of Reading Symposium in which representatives from across the state universities convene at UNA and expand the knowledge regarding the details and implementation of the Literacy and the Literacy Act in Alabama.
 - Worked with marketing to develop a new micro-credential badge. Has been awarded to 7 completers
- Division of University Advancement
 - The Office of Alumni Relations, in collaboration with CASE and the Career Center, is conducting a comprehensive SWOT analysis to identify opportunities for alumni and friends to engage more deeply through their time and talents.
 - Once these connections are made, we can better engage the community through tangible contributions such as research collaboration, workforce training, project development, and expanded outreach to alumni and community partners.
- **Emphasize UNA’s focus on high-quality education and develop a competitive enrollment strategy that ensures access for students from different backgrounds and strong canvassing of the region and beyond.**
 - Division of Athletics
 - UNA Athletics emphasized its status as a regional university with Division I-level performance and world-class faculty by highlighting events like their televised games and ASUN achievements
 - Enrollment Management
 - In 2023-2024, Admissions hosted 5,034 (+37) prospective students on campus with a total visitor count of 8,565 (+765).
 - Enrollment Management and Digital Communications (EMDC)
 - Over the last 2 years, EMDC has running and an effective, comprehensive, digital campaign with our agency partner, Advance Education (AMG), promoting both traditional and online education from UNA to respective targets in a 50-mile radius of Florence and a 25-mile radius of Huntsville. Our key performance metrics include over 11 Million Impressions through ads and search results, more than 250,000 result engagements (a 2.48% click through rate), engaging over 215,000 unique users and attributing directly to more than 1200 key events (applications, RFI's submitted, signing up for recruiting events) in our CRM.
 - EMDC developed a per-program promotional strategy (in-house processes and alongside our agency) to help facilitate turn-key digital promotional solutions for programs with proven methodology, even with limited

- budgets, expanding the possibility for all programs on campus to effectively promote themselves online.
 - EMDC helped oversee SCOBT's efforts with Collegis to promote their programs with ongoing success. Additionally, this fall, EMDC ran a meta campaign to promote our 3 preview days to the Huntsville market which resulted in an overall increase in attendance and more than 150,000 impressions around the ads, furthering the vital growth of our footprint in the Huntsville area.
 - Division of University Advancement
 - University Advancement supports high-quality education. Through strong relationships with alumni, donors, and community partners, we secure resources and create opportunities to enhance the university's academic profile and student experience.
- **Prioritize and highlight UNA's strength as a regional university with world-class faculty to enhance the student experience.**
 - Division of Athletics
 - Efforts like the international basketball tour in the Dominican Republic provided student-athletes with cultural and professional exposure, reinforcing UNA's commitment to high-quality education
 - Delores and Weldon Cole Honors College
 - Growing alumni base from increased graduations from the Honors College – Honors graduates (n=144) includes Spring (2024), Summer (2024), and Fall (2024)
 - Honors College students = approximately 25% of on campus occupants in university residence halls
 - 100% of Honors Mentors (n=76) received Title IX training from UNA staff.
 - Enrollment Management and Digital Communications (EMDC)
 - Content EMDC's utilize in promotional materials centers around existing student success and quality of their experience in the form of testimonials. EMDC believes this is essential to helping prospects identify with the institution meaningfully, while naturally contributing toward our over-all reputation. EMDC is developing a new blog that will roll out early next year that will put these success stories front-and-center of the homepage of our website.
 - EMDC has been laying the ground work for a brand audit. The thought is that in order for UNA to build our identity we need to audit the current perception of UNA.
 - Division of University Advancement
 - Media and Public Relations works with each of UNA's four colleges and within programs to cultivate opportunities to share news about UNA's faculty and its status as a regional university. Evidence of these features can be found here and here on UNA's Pressroom as well as throughout the pages of the UNA Magazine.



Additional information on the University of North Alabama's Strategic Plan "Pride in the Gold Standard" can be found at <https://www.una.edu/strategic-plan/index.html>