



**University of North Alabama  
December 2025  
Board of Trustees Strategic Plan Update  
“Pride in the Gold Standard”**

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**University of North Alabama**  
**December 2025**  
**Board of Trustees Strategic Plan Update**  
**“Pride in the Gold Standard”**

## **Report Overview**

This report serves as the 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 report 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, Sciences, and Engineering (CASE)  
College of Education and Human Sciences (COEHS)  
Collier Library and Information Services  
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 Marketing and Digital Communications (EMDC)  
Governmental Relations  
Office of Institutional Research  
Office of International Affairs  
Sanders College of Business and Technology (SCOBT)  
University Success Center

**Pride in the Gold Standard  
December 2025**

**Executive Summary**

| <b>Theme</b>               | <b>Goal</b>   | <b>Key Initiatives/Programs/Achievements</b>  |
|----------------------------|---|---|
| Student-Centric Excellence | Increase experiential learning and workforce development opportunities for students.                          | <ul style="list-style-type: none"> <li>- ACONHP: 100% simulation/clinical learning; expanded DR medical mission trips serving 700+ patients.</li> <li>- CASE: 15,000+ field/practicum hours; national awards and conference presentations; Macy's Parade and Shoals Symphony performances.</li> <li>- COEHS: NASA fellowship; VSA Festival hosting 250+ K-12 students; Kilby ranked #21 statewide.</li> <li>- LIB: 3,000 hours of student employment and graduate assistant training.</li> <li>- HONORS: 100% freshman experiential learning; 64 study abroad students.</li> <li>- ATH: Voter registration partnership with SGA.</li> <li>- SA: Internships with UHS, SCS, PMA internships, Alternative Breaks return, 6,918 event registrations.</li> <li>- ADV: Workforce Development Endowment; 14 study abroad funds; 11 experiential funds.</li> <li>- OIA: Streamlined CPT/OPT authorization supporting F-1 student work.</li> <li>- SCOB: 5 international business study abroad trips; Big Ideas competition; national case wins; TVA portfolio management.</li> <li>- USC: 2,600 career advising sessions; 297 employer visits; 157 internships tracked.</li> </ul> |
|                            | Increase timely hiring and funding of faculty to maintain program quality and small student-to-faculty ratio. | <ul style="list-style-type: none"> <li>- ACONHP: Added OTA faculty and BSRC hires with 1:1 clinical ratio.</li> <li>- CASE: New industry-aligned curricula and hiring to support growth.</li> <li>- BFA: SVRI creates staffing efficiencies and workforce diversification.</li> <li>- ADV: 10 endowed professorships and 4 Eminent Scholars support faculty excellence</li> </ul>   |
|                            | Maintain a high-quality, student-focused, and personalized instructional and learning environment.            | <ul style="list-style-type: none"> <li>- ACONHP: 100% simulation completions; NCLEX 93%; BSOTA candidacy; Apple Distinguished School.</li> <li>- CASE: Entertainment Industry ranked Top 50 (Billboard).</li> <li>- COEHS: Esports national title; robotics world qualifiers; 100% CPCE pass rate.</li> <li>- LIB: 146,686 journal accesses; 133,289 visits; 157 instruction sessions.</li> <li>- HONORS: 87 mentors support first-year transition.</li> </ul>  |

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|                                       |  | <ul style="list-style-type: none"> <li>- AA: Proposed Center for Teaching &amp; Learning (Spring 2026).</li> <li>- ATH: 19th semester above 3.0 GPA (3.28 overall).</li> <li>- SA: Signature mental-health initiatives and experiential learning.</li> <li>- ADV: Funding for Center for Servant Leadership enhances leadership education.</li> <li>- EM: Highest-ever 4-, 6-, and 8-year graduation rates and #1 peer retention (78%).</li> <li>- OIA: Internships, panel events, and affiliate partnerships expand global mobility.</li> <li>- SCOB: Four-year career plan, Lightcast Career Coach, and TVA Investment Challenge.</li> <li>- USC: 600+ writing consultations, 2,400 tutoring sessions; TRIO and Tutor.com expansion.</li> </ul>   |
| 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"> <li>- ACONHP: OT lab renovations (mock apartment/pediatric labs).</li> <li>- CASE: New VR, 3D printers, lab equipment; consolidated Social Work offices.</li> <li>- COEHS: Healthy UNA earns Gold Well Workplace Award.</li> <li>- LIB: Off-site storage eliminated, increasing efficiency.</li> <li>- HONORS: Coby upgrades (key access, sidewalks, décor).</li> <li>- ATH: Bank Independent Stadium project; Cox Creek Turf Field.</li> <li>- BFA: 80+ new parking spaces; 188-bed residence hall; STEM building bid Spring 2026.</li> <li>- SA: UHS and SCS facility upgrades; UNA Rec equipment improvements; building signage + safety cameras.</li> <li>- ADV: New facility naming policy requires 10% endowment for maintenance.</li> <li>- SCOB: New Keller student lounge.</li> </ul> |
|                                       | Implement options to help address internet/network redundancy issues on campus.                                  | <i>This goal was primarily addressed and accomplished in 2024</i>   |
|                                       | Continue to develop and invest in sustainable enrollment strategies.   | <ul style="list-style-type: none"> <li>- ACONHP: MSN marketing campaign expansion.</li> <li>- CASE: New articulation agreements; regional recruitment travel.</li> <li>- HONORS: Record enrollment (1,006 students; 22% of freshman class).</li> <li>- AA: Academic Plan aligning mission-driven recruitment.</li> <li>- SA: Orientation redesign; E-bike expansion (75 total).</li> <li>- ADV: \$21M+ scholarships in Shine On, Gold campaign.</li> </ul>  |

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|                                       |   | <ul style="list-style-type: none"> <li>- EM: Record 10,700+ enrollment; 8,692 campus visits; Early College success (32.2% matriculation).</li> <li>- SCOB: Recruiters support enrollment from application to advisement.</li> </ul>   |
| Community Engagement and Partnerships | Strengthen Community Relationships  | <ul style="list-style-type: none"> <li>- ACONHP: Community baby showers (300 attendees), Respite Care events (222 participants), Kidney Conference, 4,000+ BSRC clinical hours.</li> <li>- CASE: Suicide prevention fundraising; law enforcement de-escalation training; cultural collaborations.</li> <li>- COEHS: Kilby First Responders event.</li> <li>- LIB: Indigenous mural unveiling and education event.</li> <li>- HONORS: Partnerships with United Way, Common Ground Shoals, Cramer Children's Center; Jazz on the Porch.</li> <li>- ATH: 4,000+ service hours; top-25 nationally for civic engagement.</li> <li>- SA: Hazing Prevention Week; Big Deal event connecting 2,000 students with community.</li> <li>- ADV: Town and Gown Task Force; alumni business database; sidewalk improvements.</li> <li>- OIA: Roar Book community integration; delegation partnerships.</li> <li>- SCOB: SAGE program with 13 small businesses; 64 nonprofit engagements; RiverLine/heritage initiatives.</li> <li>- USC: High-school career and interview outreach (550+ students served).</li> </ul> |
|                                       | Enhance Communication Strategies  | <ul style="list-style-type: none"> <li>- OIA: New social media, Conversation Partners +147%, Instagram page.</li> <li>- SA: Food truck compliance checklist; SNAP integration; hazing webpage; scheduling transparency.</li> <li>- ADV: Social media calendar, ThankView launch, UNA Magazine expansion.</li> <li>- USC: TRIO newsletter and campus communication enhancements.</li> </ul>  |
|                                       | Attract Diversity in the University Community   | <ul style="list-style-type: none"> <li>- ACONHP: New Lambda Beta honor society; ambassador program expansion.</li> <li>- ADV: Inclusive free public events.</li> <li>- OIA: EducationUSA recruitment expansion; virtual global recruitment.</li> </ul>  |
| Financial Viability                   | Maximize resource efficiency to ensure the future growth and expansion of the University's mission. | <ul style="list-style-type: none"> <li>- CASE: \$500K Mellon Foundation grant; public commissions.</li> <li>- LIB: Subscription cost reductions.</li> <li>- HONORS: Enrollment growth without budget increase.</li> <li>- ATH: \$5.5M gifts; major revenue increases across sports.</li> </ul>  |

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|   |   | <ul style="list-style-type: none"> <li>- BFA: \$250M capital investment with \$140M borrowing; SVRI savings; dining contract upgrades.</li> <li>- SA: Budget reallocations to support staffing without cost increase.</li> <li>- ADV: Hiring entry-level gift officers for cost-efficient outreach.</li> <li>- ETS: Eliminated Zoom cost; transitioned to Teams.</li> <li>- EM: Inceptia streamlines aid verification.</li> <li>- GR: \$30M legislative support + \$6M nursing/business funding.</li> <li>- SCOB: \$2.5M departmental naming; \$797K Innovate Alabama awards.</li> <li>- USC: Software cost savings reinvested into student support.</li> </ul>   |
|   | Maximize engagement with policymakers, alumni, stakeholders, and supporters by highlighting economic impact.    | <ul style="list-style-type: none"> <li>- BFA: State appropriation +92.8% since 2019 via Project 208.</li> <li>- ADV: Policymakers on UNAFB; leadership dinners; alumni socials.</li> </ul>  |
|   | Continue to utilize data-driven analysis to forecast enrollment trends and identify areas of growth or decline. | <ul style="list-style-type: none"> <li>- CASE: Student success dashboard development.</li> <li>- IR: Oversees strategic dashboards and 300+ data requests.</li> <li>- OIA: Slate migration improves tracking.</li> <li>- ATH: Donor and support analytics for growth.</li> <li>- SA: FYRI data for retention programming.</li> <li>- ADV: Alumni-hosted freshman send-off exploration.</li> <li>- SCOB: New MBA concentrations targeting workforce markets.</li> </ul>  |
| Communication, Transparency, and Accountability | Improve communication across all shareholders through a unified communication strategy.                         | <ul style="list-style-type: none"> <li>-ACONHP: Implemented Slate and improved cohort communication processes.</li> <li>-CASE: Enhanced cross-disciplinary media and student-led content creation.</li> <li>-LIB: Released annual report and completed homepage redesign.</li> <li>-HONORS: Continued Advisory Board stability and published donor newsletter.</li> <li>-SA: Implemented event planning checklists and hazing prevention site.</li> <li>-EMDC: Built redesigned university website for 2026 launch.</li> <li>-ADV: Standardized multi-division messaging for Shine On, Gold.</li> <li>-OIA: Launched international-focused marketing campaign.</li> <li>-SCOB: Added leadership teams and expanded reporting.</li> <li>-USC: Improved student communication pathways and event visibility.</li> </ul> |
|   | Invest in strengthening mental health resources available to students, faculty, and staff.                      | <ul style="list-style-type: none"> <li>- ACONHP: Zen Den for student stress reduction.</li> </ul>   |

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|                        |  | <ul style="list-style-type: none"> <li>- ATH: Team mental health huddles; all coaches trained via Counseling Services.</li> <li>- SA: New clinical staff (LICSW, ALC, GA); stepped-care capacity expansion; Housing staff trained in Mental Health First Aid and Title IX.</li> <li>- OIA: Trip leader training; new emergency protocol and mental health insurance for study abroad.</li> </ul>   |
|                        | Increase emergency preparation across campus.  | <ul style="list-style-type: none"> <li>- ACONHP: Disaster simulation with EMS, Fire, and Police; ALICE training for faculty.</li> <li>- ATH: Civic engagement events support readiness education (e.g., Purple Swarm).</li> <li>- BFA: RAVE emergency alert system rollout; full key audit; risk management plans required.</li> <li>- SA: 96% immunization compliance; CPR certifications open campus-wide; "After the Fire" crisis program.</li> <li>- ADV/EMDC: Unified emergency messaging system under development for web/social/media.</li> <li>- OIA: Safety training during orientation; partnership with campus safety on international preparedness.</li> </ul>   |
| Institutional Identity | Engage the community with tangible research, workforce training, project development, and outreach to community and alumni partners. | <ul style="list-style-type: none"> <li>- ACONHP: 8 DNP quality improvement projects implemented in local agencies; Roaring RNs mentoring program pairs students with alumni for professional readiness.</li> <li>- CASE: Regional leadership through President's Concert, Shoals Art Invitational, field-based research initiatives, and public cultural programming with community partners.</li> <li>- LIB: Expanded digitization and archival visibility, including the Shoals Music Archive, enhancing access to regional research and history.</li> <li>- HONORS: Honors mentoring, community programming, and 27% residential participation strengthen UNA's student engagement identity.</li> <li>- SA: Experiential leadership through RA training, sustainability programs (Rummage Project), and civic responsibility initiatives demonstrating student workforce preparation.</li> <li>- ADV: Alumni and employer engagement initiatives build internship placement, networking, and hiring pipelines.</li> <li>- SCOB: Strategic Doing practitioner training and Rapid Improvement workshops provide leadership development and process training across the region.</li> </ul> |



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|   | <p>Emphasize UNA's focus on high-quality education and develop a competitive enrollment strategy.</p>                               | <ul style="list-style-type: none"> <li>- CASE: Extensive global study abroad footprint (South Korea, Scotland, Germany, Italy, France, Spain, Portugal, South Africa) elevates academic competitiveness and global engagement.</li> <li>- ATH: Division I national visibility and regional outreach competition increases UNA brand and alumni engagement (e.g., baseball at historic Rickwood Field).</li> <li>- EM/Financial Aid: \$33M in scholarships awarded; 1,000+ endowed/foundation scholarship recipients support competitive recruitment and affordability.</li> <li>- SA / OIA: Belonging and support programs for diverse students (e.g., International Welcome Bash, immunization/TB clinics) enhance accessibility and retention.</li> <li>- ADV: Donor partnerships expand academic scholarships and program support aligned to enrollment growth priorities</li> </ul>   |
|   | <p>Prioritize and highlight UNA's strength as a regional university with world-class faculty to enhance the student experience.</p> | <p>ACONHP: Apple Distinguished School designation highlights innovative, technology-rich instruction and faculty leadership in simulation-based learning.</p> <ul style="list-style-type: none"> <li>- CASE: National awards and faculty recognition in entertainment, sciences, engineering, and arts elevate UNA as a regional hub for academic excellence.</li> <li>- COEHS: Competitive achievements (robotics, NASA fellowship, national case study competition) showcase regional leadership in K-12 and graduate education.</li> <li>- ATH: 19 consecutive semesters above a 3.0 GPA underscore academic excellence among Division I student-athletes and faculty mentors.</li> <li>- USC: Tutoring, writing support, employer engagement, and TRIO expand workforce readiness and strengthen UNA's academic reputation.</li> <li>- ADV: Targeted support for faculty excellence through professorships, scholarships, and donor-funded development programs promotes UNA's academic distinction.</li> </ul> |
| <p><b>Footnote: Abbreviations are as follows</b><br/> AA- Division of Academic Affairs, ACONHP- Anderson College of Nursing and Health Professions, ADV- Division of University Advancement, ATH- Division of Athletics, BFA- Division of Business and Financial Affairs, CASE- College of Arts, Sciences and Engineering, COEHS- College of Education and Human Sciences, EM- Enrollment Management, EMDC- Enrollment Marketing and Digital Communications, ETS- Educational Technology Services, GR- Governmental Relations, HONORS- Delores and Weldon Cole Honors College, IR- Office of Institutional Research, LIB- Collier Library and Information Services, OIA- Office of International Affairs, SA- Division of Student Affairs, SCOB- Sanders College of Business and Technology, USC- University Success Center</p> |   |   |

**Pride in the Gold Standard  
Strategic Plan Update  
December 2025  
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 ACONHP undergraduate and graduate students completed experiential learning opportunities.
    - 100% of graduating pre-licensure/accelerated BSN students completed an interprofessional collaborative simulation with North Alabama Medical Center (NAMC) medical residents and UNA respiratory therapists' students.
    - 100% of undergraduate nursing students participate in high-fidelity simulation.
    - ACONHP increased study abroad opportunities for nursing students by adding a second trip to the Dominican Republic (DR) where students participated in medical clinics for underserved individuals. Seven nurse practitioner students traveled to the DR in Summer 2025 to provide care in remote villages alongside undergraduate students. A total of 30 undergraduate students attended. Over 700 patients were cared for between the two trips.
  - College of Arts, Sciences, and Engineering (CASE)
    - CASE students participated in over 15,000 hours of community service and field practicums through Social Work placements across multiple states and partner agencies. Numerous departments in CASE, including Communication, Engineering and Industrial Professions, English, Foreign Languages, and Visual Arts and Design incorporated internships, study abroad, and collaborative projects linking classroom learning to industry practice.
    - CASE students earned top awards at the Association of Southeastern Biologists and the Alabama Academy of Science conferences. Students from the Department of Music and in the Marching Pride performed at the Macy's Thanksgiving Day Parade, with others performing with the Shoals Symphony at UNA.
    - Students in our German program swept the top three places in the Goethe Institute's national German essay competition, earning distinction for linguistic and cultural excellence.
    - Dozens of students across CASE conducted fieldwork and presented at national conferences, with others organizing exhibitions, performances, and publications that integrated creative practice with scholarly inquiry.
  - College of Education and Human Sciences (COEHS)

- Ph.D. student Christian Price earned an Alabama Space Grant Consortium Graduate Research Fellowship with NASA, working with teams at the Johnson Space Center during Summer 2025.
- Kilby Laboratory School was recognized in its first-ever ranking in *U.S. News* “Best Elementary Schools,” #21 statewide (Jan. 2024), underscoring the importance of access to a high-quality field and clinical sites for teacher candidates on campus.
- More than 120 UNA teacher education candidates in COEHS—partnering with the Muscle Shoals Parks & Recreation Adaptive Recreation Program and Florence City Schools’ Educators in Training—hosted the Very Special Arts Festival, welcoming 250+ K–12 students and 30 special education teachers from 22 schools across Lauderdale, Colbert, and Franklin counties. The candidates designed adaptive, accessible literacy and arts activities, creating a safe, joyful experience for students with exceptionalities.
- Collier Library and Information Services
  - Collier Library provided nearly 3,000 hours of student employment experience for UNA students. Students learned professionalism, task management, customer service, and other skills they will apply to permanent positions after graduation. Additionally, Collier Library hosts Graduate Assistants who learn higher-level skills through working with Library faculty and staff.
- Delores and Weldon Cole Honors College
  - 100% of new first-time freshmen (240) participated in experiential learning, civic engagement, professional development training, and leadership development as part of the first-year Honors Forum course.
  - 64 students participated in Education Abroad programs in 2025.
  - The Honors College partnered with campus departments and organizations to provide workshops for Honors students:
    - Steele Sales Center Personal Branding Workshop
    - International Affairs- Study Abroad Opportunities Workshop
    - Career Center- Level Up: Building Your Personal Identity Workshop
- Division of Athletics
  - UNA Student-Athlete Advisory Committee collaborated with SGA on a Voter Registration event that helped students receive assistance with voting registration, whether they were in-state or out-of-state voters. In addition to registration support, the event also provided educational resources to help all students better understand the voting process.
- Division of Student Affairs
  - University Health Services (UHS) partnered with the Anderson College of Nursing and Health Professions and the Department of Kinesiology to provide on-campus clinical and health-promotion internships, expanding hands-on experience for nursing and kinesiology students.
  - Student Counseling Services (SCS) continued clinical supervision for graduate interns in Counselor Education and Social Work, and launched its first Graduate Assistantship in Fall 2025.

- UNA Recreation (UNARec) facilities remained academic learning labs—hosting Kinesiology courses, offering CPR certification, and engaging student participants through intramurals, group fitness, personal training, and outdoor adventure opportunities.
- Center for Student Engagement partnered with Network Volunteers to bring back the Alternative Breaks program.
- In Fall 2025, Center for Student Engagement has 115 active student organizations and 30 honor societies registered.
- During 2024-2025, the University Program Council hosted a variety of major campus events, including student homecoming events, Bingo Bango, Fire Findz, Silent Disco, Step Sing, the Miss UNA Scholarship Program, and the Spring Concert. In total, they organized 61 events that drew 6,918 student registrations from 2,504 unique participants.
- Since the inception of Campus Groups in Fall 2022, the Center for Student Engagement has tracked the number of events, student registrations for those events, and the unique users.
- The Presidential Mentors Academy (PMA) established a programmatic curriculum that focuses on experiential opportunities for juniors in the program. Due to this focus, PMA was able to successfully connect all 17 juniors with an internship opportunity that connected to their future career goals. PMA has also supported 5 students participating in a study abroad trip.
- Resident Advisor's (RA) training offered leadership development, crisis response management, peer mentorship, and training (Mental Health First Aid, Title IX, compliance).
- 24% of RAs earned a 4.0 GPA and 38% earned 3.5–3.99 GPA, demonstrating academic and professional success in student leadership roles.
- Over 185 Housing and Residence Life programs with 7,200+ attendees fostered academic excellence, social responsibility, and community engagement.
- Housing and Residence Life sponsored student trips and tickets (e.g., National Museum of African American Music, ASUN championships) supporting student experience.
- Housing and Residence Life community builders and community meetings promoted involvement, education on policies, and access to campus resources.
- Division of University Advancement
  - When engaging with donors and prospective supporters who are passionate about experiential and workforce development opportunities, University Advancement highlights meaningful avenues for philanthropic impact.
  - A donor established a Workforce Development Endowment benefiting both the College of Arts, Sciences, and Engineering (CASE) and the Sanders College of Business and Technology. This fund will expand access to valuable work-based learning experiences that students might not otherwise have the opportunity to pursue.

- Additionally, the University now has a total of 14 study abroad/away funds and 11 experiential learning funds, further strengthening our commitment to hands-on, transformative education.
- Office of International Affairs
  - Supported experiential learning and workforce development for F-1 Visa holding students by ensuring compliance with federal immigration regulations that govern employment and training opportunities such as Curricular Practical Training (CPT) and Optional Practical Training (OPT).
  - Worked with campus leaders to streamline CPT/OPT authorization processes.
- Sanders College of Business and Technology (SCOBT)
  - The college led four study abroad trips with a business focus in Summer 2025. Faculty took students to: 1) England, Ireland, & Scotland; 2) Germany, Austria, & Switzerland; 3) Italy; and 4) Spain & Portugal. Two of those trips even included business idea pitch competitions and one student came back and has applied for a Fulbright to be at a university they visited on the trip. The Department of Accounting and Business Law also led a study abroad trip to Greece during the Summer.
  - Led by Mary Marshall VanSant and Mitch Hamm, the second annual Big Ideas competition is underway. Ten student ideas for new businesses have been submitted. Of these, four will be selected to be worked on in teams. \$15,000 in prize money will be awarded through a grant from the Anderson Family Foundation. The students will receive mentoring and training from local entrepreneurs and SCOBT faculty.
  - The Steele Sales Team participated in several national and regional sales competitions this Fall, all with strong performances and some returning with top awards. Drs. Brian Morgan and Erin Gillespie led the student travel.
  - UNA's Future Business Leaders of America chapter, which celebrated its 50th anniversary last year, brought home another Top-10 national finish from Dallas in June. Olivia Mosier, a senior accounting major, placed 10<sup>th</sup> in the nation in Foundations of Entrepreneurship. Several UNA students also took top finishes at the Alabama State Leadership Conference earlier in 2025, including first place in Cybersecurity (Graysen Wargo), Foundations of Accounting (Olivia Mosier), Foundations of Management (Camden Butler) and Foundations of Technology (Graysen Wargo) as well as several 2nd and 3<sup>rd</sup>-place awards.
  - Computer Science major Jackson Ferrigno finished first in the student research competition at the Southeastern Consortium for Computing Sciences in Colleges (CCSC) held at Mercer University in Macon, GA. Jackson, mentored by Dr. Mark Terwilliger, first competed in the poster contest. The top five of the 30 student poster presenters then advanced to give oral presentations. The title for his work was: "Deep Learning Methods in Modern Grid Management - Integrating LSTM Forecasting and DRL Optimization for Enhanced Grid Resilience."
  - Eight student innovators and Mr. Mitch Hamm, Director of Joel R. Anderson Center for Innovation and Entrepreneurial Studies, traveled to the College

Entrepreneurs' Organization (CEO) Global Conference in Tampa, FL in Fall 2025. This three-day immersive experience emphasized experiential learning by connecting our students directly with founders, investors, and entrepreneurial leaders from across the country. Students were engaged by dynamic keynote sessions, hands-on workshops, and pitch competitions, but what stood out most to them were the breakout speakers—practitioners who shared real, relevant insights from their own entrepreneurial journeys. These sessions sparked meaningful conversations, inspired new venture ideas, and helped students see how classroom concepts apply in real-world contexts.

- Students and Faculty from the Department of Computer Science and Information Systems partnered with faculty in the College of Arts, Sciences, and Engineering (CASE) in November to participate in STEM poster session event in the Computing and Mathematics Building.
- Faculty from the Department of Finance, Economics, and Data Analytics continue to organize and run the annual Society of Business, Industry, and Economics (SOBIE) Conference in Sandestin, FL, each April. Most recently, over 100 faculty and 50 students attended the conference. This included 15 faculty and 12 students from UNA. The organization's journal – "Journal of Business, Industry, and Economics" – is edited by Dr. Keith Malone, Professor of Economics.
- University Success Center
  - The UNA Career Center is committed to preparing students for entering the workforce by offering experiential learning, professional development, and career preparedness opportunities. In 2025, the UNA Career Center engaged with over 2,600 students for career counseling and resumé reviews, tracked 157 experiential learning experiences completed by students, and documented 600+ students enrolled in QEP designated courses.
  - The UNA Career Center focused on bringing employers to campus to engage with UNA students in 2025, resulting in 297 employer visits benefitting students from all Colleges. They have also developed new employer relationships to better serve our students' interests and goals – employers of note include Blue Bell Creameries, Caterpillar, FBI, Great Southern Wood Preserving (Yellowwood), Lockheed Martin, and Ultium Cells.
- **Increase timely hiring and funding of faculty to maintain program quality and small student-to-faculty ratio.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - Two graduate faculty in ACONHP are currently pursuing their Psych-Mental Health Nurse Practitioner post-master certification to grow and support students enrolled in the PMHNP track.
    - ACONHP added a third Occupational Therapy Assistant faculty member to assist with the development and implementation of our new OTA program.
    - An additional lab assistant and adjunct faculty member were hired to teach in the Bachelor of Science in Respiratory Care (BSRC) program. The student-to-faculty ratio in the classroom setting is 14:1 or less. The student

- to faculty ratio in the lab is 7:1. The student-to-preceptor ratio in the clinical setting is 1:1.
- College of Arts, Sciences, and Engineering (CASE)
    - Faculty across the School of Natural Sciences, Engineering, and Mathematics and the School of Humanities and Social Sciences introduced new courses and updated curricula to align with industry trends (e.g., Health Communication, Media Leadership, AI-informed PR Writing). School of the Arts faculty maintained national and international professional profiles, enriching classroom learning through research, exhibitions, and performances.
  - Division of Business and Financial Affairs
    - Special Voluntary Retirement Incentive (SVRI) – is a program for the University to save funds by providing an opportunity for tenured employees to retire and to replace them with new employee at a lower cost. SVRI also offers an opportunity to further diversify our workforce, by bringing in new perspectives and creating opportunities for current employees to advance in their areas.
  - Division of University Advancement
    - The University currently has 10 endowed professorships and four Eminent Scholars. These distinguished positions play a vital role in attracting and retaining exceptional faculty who are leaders in their fields. The resources provided through these endowments strengthen the University's academic profile by supporting faculty excellence in teaching, research, and student mentorship.
      - In addition to recognizing outstanding achievement, these funds enable faculty to pursue innovative scholarly work, develop new courses, and engage students in meaningful academic and research experiences that elevate the overall quality of education at UNA
  - **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)
      - 100% of Masters of Science in Nursing and Post Master's Certificate (PMC) students graduating in Summer and Fall 2025 in the Family Nurse Practitioner track completed simulations utilizing undergraduate nursing students as standardized patients.
      - 100% of MSN and PMC students graduating in Summer and Fall 2025 in the Psychiatric Mental Health Nurse Practitioner track completed simulations utilizing representatives from community partners to serve as the standardized patient.
      - Pass Rates for MSN and PMC students
        - Summer 2025 graduates:
          - FNP/PMC-FNP – 42 out of 51 students have taken the exam as of 10.20.2025 with a 100% pass rate.
          - PMHNP/PMC-PMHNP – 19 out of 25 have taken the exam as of 10.21.2025 with a 100% pass rate.

- 100% of Bachelor of Science in Respiratory Care students completed two high-fidelity simulations in the 2024-2025 academic year.
- Bachelor of Science in Respiratory Care graduates achieved a pass rate of 100% for the National Board for Respiratory Care Therapist Multiple Choice exam and earned Certified Respiratory Therapist credentials.
- Bachelor of Science in Occupational Therapy (BSOTA) Candidacy application was approved by the Accreditation Council of Occupational Therapy (ACOTE); the first cohort will be admitted in Spring 2026.
- National Council Licensure Examination for Nursing first-time pass rates for Spring 2025 undergraduate nursing student graduates are 93%.
- The ACONHP received recognition in Fall 2025 as an Apple Distinguished School, a designation that reflects our commitment to a student-centered and personalized learning environment. Through the College's Apple One-to-One initiative, each student is provided with an iPad, supporting the integration of technology, enhancing student engagement, and fostering innovative learning experiences in the classroom.
- College of Arts, Science and Engineering (CASE)
  - The David and John Briggs Family Department of Entertainment Industry was recognized by *Billboard Magazine* as one of the Top 50 Music Business programs in the country, affirming UNA's prominence in creative and professional arts education.
- College of Education and Human Sciences (COEHS)
  - Six Kilby Laboratory School robotics teams qualified for the Alabama state tournament (Mar. 2024) and went on to the VEX Robotics World Championship (Mar. 2024).
  - Exercise Science students placed 5th in the Student Bowl at the Southeast American College of Sports Medicine Conference (Apr. 2024).
  - UNA took 1st place in the Dr. Samantha Roberts Case Study Competition at the 2025 Applied Sport Management Association conference held at the University of Cincinnati.
  - UNA Esports Team won the Fall 2024 College Halo National Title.
  - Counselor Education students achieved a 100% pass rate on the Counselor Preparation Comprehensive Examination (CPCE).
- Collier Library and Information Services
  - UNA students and faculty accessed 146,686 journal articles and 21,457 eBooks during the last academic year.
  - UNA students visited the Library on 133,289 occasions and booked group study rooms 8,913 times during the past academic year.
  - Librarians provided 157 bibliographic instruction sessions to 3,305 students.
- Delores and Weldon Cole Honors College
  - The Honors College ongoing Honors Mentoring Program (2012-present) assists first-year freshmen Honors College students with the transition to University life; 87 mentors served 150 first-year students.
- Division of Academic Affairs



- The Division of Academic Affairs has developed a proposal for a Center for Teaching and Learning, scheduled for implementation in Spring 2026. To inform the proposal, five listening sessions were conducted with stakeholders across campus to assess needs and identify areas where a CTL could provide meaningful support
- Division of Athletics
  - Student-athletes achieved academic excellence, including the 19th consecutive semester with a department GPA above a 3.0+, and the 3rd consecutive semester with a department GPA of about a 3.25+, with an overall GPA of 3.28 for 2024-25. This year saw 2 Keller Key winners (Beth Ann Tucker and Sarah Larkin Lewis), along with 297 student-athletes who were honored for a 3.0 or higher semester GPA during the 2024 calendar year, exemplifying a high-quality and student-focused instructional environment
- Division of Student Affairs
  - “The Struggle Is Real” mental-health and coping event—co-sponsored by University Health Services, Student Counseling Services, and Anderson College of Nursing and Health Professions, remains a signature experiential event linking academic learning with well-being practices.
  - Peer engagement within Student Counseling Services expanded through “Paint & Process” and “Speed Friending” sessions, promoting social connectedness, reflection, and emotional literacy.
  - Housing and Residence Life Mane Month signature events (Playfair, After the Fire) promoting student connections and resilience.
  - Housing and Residence Life targeted student housing education (live Q&A, instructional move-in/out videos, apartment tours).
  - Housing and Residence Life’s growing demand for student housing reflects strong value in residential student experience.
- Division of University Advancement
  - Through strategic partnerships with donors and stakeholders, University Advancement continues to secure vital resources that enhance the student experience and broaden the University’s academic offerings. An example of this includes funding for the Center for Servant Leadership, which reflects UNA’s ongoing commitment to innovative and mission-driven programming.
    - The Center creates meaningful opportunities for students to cultivate leadership skills rooted in service, preparing them to make lasting contributions in their communities and professional fields.
- Enrollment Management
  - UNA’s official 4-year graduation rate for the most recent cohort (2021) is the highest it has ever been at 44.8% (which is a 5.8 percentage point increase over last year).
  - UNA awarded 914 degrees in Fall 2024, 993 in Spring 2025, and 385 degrees in Summer 2025.
  - The official 6-year graduate rate for the most recent cohort (2019) is the highest it has ever been at 55.6%.

- The official 8-year graduation rate for the most recent cohort (2017) is the highest it has ever been at 56.0%.
- UNA leads all of its peer institutions in retention — our 78% is nearly 10 percentage points above the peer average.
- Within Alabama, UNA sits proudly in the top five, just behind Auburn, Alabama, UAB, and UAH — all much larger, research-intensive institutions.
- Office of International Affairs
  - Increased student participants from 167 to 207 students in 2024 to 2025.
  - Signed three affiliate agreements for summer internship/service learning/alternate summer programs with providers.
  - Organized a panel featuring past study abroad students and employers to highlight the value of international experience in the hiring process.
- Sanders College of Business and Technology (SCOBT)
  - The SCOBT is implementing a detailed four-year career plan delineating activities/requirement for each year of matriculation.
  - The SCOBT purchased Lightcast Career Coach to engage current and prospective learners with career recommendations based on their interests and skills. It then shows how our institution's programs connect to those students in the TVA Investment Challenge Program, under direction of Dr. Fred Kindelsperger, Assistant Professor of Finance, actively manage a real-money portfolio valued at over \$500,000. This is not a simulated exercise. The portfolio is fully funded by the Tennessee Valley Authority, and student asset managers are held to the same compliance standards and investment guidelines used by TVA's professional managers. Throughout the semester, students analyze market conditions, evaluate individual securities, make active management decisions, and produce a formal report that they deliver to the TVA Corporate Investments team. In their capstone meeting with TVA leaders in November, they showcased not only their analytical rigor and strategic thinking, but they also prominently represented UNA as some of the best emerging professionals in Finance. The Fall 2025 team distinguished themselves in their presentation to the TVA and delivered significant positive alpha during their active management cycle this semester.
  - The Gatlin Endowment for Innovation has allowed Dr. Alisha Horky, Associate Professor of Marketing, to create valuable experiential activities for our marketing students. Thanks to this endowment, she was inspired to create the MK 490, Agile Marketing course. In this course, digital marketing students are able to work with local businesses and organizations to run real-time digital marketing campaigns using the latest tools and technology. With the Gatlin funds, she was able to purchase three Microsoft Surface Pro tablets with cases and styluses, three professional content creator cameras with tripods, and a dozen tiny mics. Students are able to use the tools for design and content creation as they work with their clients. The technology provided by the Gatlin Endowment is not only used for the Agile Marketing course students; the equipment has been checked out and used by our

- marketing student organization members, the Steele Sales team, and other marketing students. This has enabled these students to always have the best tools at hand to support their digital marketing efforts.
- The College added over 20 new classes across all major programs with the “experiential learning” tag for the University’s Quality Enhancement Plan (QEP).
- The SCOBT purchased Smarter Proctoring exam services for all online testing, in both online and traditional courses, which provides enhanced proctoring options to support our efforts.
- University Success Center (USC)
  - The University Success Center focused on student preparedness and readiness in 2025. The USC held its inaugural “How to College” event, a two-day event at the beginning of Fall semester designed to prepare students for their first weeks of classes, and hosted study skill and career readiness workshops throughout the year. USC staff presented on academic and career resources, study skills, and advising and registration to 20+ classes and student groups.
  - The Center for Writing Excellence provides peer writing consultations for on-campus and online students. In 2025, they’ve held 600+ writing consultations.
  - The University Success Center continued its partnership with Tutor.com to provide online, 24/7 tutoring for all students. In 2025, students participated in 2,400+ tutoring sessions and 1,500+ hours of tutoring. TRIO Student Support Services provides comprehensive academic support for students who are first-generation, low-income, and/or have a documented disability. 142 students are currently active in the TRIO program and have benefited from programming such as Summer Bridge, Financial Literacy Lunch and Learns in the Spring and Fall semesters, and a hands-on service learning event at Grow Dat Youth Farm in New Orleans in October.
  - As part of a long-standing collaboration, Educational Technology Services and the University Success Center are piloting a new software for advisor use in identifying students at risk of not continuing their studies.

## **Theme Two: Sustainable Growth and Infrastructure**

- **Invest in building maintenance, renovations, and new projects that enhance safety and support the University’s growth.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - Renovations to the first floor of Stevens Hall allowed for the creation of a new classroom space, transfer lab, mock apartment, pediatric lab, faculty offices, and conference room to house the new Occupational Therapy Programs.
  - College of Arts, Sciences, and Engineering (CASE)
    - Departments in the School of the Arts installed new equipment (VR headsets, 3D printers, sewing machines) and upgraded studios, galleries, and art offices to create more functional and professional learning environments. Several departments in the School of Humanities and Social

- Sciences added collaborative student-faculty spaces, and Social Work consolidated offices to improve accessibility and visibility.
  - The Department of Psychology and Sociology acquired a 36-laptop mobile cart for research instruction, enhancing digital learning capacity. Several departments in the School of Natural Sciences, Engineering, and Mathematics integrated advanced lab and research equipment supporting interdisciplinary Science, Technology, Engineering and Mathematics (STEM) initiatives.
- College of Education and Human Sciences (COEHS)
  - Healthy UNA earned WELCOA's Gold Well Workplace Award (Sept. 2025), demonstrating an ongoing commitment to protecting and enhancing the health and well-being of each and every employee.
- Collier Library and Information Services
  - Identified volumes held in off-site storage for reincorporation into the Library's regular collection. Non-essential volumes were discarded, and the Library was able to discontinue use of the building at 472 N. Court St. (former off-campus bookstore) to allow UNA to repurpose it for other uses.
- Delores and Weldon Cole Honors College
  - The Honors College's Coby Hall was the site of several upgrades, including interior furnishing and décor updates to student spaces, an update to the side kitchen entrance (Mane card access after-hours) to add aesthetic appeal and enhance safety components, and the beginning of outdoor paver replacement and two new sidewalks to better connect Coby Hall to the campus core.
- Division of Athletics
  - Major renovations included the addition of the Cox Creek Turf Field and 4-lane track. This addition is part of the Bank Independent Stadium project, which includes state-of-the-art facilities for baseball at Mike D. Lane Field at Bank Independent Stadium and for football and soccer at Bobby Wallace Field at Bank Independent Stadium. Additionally, there were updates made to CB&S Bank Arena that include revocations of the women's basketball locker room and the Hall of Honor renovations.
    - These infrastructures provide long-overdue facility enhancements for football, baseball, soccer, cross country/track, and women's flag football.
- Division of Business and Financial Affairs
  - Updates to the Amphitheater and other areas across campus widened sidewalks and refreshed landscapes to support student use of spaces.
  - Added over 80 parking spaces in 2025 with plans to add at least another 187 student spaces in 2026.
  - Ongoing progress in the construction of a new housing facility creating over 188 new beds for resident students.
  - 2025 supported 4 new roof projects, 5 major excavation projects to resolve basement moisture issues, major brick repairs to 6 buildings, window & door replacements across campus, and more. 2026 will see an ongoing effort in these areas.

- Began design planning for a new Engineering/STEM building to support academic growth. Expect to open bids Spring 2026.
- Division of Student Affairs
  - University Health Services completed upgrades to Medcat One Immunization Compliance Manager, modernized patient-privacy documentation, and achieved 97 % patient satisfaction following workflow improvements and updated check-in check-out processes.
  - All University Health Services nurses and nurse practitioners were re-certified in Advanced Cardiovascular Life Support (ACLS) & Pediatric Advanced Life Support (PALS), enhancing emergency readiness.
  - Student Counseling Services upgraded to Medcat for its Electronic Medical Record system. This change in platforms enhances referral processes among health and counseling departments and allows Student Counseling Services to modernize patient-client workflows and documentation.
  - Student Counseling Services installed a non-recording security camera system on the first floor of Rice Hall. This system maintains students' confidentiality and provides staff with the safety and security of seeing in real-time people within the clinical spaces and department.
  - UNA Recreation installed a new gymnasium keypad system, signage upgrades to the Student Recreation Center and Intramural Field, and added new fitness equipment.
  - GUC Operations and Events Management enhanced campus building aesthetics by soft washing the building exterior and installing new wayfinding signage to improve visibility and navigation.
  - GUC Operations and Events Management replaced building chairs to ensure consistency with University branding and improve overall appearance for events.
  - Ongoing projects by GUC Operations and Events Management include replacing outside table canopies, repairing fogged front windows, updating stage curtains in the Performance Center, installing new carpet on the GUC second floor, and refurbishing the Performance Center stage to enhance both safety and usability.
  - GUC Operations and Events Management is also installing a new Banquet Hall sound system to improve audio quality and event experiences.
  - Fraternity and Sorority Life, in collaboration with Florence Police, Florence Fire Department, and University Police, conducted ongoing fire inspections of fraternity houses to ensure compliance with fire codes and appropriate emergency preparedness plans.
  - Housing and Residence Life completed renovations: carpet, bathtub, and boiler replacements (Rice/Rivers), beds and flooring upgrades (Twin Oaks).
  - Construction of LaGrange Residence Hall underway (first new hall in a decade; opening August 2026).
  - Housing and Residence Life successfully transitioned summer housing to Rice and Covington with minimal loss due to Mattielou closure.

- Housing and Residence Life efficiently implemented StarRez for assignment processing allowing 98.42% of Fall 2025 applicants to receive assignments by June 1.
  - Housing and Residence life created instructional videos improving operational efficiency for students and staff.
- Division of University Advancement
  - In alignment with the University's strategic goals, the Board of Trustees approved University Advancement's updated naming policy, which requires that an endowment of at least 10% of the total gift amount be established for maintenance when a facility is named. This policy ensures that dedicated resources are available to support long-term maintenance and preservation, protecting the functionality and appearance of these important assets for future generations.
  - Further demonstrating this commitment, the historic \$100 million Shine On, Gold campaign includes two major facility projects that reflect the University's focus on creating state-of-the-art environments for learning, collaboration, and safety. Together, these initiatives highlight University Advancement's dedication to strengthening the University's infrastructure.
- Sanders College of Business and Technology (SCOBT)
  - Renovated a large office in Keller to be a new student lounge space to support students with a location to work and relax between classes; opened late Fall 2025.
- **Implement options to help address internet/network redundancy issues on campus.**
  - *This goal was primary addressed and accomplished in 2024*
- **Continue to develop and invest in sustainable enrollment strategies.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - Collaborated with the marketing team on a marketing campaign for MSN Leadership and Teaching-Learning tracks to increase enrollment.
  - College of Arts, Sciences, and Engineering (CASE)
    - Expanded travel and outreach budgets in the School of the Arts and the School of Humanities and Social Sciences allowed for targeted engagement with regional high schools, increasing awareness of UNA programs and aligning enrollment with regional workforce needs.
    - CASE developed new articulation agreements, including between the Hospitality and Events Management program and Columbia State Community College, strengthening enrollment pipelines and creating sustainable transfer pathways.
    - Expanded travel and outreach budgets in the School of the Arts and the School of Humanities and Social Sciences allowed for targeted engagement with regional high schools, increasing awareness of UNA programs and aligning enrollment with regional workforce needs.
  - Delores and Weldon Cole Honors College
    - The Honors College collaborated with Admissions and Enrollment Management to continue strategies for student visits, preview days,

- outreach, and student recruitment utilizing Slate customer relationship management software.
  - Enrollment in the Honors College grew from 949 students in Fall 2024 to 1,006 students in Fall 2025, reaching 16% of the undergraduate degree-seeking population and 22% of the freshman class.
- Division of Academic Affairs
  - Over the past year, the Council of Academic Deans has been working collaboratively with the Office of the Provost to create an Academic Plan that contains a “Building the Class” exercise that incorporates strategies, tactics and metrics to recruit mission-driven, workforce-aligned and financially sustainable segments of students in alignment with UNA’s strategic plan.
- Division of Student Affairs
  - The Anderson Bike Program expanded with 25 additional E-bikes, bringing the total e-bike fleet to 75. This expansion increased safety measures and directly supports sustainable transportation goals, with 85% of users residing in campus housing.
  - University Health Services continued paperless billing and implemented electronic immunization compliance holds to improve administrative workflows.
  - The orientation program is being reimagined to enhance the student experience, support enrollment strategies, and reduce melt for incoming students.
  - Housing and Residence Life had steady occupancy stability despite graduate departures.
  - Housing and Residence Life strategic forecasting strengthened with new cancellation deadline to prevent inflated numbers.
- Division of University Advancement
  - University Advancement supports the strategic plan’s mission to strengthen sustainable enrollment by securing resources that enhance student access and success. Central to this effort is the “Shine On, Gold” campaign, exceeding goals of \$15 million for general student scholarships and \$6 million for Presidential Scholarships. These funds are essential to attracting and retaining a diverse, high-achieving student body and ensuring UNA remains accessible to students from all backgrounds.
  - In addition, the Office of Alumni Relations partners with the Office of Admissions to promote UNA through Early College programs, recognizing and engaging teachers who serve as ambassadors in their classrooms.
  - Through targeted scholarship initiatives and strategic outreach, University Advancement helps build a sustainable pipeline of future Lions while advancing a culture of excellence and opportunity.
- Enrollment Management
  - UNA continues its remarkable growth, as Fall 2025 sets a new all-time enrollment record. This marks the University’s 21<sup>st</sup> consecutive fall or spring semester of record enrollment, with a final tally of over 10,700 students representing more than over 226,000 credit hours annually.

- UNA enrollment has steadily increased across important student classifications such as on-campus, undergraduate, freshmen, traditional, international, and domestic over the last several years.
- Currently, 71% of the University's student population is from Alabama; 77% of the Fall 2025 freshman class are Alabama students.
- The Office of Admissions hosted a record number of visitors on campus, totaling 8,692, an increase of 127.
- Admissions held five Preview Day events, one Admitted Student Day, and five SOAR sessions. Representatives attended 483 college fairs, high school visits, awards programs, transfer fairs, community college visits, and other recruiting events, reaching 4,223 students, up from 3,637 last year.
- Matriculation rates of former Early College students greatly outpaced those of first-time non-EC freshmen (Fall 2025: 32.2% for EC, 18.8% for non-EC).
- Sanders College of Business and Technology (SCOBT)
  - The SCOBT Recruiters work with prospective students throughout the enrollment process, including application, admission, and advisement.

### **Theme Three: Community Engagement and Partnerships**

#### **Strengthen Community Relationships**

- Anderson College of Nursing and Health Professions (ACONHP)
  - Graduate faculty worked to strengthen community partnerships in the area of psychiatric mental health.
  - Graduate nursing students participated in the Health Fair at Shoals Community Clinic, serving as providers.
  - Graduate nursing students participated in the Women's Health Fair at Shoals Community Clinic.
  - Graduate students hosted a booth at the Tiny Cubs baby shower focused on improving mental health in the postpartum period.
  - In Summer 2025, ACONHP graduate students participated in a medicine drive for the study abroad program.
  - In Fall 2025, ACONHP graduate students participated in a food drive for the Shoals Community Clinic.
  - More than 100 fieldwork sites have been identified for the Occupational Therapy Programs, both on campus and off, in traditional and non-traditional areas of practice.
  - Bachelor of Science in Respiratory Care (BSRC) students held an educational session on the dangers of vaping during Respiratory Care Week during Fall 2024.
  - BSRC initiated and developed new clinical partnerships with four additional regional hospitals.
  - BSRC students completed over 4,000 clock hours in the clinical setting at partnering facilities for the 2024-2025 academic year.
  - The Bachelor of Science in Applied Health Science (BSAHS) program has worked to develop a community partnership with Medical Associates of the Shoals to offer an internship site option for our AHS students. Contractual negotiations are also in progress with NAMC.



- Faculty, students, and community volunteers hosted a Community Baby Shower and Sibling Boot Camp in both the Fall and Spring semesters. In the Spring, the event welcomed 84 expectant mothers, accompanied by 94 support persons and 28 siblings (206 total people). In Fall 2025, there were 86 expectant mothers, 22 siblings, and 92 support persons, for a total of 200 attendees.
- Faculty, students, and community volunteers hosted three Respite Care events for children with special needs and their siblings during Spring 2025. The total number of participants at these events includes 84 children, 126 nursing students, and 12 volunteers (totaling 222). Three additional Respite Care events were held in Fall 2025.
- First-semester undergraduate nursing students held a food drive to distribute to patients at the Shoals Community Clinic.
- In Spring 2025, students from pediatrics, mental health, and community courses participated in Night to Shine for adolescents with special needs.
- Student Nurses Association participated in the Shoals Area Kidney Walk and sold t-shirts to raise \$300 to support the Alabama Kidney Foundation during the Spring 2025.
- The ACONHP collaborated with the Alabama Kidney Foundation to host a Kidney Education Conference for community members and healthcare professionals. Level 3 students provided educational booths and level 1 students provided blood pressure screenings.
- In Fall 2025, ACONHP faculty launched the Purple Zone initiative to promote wellness and healthy aging among faculty and community members.
- ACONHP organized and supervised 2,922 clinical experiences for pre-licensure/accelerated Bachelor of Science in Nursing students with 71 community partners over the Spring, Summer, and Fall 2025.
- College of Arts, Sciences, and Engineering (CASE)
  - Community collaboration with the community is reflected in the George Lindsey UNA Film Festival, I2E2 Conference, and Urban Music Symposium, which attracted broad community participation, while departments such as Communication, History, and Visual Arts and Design fostered civic dialogue through storytelling, exhibitions, and public lectures.
  - Department of Social Work raised over \$10,000 through a campus-wide suicide prevention walk, while faculty in Politics, Justice, Law, and Philosophy offered de-escalation training to regional law enforcement officers.
  - The David and John Briggs Family Department of Entertainment Industry and the Department of Visual Arts and Design, both in CASE, collaborated with local businesses, museums, and art festivals to highlight UNA's role in regional cultural and workforce development.
- College of Education and Human Sciences (COEHS)
  - Kilby Laboratory School hosted a "First Responders Appreciation Breakfast," welcoming more than 40 police and fire-rescue personnel. Students expressed their gratitude and presented gifts of appreciation in recognition of the first responders' service to our community.

- Collier Library and Information Services
  - The Library hosted an event unveiling the new mural “Tears and Triumphs: Honoring North Alabama’s First Peoples” guided by Dr. Sean Jacobson. The ceremony included an address by Dr. Minnette Ellis, an address from University President Dr. Kenneth Kitts, and concluded with a speech by Chuck Hoskin Jr., Principal Chief of the Cherokee Nation.
- Delores and Weldon Cole Honors College
  - The Cole Honors College has partnered with numerous agencies and organizations so far to advance UNA’s mission of service to the region. Those include: United Way of Northwest Alabama, Common Ground Shoals, Keep the Shoals Beautiful, Cramer Children’s Center, and small businesses in Tuscumbia.
  - The Cole Honors College also hosted the inaugural Jazz on the Porch event in Spring 2025 as a cultural community outreach event. This event featured UNA students showcasing their musical talents to local community members.
- Division of Athletics
  - UNA Athletics completed over 4,000 hours of community service, ranking in the top 25 nationally for civic engagement. Three women’s teams (Tennis, Golf, and Volleyball) and three men’s teams (cross country, golf, and basketball) all finished in the top 10 of Division I schools on Helper Helper (an app that tracks community engagement).
  - Events like "Civic Engagement Day" involved student-athletes in projects benefiting the Shoals community. The economic impact provided to the Shoals amounts to over \$129,000.
  - UNA Athletics celebrated National Girls and Women in Sports Day with a free youth clinic for the community. This empowering clinic connected local girls ages 4-12 with UNA student-athletes and coaches from all of our Women’s programs.
  - Events like the annual "Ladies Night Out", celebrating women in sports, and various reunions (e.g., 1993 Championship teams) fostered connections with alumni and local communities.
  - The collaboration with the Birthday Fairy organization saw each team take part in creating handmade birthday cards for elementary students across the Shoals area.
  - Along with these events, the Lions took part in multiple events with Common Ground Shoals, and were a part of Bank Independent’s service day.
- Division of Student Affairs
  - Student Counseling Services partnered with Active Minds, American Foundation for Suicide Prevention, University Police, and Athletics to deliver prevention education and Mental Health First Aid training.
  - University Health Services hosted on-campus immunization clinics with community partner Chad’s Payless Pharmacy to enhance immunization access for students. The clinic staff also welcomed Kilby’s HOSA students for experiential learning visits.

- UNA Recreation and Fraternity & Sorority Life collaborated on “Break the Cycle” Hazing Prevention Week, with spin bike sessions in the Guillot University Center.
- In Fall 2025, the Center for Student Engagement partnered with LifeSouth to host a major community and campus wide blood drive, promoting civic engagement and public health.
- In Fall 2025, the Center for Student Engagement hosted the annual Big Deal, featuring 107 UNA-related groups (student organizations, club sports, and campus departments) and 58 community businesses and nonprofit organizations, providing approximately 2,000 students the opportunity to connect with local partners and campus involvement opportunities.
- During 2024-2025, Fraternity and Sorority Life encompassed 25 chapters, which collectively contributed 16,128 service hours and donated a total of \$149,711.07 to philanthropic causes, demonstrating a strong commitment to community service and social responsibility.
- The Presidential Mentors Academy (PMA) program partners with multiple community organizations to further support the development and goals of each of our PMA students. These community relationships have established mentorship opportunities for our students, internships, as well as post-graduation guidance for job searching and financial success.
- Housing and Residence Life collaborations with National Panhellenic Council (NPHC), Title IX, Athletics, Student Success Center, Student Conduct, and University Program Council (UPC).
- Housing and Residence Life Camp & Conference growth fostered strong external partnerships (STEM, Cheer, SOAR overnight camp, and anticipate 2026 program of 1,600 attendees).
- Housing and Residence Life Rummage Project donations supported sustainability and student needs.
- Division of University Advancement
  - The University of North Alabama and the City of Florence continue to strengthen their partnership through the Town and Gown Task Force, which fosters collaboration on initiatives that benefit both the campus and the broader community. The Small Business Initiative Committee is actively developing a comprehensive database of alumni-owned businesses in the area, highlighting the economic impact of UNA graduates. Additionally, the task force is working to ensure the timely completion of Pine Street sidewalk improvements well in advance of the opening of Bank Independent Stadium, further enhancing accessibility and safety in the surrounding area.
- Office of International Affairs
  - Partnered with campus organizations to design and implement education abroad initiatives, including CPR training sessions with UNA Police Department for students and staff.
  - Hosted international delegation visits.
  - Created the Roar Book to bring international and domestic students together at the UNA Homecoming game to better understand UNA’s traditions and history.

- Partnered with local community groups to promote activities that develop friendships, connecting students with activities in the community and events planned just for them.
- Sanders College of Business and Technology (SCOBT)
  - Through a \$47,639 grant from Innovate Alabama, the SCOBT has selected 13 local small businesses for the Shoals Area Growth Engagement (SAGE) program. Each business has an initial assessment to determine greatest growth area opportunity. Based on this, they will receive a student fellow and faculty mentor to help in implementation.
  - SCOBT faculty and staff documented 64 engagements across 51 nonprofit organizations, including 17 with direct student participation. Support ranges from leadership and professional consulting to facilitating student class activities and providing volunteer or operational help.
  - The SCOBT continues to partner with the Shoals Chamber of Commerce, Shoals Business Incubator, and Shoals Economic Development Authority to deliver a suite of events, including Shoals Spark and Smart Startup.
  - The Muscle Shoals National Heritage Area is working on several projects with numerous local groups helping establish the Tennessee River as a 652-mile recreation trail as part of the Tennessee RiverLine Project.
  - The umbrella for community engagement at UNA, the Office of Regional Engagement (ORE), includes the Center for Learning and Professional Development (CLPD), Muscle Shoals National Heritage Area (MSNHA), and the Small Business Development Center (SBDC). Together, these groups work with hundreds of local partners on initiatives aimed at strengthening the local economy, tourism, and increasing opportunities for learners of all ages.
- University Success Center
  - The UNA Career Center hosted 110 high school students from Lauderdale County Schools and Florence High School at our Nursing, Teacher, and All Majors Fairs this year, fostering a relationship with our local school systems; and providing opportunities for students to connect with employers in their desired major at an early stage.
  - The UNA Career Center visited local high schools to provide resumé reviews and mock interviews for students: Russellville High School – 350 students, Central High School – 100 students, Waterloo High School – 25 students, Brooks High School – 75 students. These visits help students prepare for entering college and provide an additional connection to UNA.
- **Enhance Communication Strategies**
  - Office of International Affairs
    - Streamlined prospective international student communication process.
    - Facilitated weekly Conversation Partners with community and student volunteers, increasing outside participation by 147%.
    - Increased OIA social media presence.
    - Started the Office of International Affairs Instagram page to promote recruitment and educate future students and families about UNA's offerings.

- Enhanced internal communication within OIA.
- Division of Student Affairs
  - GUC Operations and Events Management, in collaboration with the City of Florence and the Florence Fire Department, streamlined Food Truck Vendor procedures to ensure compliance for campus events. A Food Truck Vendor checklist was developed, distributed via the UNA Digest, and made available on the university website for easy campus access.
  - The Office of First Year and Retention Initiatives has partnered with Admissions for communication related to Presidential Mentors Academy and orientation. This creates a seamless information flow for incoming students about the many opportunities allotted to each of them during their time at UNA.
- Division of University Advancement
  - Within University Advancement, a strategic month-by-month social media calendar has been developed to align with University, Athletics, and community activities ensuring consistent and coordinated messaging across platforms. The texting service continues to serve as an effective tool for timely outreach, while the monthly “In Case You Missed It” email provides a concise summary of key updates and highlights. Beginning later in the fiscal year, University Advancement will implement ThankView, a personalized video message platform that will help increase donor retention.
  - In University Media and Public Relations, efforts have expanded to strengthen engagement and visibility. *UNA Magazine* continues to include donors from previous years, broadening the publication’s reach. Additionally, proactive outreach has enhanced relationships with media outlets across North Alabama further increasing UNA’s presence and recognition throughout the region.
- University Success Center
  - TRIO Student Support Services distributes a monthly newsletter to campus and community partners that highlights individual TRIO students and upcoming activities that foster student learning, as well as enhance engagement within the community.
- **Attract Diversity in the University Community**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - BSRC students were added to the ACONHP Ambassador program.
    - The Respiratory Care Student Association was established on campus.
    - The UNA chapter of Lambda Beta, the respiratory care honor society, was established on campus.
    - Faculty participated in multiple off-campus recruiting events.
  - Division of University Advancement
    - University Advancement supports the strategic plan’s commitment to fostering welcoming spaces for individuals from all backgrounds to engage with UNA. The division sponsors a variety of free, public events including Handy Night, Tree Lighting at the Bridge Street Town Centre in Huntsville, and Alumni and Friends socials across the Southeast that build community and strengthen connections among supporters. Additionally, the annual

Alumni and Friends Celebration unites graduates and friends from diverse walks of life in shared pride for the University. Through these efforts, University Advancement helps sustain UNA's reputation as a community where everyone feels valued and welcome.

- Office of International Affairs (OIA)
  - By engaging with EducationUSA offices, OIA has successfully established connections with potential partners in targeted regions and countries.
  - Participates in webinars to build relationships and connect with individuals in developing markets.
  - Virtual recruitment events were held for international students from international partner universities.

#### **Theme Four: Financial Viability**

- **Maximize resource efficiency to ensure the future growth and expansion of the University's mission.**
  - College of Arts, Sciences, and Engineering (CASE)
    - Academic programs increased external collaborations and public art commissions that generate both visibility and revenue. Departments expanded alumni engagement and donor partnerships through high-profile events such as Home for the Holidays concert and the Women of Influence initiative.
    - Several CASE faculty members received a \$500,000 grant from the Mellon Foundation in support of the Restorative Justice program at Limestone County Correctional Facility. This funding will expand program capacity, enhance educational resources for incarcerated students, and position UNA as a state leader in restorative and transformative education.
  - Collier Library and Information Services
    - The Library began a comprehensive review of all subscriptions related to the collection and the library systems. Several low-impact subscriptions were identified for cancellation or replacement with more cost-effective options.
  - Delores and Weldon Cole Honors College
    - The Cole Honors College maintained a level institutional operating budget since 2014 while increasing Honors student enrollment from 220 students to 1006 students (Fall 2025).
    - The Honors College also utilized substantial private gifts to offset increased recruiting and retention costs due to higher enrollments.
  - Division of Athletics
    - The department raised a record \$5.5 million in total athletic gifts for FY24 and exceeded \$1.1 million in corporate sponsorships, demonstrating resource maximization.
    - UNA Athletics saw tremendous growth in ticketing revenue with the following increases: 13% in football ticketing revenue, 75% in football premium revenue, 110% in football group sales, 40% in volleyball ticketing revenue, 19% in basketball postseason ticket revenue, 410% in softball

ticket revenue, and back-to-back sellouts of all reserved basketball seating in CB&S Bank Area.

- Division of Business and Financial Affairs
  - September 2022 completed ESCO (Energy Savings Project) \$17M was invested in campus to reduce electricity usage by 20% over next 20 years. The self-funded project's with cost savings will pay 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.
  - Secured external dollars for capital projects from federal, state, and local agencies. \$250M invested in capital with only \$140M in borrowing over last 15 years. Secured additional one-time funds from State of Alabama of \$5.8M for fiscal year 2025.
  - SVRI (Special Voluntary Retirement Incentive) –Completed Year 2 on June 30, 2025, with over \$1 million in actual savings. Year 3 is estimated to realize additional \$300k in savings.
  - Negotiated new Food Service Contract that will add new dining venues and refreshed existing dining across campus over the next several years. The new contract contains update commitments over the full term of the contract supporting continuous improvements over 15 years.
- Division of Student Affairs
  - University Health Services reallocated supply budgets toward part-time clinical support and a new Health Promotion and Data Specialist position, optimizing labor lines without increasing overall budget.
  - Cross-departmental purchasing (e.g., shared supplies, signage, and programming materials) continues to reduce duplication across Health & Well-Being units.
  - During 2024-2025, the Center for Student Engagement supported the SGA's Budget Oversight Committee in allocating \$120,998 in student funding across 52 campus programs and 21 travel opportunities, enabling student organizations to participate in conferences, competitions, and other University-related experiences. Numerous student groups benefitted from funding, notably the following academic organizations: Accounting Scholars, Beta Alpha Psi (Accounting), Beta Beta Beta (Biology), Collegiate Entrepreneurs, Geography Club, German Club, History Graduate Student Association, Horn Society, Kappa Mu Epsilon (Math Honor Society), Lion PR, The Low Brass Studio, Model UN, Percussion Association, Philosophy Club, Respiratory Care Student Association, Sports and Recreation Management, Trumpet Guild, Spanish Club, and the Strings Studio.
  - The establishment of the First Year and Retention Initiatives (FYRI) office allows for dedicated personnel to work with programs such as Presidential Mentors Academy, orientation, and the creation of dedicated retention programming. This office creation will ensure that the university's strong

- enrollment numbers convert to strong retention numbers through specialized programming for numerous populations.
  - Housing and Residence Life increased camps/conferences revenue streams and return commitments (2025 and 2026).
  - A strong housing demand: 15.7% increase in applications, ensures occupancy-based financial stability.
- Division of University Advancement
  - University Advancement continues to maximize resources through strategic initiatives that support the University's mission and promote sustainable growth. Recognizing the power of personal connections in philanthropy, the division has strategically invested in hiring entry-level gift officers, expanding outreach capacity while maintaining budget efficiency. These team members engage a broader network of alumni and friends, cultivating meaningful relationships that strengthen donor support for UNA.
  - In addition, Alumni Relations' partnership with CASE on a (Strength, Weakness, Opportunities and/or Threats) SWOT analysis has led to tangible outcomes, including multiple alumni-led discussion panels that connect students with professional mentors and career insights.
  - Together, these efforts reflect a data-informed, relationship-driven approach to expanding UNA's reach and ensuring long-term institutional growth.
- Educational Technology Services
  - Began phasing out the use of Zoom in non-administrative areas, as Microsoft Teams now offers a viable and more cost-effective alternative.
- Enrollment Management
  - Implemented use of the third-party servicer, Inceptia, to streamline the federal aid verification process for students.
- Governmental Relations
  - Secured over \$6 million in federal support for Anderson College of Nursing and Health Professions and Sanders College of Business and Technology.
  - Over the past two years, secured over \$30 million in one-time dollars from the state for deferred maintenance, ongoing capital projects, engineering building funds.
  - Increased the University's operating budget by 98% since 2017.
- Sanders College of Business and Technology (SCOBT)
  - The SCOBT received over \$797,000 from Innovate Alabama to fund the SAGE and Tennessee RiverLine programs.
  - The Department of Accounting and Business Law was renamed as part of a \$2,500,000 gift from Mr. Darwin D. Davis.
- University Success Center
  - Commitment to financial responsibility is exemplified through regular evaluation of services to ensure that current resources are maximized to their fullest capability. The UNA Career Center is utilizing additional features in Symplicity, such as AI Resume Review, the mentoring module, and First Destination Survey as part of the Success Center's commitment to avoid duplication of resources. The Center for Writing Excellence transitioned its student scheduling software from TutorTrac to WC Online, providing cost



savings that allows the CWE to reallocate those funds for other student-focused expenditures.

- **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 92.8% since fiscal year 2019.
    - Continue to provide information to lawmakers to underscore equity shortfall for the University. The University has reduced beginning budgeted operating deficit by \$3.4 million since fiscal year 2023.
  - Division of University Advancement
    - To strengthen relationships with local policymakers, the UNA Foundation Board (UNAFB) has invited several to serve as members, providing firsthand insight into UNA's role in regional and state economic growth and positioning them as informed advocates for the University's mission.
    - Engagement with key stakeholders continues through events such as the President's Tailgate and Donors of Distinction Dinner, which express gratitude, celebrate success, and highlight the value of continued investment in UNA.
    - As a follow-up to the strategic leadership dinners, UNAFB, and Board of Trustees, this year has produced several local and regional socials. These gatherings have deepened relationships and provided updates on the Shine On, Gold campaign.
    - Collectively, these efforts broaden UNA's reach, strengthen advocacy, and advance financial support for the University's mission.
- **Continue to utilize data-driven analysis to forecast enrollment trends and identify areas of growth or decline.**
  - College of Arts, Sciences, and Engineering (CASE)
    - Continued to assess student outcomes and use feedback to refine curricula and experiential learning practices. A new student advising and success dashboard is being finalized in partnership with the Predictive Analytics and Modeling lab at the University of West Florida.
  - Office of Institutional Research
    - Oversees all internal data operations, including three annual census cycles, daily anomaly review, and campus-wide data coordination. Maintains and updates over a dozen strategic dashboards (enrollment, credit hour production, retention, degrees, accreditation, and preliminary metrics), develops new analytic dashboards for administrators, and fulfills more than 300 annual ad hoc data requests supporting strategic, operational, and Board-level decision-making.
    - Coordinates all state, federal, and accreditor reporting Alabama Commission of Higher Education (ACHE), Integrated Postsecondary Education Data System (IPEDS), National Science Foundation- National Institutes of Health (NSF-NIH), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Consortium for Student Retention Data Exchange

- (CSRDE), US News, Moody's Investors Service (MIS), National Collegiate Athletic Association (NCAA), and discipline-specific agencies. Supports external audits, rankings, and financial reviews. Contributes data and dashboards for national and regional projects (e.g., Project 208, Tutor.com, University of West Florida), while managing numerous grants, vendor, and community data requests in collaboration with University leadership and communications offices.
- Office of International Affairs
    - Utilizing data and insights from the Institute of International Education (IIE), OIA evaluates market competitiveness and prioritizes regions offering the greatest return on investment.
    - By migrating education abroad applications to Slate and the IPO Scholarship system, OIA is strengthening data management and enabling more comprehensive tracking for future planning.
  - Division of Athletics
    - UNA Athletics used partnerships, like the Lions Athletic Club and Graduating Champions, along with sport-specific giving to enhance financial and operational support for student-athletes, ensuring future growth.
  - Division of Student Affairs
    - The First Year and Retention Initiatives office intends to collaborate with Admissions and the Office of Institutional Research to utilize institutional data for the guidance and creation of tailored programming to reduce decline and increase matriculation growth.
  - Division of University Advancement
    - The Office of Alumni Relations is collaborating with the Office of Admissions to explore Send-Off Parties for incoming freshmen in key regions. These events would engage local alumni as hosts and sponsors, enhancing enrollment efforts and fostering early connections between new students and the UNA community. Several donors have already expressed interest in supporting these initiatives, reflecting the deep pride and commitment of UNA's alumni network.
  - Sanders College of Business and Technology (SCOBT)
    - The SCOBT added two new MBA concentrations – Engineering Management and Manufacturing Engineering - targeting new markets.

#### **Theme Five: Communication, Transparency, and Accountability**

- **Improve communication across all shareholders through a unified communication strategy.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - ACONHP began utilization of Slate for study abroad applications, streamlining the application process.
    - ACONHP began a cohort model with the Post Master's Certificates students to streamline communication and the application/admission process.
  - College of Arts, Sciences, and Engineering (CASE)
    - Faculty throughout CASE shared expertise through public panels, workshops, and interdisciplinary projects. Departments like Communication

- and History strengthened ties across disciplines through co-sponsored events and media collaborations.
  - School of the Arts student leaders and podcast producers (SOTA POP) created peer-driven platforms to share student stories and enhance engagement.
- Collier Library and Information Services
  - The Library produced its first-ever annual report, highlighting Collier Library's impact on UNA and the achievements of faculty and staff.
  - The Library underwent a redesign of its homepage, creating one with a more appealing aesthetic and user-friendly interface.
  - The Library reinvigorated its social media channels, created a communications team, and developed a schedule for social media posts.
- Delores and Weldon Cole Honors College
  - The Cole Honors College is proud to note substantial continuity in the membership of its Honors Advisory Board, with 10 of the original 14 members appointed in 2018 continuing to serve.
  - The Cole Honors College published its third annual donor newsletter.
- Division of Student Affairs
  - University Health Services branding was integrated into prescription documents and digital materials, improving professional identity, safety, and transparency.
  - GUC Operations and Events Management enhanced communication by developing event planning and food truck vendor checklists, sharing them through the UNA Digest, and updating the website to ensure these resources are easily accessible to the campus community.
  - In collaboration with the University Police Department, GUC Operations and Events Management implemented a Parking Lot/Spaces Reservation system through the Mazevo scheduling software, allowing the campus community to view reserved parking areas for events.
  - The Center for Student Engagement, in partnership with University Police Department, integrated the Student Nighttime Auxiliary Patrol (SNAP) into Campus Groups, improving visibility, communication, and data tracking for SNAP services.
  - During 2024-2025, Fraternity and Sorority partnered with Student Conduct, University Police, and Enrollment Marketing and Digital Communications to develop, create, and publish a Hazing Prevention webpage in compliance with the Federal Stop Hazing Act.
  - In Fall 2025, GUC Operations and Events Management, in partnership with Facilities, emailed the campus community the new Scheduling Campus Events procedures. Additionally, the two departments partnered to host a campus-wide educational session on event planning.
  - Housing and Residence Life increased safety focus: 50% of conduct cases were proactive Health & Safety checks.
  - Housing and Residence Life instructional videos increased transparency in housing processes.

- Housing and Residence Life policy education included in meetings and events to improve awareness and compliance.
- Enrollment Marketing and Digital Communications (EMDC)
  - In partnership with 5 by 5 Marketing Agency in Nashville, TN, UNA launched a comprehensive, University-wide website redesign to deliver a more user-friendly, accessible, and data-informed digital experience for prospective students, alumni, and community partners. In 2025, the project achieved several key milestones, including the completion of site architecture, content migration planning, and the development of a unified visual design system that aligns with the University's refreshed brand identity.
  - The redesigned website is scheduled for a soft launch in Summer 2026. Once live, it will enhance UNA's ability to attract, inform, and engage diverse audiences, while supporting enrollment growth, donor relations, and community outreach.
- Division of University Advancement
  - As part of the ongoing "Shine On, Gold" comprehensive campaign for the University of North Alabama, University 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 – from social media to announcements during sporting events.
  - More broadly, and outside of campus, the initiation of a texting service as well as signage throughout the downtown area has expanded the strategy to include stakeholders off campus.
- Office of International Affairs
  - Revamped Academic English Program marketing materials.
  - Facilitated the creation of the "International" filter on the UNA Majors webpage to increase clarity for potential students.
  - Developed the "You and North Alabama" international marketing campaign, a comprehensive storytelling initiative designed to attract and retain international students through digital and print materials.
- Sanders College of Business and Technology (SCOBT)
  - The SCOBT added leadership teams for the Bachelor of Business Administration (BBA), Bachelor of Business Administration (BBA)-Flex, and Masters of Business Administration (MBA) programs analogous to the existing Executive Doctorate in Business Administration (EDBA) Leadership Team. These teams lead continuous improvement efforts for the academic programs as well as communicate with faculty at large throughout the process.
  - The SCOBT Annual Report communicates the major accomplishments of faculty, staff, and students throughout the academic year.
  - Each month during Fall and Spring, the SCOBT holds luncheons in which research and teaching ideas and innovations are presented and discussed.
- University Success Center
  - The University Success Center coordinated with the Office of Admissions to develop communication plans for incoming students to connect them with

- their academic advisor for course registration and provide important information regarding placement testing, transcripts, and test scores.
  - The UNA Career Center sends a newsletter to all students through Symplicity every 3 weeks, notifying them of all career events and workshops occurring within the next 30 days.
  - The University Success Center enhanced their communications to all students by utilizing Campus Groups to advertise all workshops and events by developing a social media plan to increase student engagement and awareness of services.
- **Invest in strengthening mental health resources available to students, faculty, and staff.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - In Spring 2025, ACONHP faculty organized the Zen Den to offer students a dedicated space to relax and refocus during the heightened stress of finals week.
  - 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 the well-being of the student-athletes.
    - Team huddles have been added for each team to utilize, should they need them. Also, every coach and administrator has gone through Mental Health training with counseling services
  - Division of Student Affairs
    - Student Counseling Services expanded clinical capacity with the addition of a new Licensed Individual Clinical Social Worker (LICSW) position, a contracted Associate Licensed Counselor (ALC) position, and the first departmental GA. The new GA position is a collaboration between the Counselor Education program and the Student Counseling Services
    - Student Counseling Services maintained stepped-care models and proactive outreach to manage rising demand and sustain the quality of services offered.
    - Housing and Residence Life staff trained in Mental Health First Aid and Title IX to support student well-being and crisis response.
  - Office of International Affairs
    - OIA arranged for mental health resources to be accessible at UNA both before and after travel, and secured mental health insurance through iNext—benefits not previously available to participants.
    - Established Mental Health First Aid training for faculty trip leaders.
    - Developed UNA’s Emergency Protocol Procedure to provide clear guidance and effective response strategies for groups traveling abroad.
- **Increase emergency preparation across campus.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - Bachelor of Science in Respiratory Care (BSRC) students participated in the UNA disaster simulation.

- ACONHP faculty collaborated with campus police, the Florence Fire Department, and Northwest Shoals Community College (NWSCC) EMS students to conduct a disaster simulation that fostered interdisciplinary collaboration and provided triage experience, enhancing preparedness for multi-patient disaster scenarios among students and community partners.
  - ACONHP faculty collaborated with UNA campus police to offer ALICE active shooter training sessions for all ACONHP faculty.
- Division of Athletics
  - While not explicitly detailed, the emphasis on collaborative community events (e.g., Purple Swarm and Civic Engagement Day) highlights initiatives that foster readiness and resilience.
- Division of Business and Financial Affairs
  - Transitioned to a new emergency alert system, RAVE in FY2026. The new system enhances capability, adds amenities and information-sharing capabilities the University has not had in the past providing one location for information.
  - Completed full campus Key Audit & system update to secure access control and security to all buildings.
  - Developed an annual process of obtaining safety management plans from all areas where there is a higher level of risk for injury. An owner is defined for each area, access is controlled, and the plan must be approved by the Director of Environmental, Health & Safety.
- Division of Student Affairs
  - Immunization compliance reached 96% compliance in its first year, with registration holds placed to ensure policy adherence and student safety.
  - CPR certifications offered on campus through UNA Rec are offered monthly, open to students, faculty, and staff.
  - Housing and Residence Life “After the Fire” event builds crisis preparedness and resilience in residential communities
- Division of University Advancement
  - University 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 share updates on UNA website, across its social media platforms, and with any external communication with media.
- Office of International Affairs
  - Partnered with local and campus resources to provide safety/preparedness training during international orientation and other campus events.

### **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)
    - ACONHP saw the completion of eight Doctor of Nursing Practice (DNP) quality improvement projects that were implemented within the community of interest:

- S. Hood: *Self-Assessment Influence on Student Nurse Cultural Competency* (Project Chair: Dr. Victoria Casson)
- E. Napier: *Boosting Confidence: The Impact of Standardized Patient Simulation on Nurse-Client Communication in Gen Z Students Enrolled in an Associate's Degree of Nursing Program* (Project Chair: Dr. Paige Martin)
- K. Bray: *Enhancing Nursing Students' Understanding of Postpartum Depression Through Simulation* (Project Chair: Dr. Will Brewer)
- N. Brown: *Seeing is Believing: Enhancing Nursing Students' Self-Efficacy Through Video-Assisted Debriefing in Simulation* (Project Chair: Dr. Will Brewer)
- J. Easter: *Simulation-Based Assessment of Self-Confidence in an Amniotic Fluid Embolus Obstetrical Emergency: Perceptions of Final Semester Associate Degree Nursing Students* (Project Chair: Dr. Peggy Bergeron)
- J. Fretwell: *Bridging the Knowledge Gap: An Exploration of LGBTQ+ Students' Lived Experiences with High School Nurses* (Project Chair: Dr. Jenny Dawson)
- A. Gamble: *The Impact of an Educational Intervention in the Underserved Population of Individuals with Elevated Glycated hemoglobin Levels* (Project Chair: Dr. Ann-Marie Irons)
- A. Hall: *Ready or Not: The Impact of Surprise High-Fidelity Simulation on CPR self-Efficacy and Performance* (Project Chair: Dr. Ann-Marie Irons)
- During 2025, the "Roaring RNs Shaping Your Professional Destiny," program continued. This program aims to support student nurses in successfully transitioning into professional practice with the help of experienced registered nurse mentors. For Spring 2025, 22 level IV students were paired with 22 alumni. For Fall 2025, 16 students and 16 alumni are paired for the mentorship program.
- College of Arts, Sciences, and Engineering (CASE)
  - Events such as the President's Concert, Shoals Art Invitational, and the CASE Student Experience Award highlighted the University's role as a leader in education and regional culture.
- Collier Library and Information Services
  - The Library migrated its digital collections to an improved platform that promises to make UNA special collections and research more visible and accessible to a wider audience.
  - An Archives Specialist position was created to facilitate increased digitization of the unique archival and historical collections. Additionally, the Library invested in two archival-quality scanners for photographic and text scanning.
  - The Library partnered with the Department of History to launch the Shoals Music Archive, creating a new and revitalized way to interact with the region's already rich and varied music heritage, both past and present.
- Delores and Weldon Cole Honors College

- The Honors College is proud to note that 27% of on-campus Housing Residents are members of its College.
- Division of Academic Affairs
  - Sixty percent of UNA graduates choose to stay in Alabama, building their careers and contributing to the state's growing workforce.
- Division of Student Affairs
  - The Health-Promoting Campus Workgroup—drawing members from across divisions—has begun mapping systems, settings, and policies using the Healthy Campus survey that influence campus well-being.
  - Housing and Residence life signature events, leadership success, and sustainable donation initiatives showcase UNA's commitment to student engagement and community responsibility.
  - Resident Advisor leadership outcomes reinforce UNA's identity as a university producing strong workforce-ready leaders.
- Division of University Advancement
  - The Office of Alumni Relations, in collaboration with CASE, the Career Center, and the University Success Center, continues to explore innovative ways to strengthen connections between alumni, community partners, and current students. These partnerships aim to create meaningful engagement opportunities that support student success while enhancing UNA's visibility and impact within the region.
  - Building on the comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted with CASE and the Career Center, Alumni Relations is now focused on implementing strategies that engage alumni and friends through professional networking opportunities. These efforts are designed to foster relationships that offer tangible support to current students—such as mentoring, internships, and career readiness programming—while also creating pathways for alumni to contribute their time, talents, and expertise.
  - In addition, the Office of Alumni Relations is working closely with the Career Center and University Success Center to connect employers interested in hiring recent UNA graduates.
  - By leveraging alumni and community networks, the University is enhancing workforce development opportunities and demonstrating its ongoing commitment to supporting both student outcomes and regional economic growth.
  - These initiatives reflect UNA's dedication to engaging the community through collaboration, career development, and alumni involvement, thereby strengthening the University's institutional identity as a leader in education, service, and workforce impact.
- Sanders College of Business and Technology (SCOBT)
  - The SCOBT delivers Strategic Doing practitioner training and workshops featuring three teaching Fellows – Drs. Doug Barrett and Liz Nilsen, and Ms. Mary Marshall VanSant. No other institution has as many Strategic Doing Fellows.



- The SCOBT leads Rapid Improvement initiatives aimed at increasing process efficiency. Ms. Ning Wang has led numerous Rapid Improvement workshops across the UNA campus.
- **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.**
  - College of Arts, Sciences, and Engineering (CASE)
    - CASE faculty led study abroad programs to South Korea, Scotland, Germany, Italy, France, Spain, Portugal, and South Africa, strengthening UNA's international presence and cross-cultural competencies.
    - From the development of the Shoals Music Archive to local design collaborations, CASE faculty and staff continue to celebrate and contribute to the rich heritage of North Alabama while preparing graduates for national and global success.
  - 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 its televised games and ASUN achievements.
    - UNA Baseball also went on the road to play at historic Rickwood Field in Birmingham, AL, allowing for outreach and an increase in regional strength.
  - Enrollment Management
    - Student Financial Aid
      - Awarded and paid \$33,021,495 in scholarships.
      - Downloaded over 11,000 FAFSAs and awarded and paid \$13 million in Federal Pell Grant and \$34 million in federal loans.
    - Over 1,000 students were awarded an endowed or foundation scholarship for the 2024-2025 academic year.
  - Division of Student Affairs
    - Partnerships with the Office of International Affairs supported incoming and continuing international students through health, belonging, and connection programs such as the International Welcome Bash and Immunization/TB Compliance Clinics.
    - The First Year and Retention Initiatives Office at UNA plans to collaborate with offices across campus to ensure that all students are supported and have the resources needed to be successful.
  - 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. Our focus is to identify donors who have a passion for initiatives such as scholarships, expanding academic programs, and supporting student success services to ensure access for students from various backgrounds.
  - University Success Center

- The University Success Center's Academic Testing Services ensures access for students across our region by providing ACT (American College Test), PRAXIS, GRE (Graduate Record Examination), and placement testing opportunities on UNA's campus, which allows prospective and current students to take these exams locally instead of travelling to a different and less convenient testing site. In 2025, Academic Testing Services administered 285 ACT tests, 13 GRE exams, 258 PRAXIS exams, 498 Accuplacer exams, and 208 ALEKS tests. Academic Testing Services also coordinated with and visited 11 high schools in 2025 to administer Accuplacer and ALEKS exams to UNA Early College students.
- **Prioritize and highlight UNA's strength as a regional university with world-class faculty to enhance the student experience.**
  - Anderson College of Nursing and Health Professions (ACONHP)
    - The Accelerated Bachelor of Science in Nursing Program is ranked #14 by RegisteredNursing.org among 24 prestigious universities like Georgetown University, the University of Florida, and Emory University for being one of the Best Accelerated BSN (ABSN) Programs.
    - Online Nursing Post-Master's Graduate Certificate Program is ranked #3 by Registered Nursing.org among other programs in the state.
  - College of Education and Human Sciences (COEHS)
    - The COEHS hosted the Alabama Higher Education Science of Reading Symposium on campus positioning UNA as a leader of statewide literacy work. The COEHS also secured a \$20,000 Alabama Reading Initiative (ARI) Program Improvement Grant (Oct. 2025) to support evidence-based literacy work aligned to the Alabama Literacy Act.
  - Division of Academic Affairs
    - Several students have earned prestigious international scholarships and teaching awards, highlighting their dedication to global learning, cultural exchange, and academic excellence. These honors include Fulbright grants, language study awards, and competitive teaching placements abroad.
      - James Wiegmann – Fulbright Germany
      - Cameron Cantrell – Fulbright Austria (Teaching Assistant Program)
      - Ethan Criddle – Japan English Teaching Award (JET)
      - Madelyn Merriam – Japan English Teaching Award (JET); English Program in Korea (EPIK)
      - Hannah Hagood – Critical Language Scholarship Spark Award
      - Carlie Harchfield – Benjamin A. Gilman Scholarship
      - Lana Murphy – Benjamin A. Gilman Scholarship
      - Anna Wallace – Benjamin A. Gilman Scholarship
  - Division of Athletics
    - UNA Athletics hosts a lunch and learn session with our student-athletes that provides them with workforce training techniques and tips on becoming a professional.

- The Minority Opportunity Workgroup (a subgroup of the Athletics Committee) hosts an Elite Speakers Series that always highlights a former alumnus who comes back and speaks to the student-athletes.
- Division of Student Affairs
  - During the 2024–2025 academic year, Fraternity and Sorority Life contributed to UNA’s strong institutional identity by sustaining high levels of engagement and academic achievement, with 911 members (3.27 GPA) in Fall 2024 and 870 members (3.32 GPA) in Spring 2025.
  - The First Year and Retention Initiatives office plans to streamline orientation and establish post-orientation programming that centers UNA’s institutional identity and creates meaningful impact from application to the first day of classes.
- Division of University Advancement
  - University Media and Public Relations works with each of UNA’s five colleges and within programs cultivating opportunities to share news about UNA’s faculty and its status as a regional university. Evidence of these features can be found on UNA’s Pressroom and the *UNA Magazine*.
- Enrollment Marketing and Digital Communications (EMDC)
  - UNA is also in the process of a comprehensive brand study designed to assess market perception, clarify the University’s value proposition, and identify messaging that best resonates with target audiences. Through stakeholder interviews, peer benchmarking, and audience research, the study reaffirmed UNA’s reputation for delivering a transformational student experience and regional impact, while identifying new opportunities to elevate national awareness and differentiation within the higher education landscape.
  - The findings of the study have guided the development of a refreshed brand identity, scheduled to launch in Spring 2026, which will inform future marketing efforts, recruitment strategies, and the new website’s visual direction.
- Sanders College of Business and Technology (SCOBT)
  - Dr. Keith Malone publishes the periodical “Regional Economic Update” through the SCOBT’s Institute for Innovation and Economic Development. The most recent edition from Fall 2025 features a detailed discussion on tariffs.
  - Dr. John Parnell, Professor of Management and Eminent Scholar of Business, was named by the U.S. Department of State and the Fulbright Foreign Scholarship Board as a Fulbright Specialist Program recipient. He completed a project for Emanuel University of Oradea (UEO) in Romania that aimed to exchange knowledge and establish partnerships benefiting participants, institutions, and communities both in the U.S. and overseas through a variety of educational and training activities within education.



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>