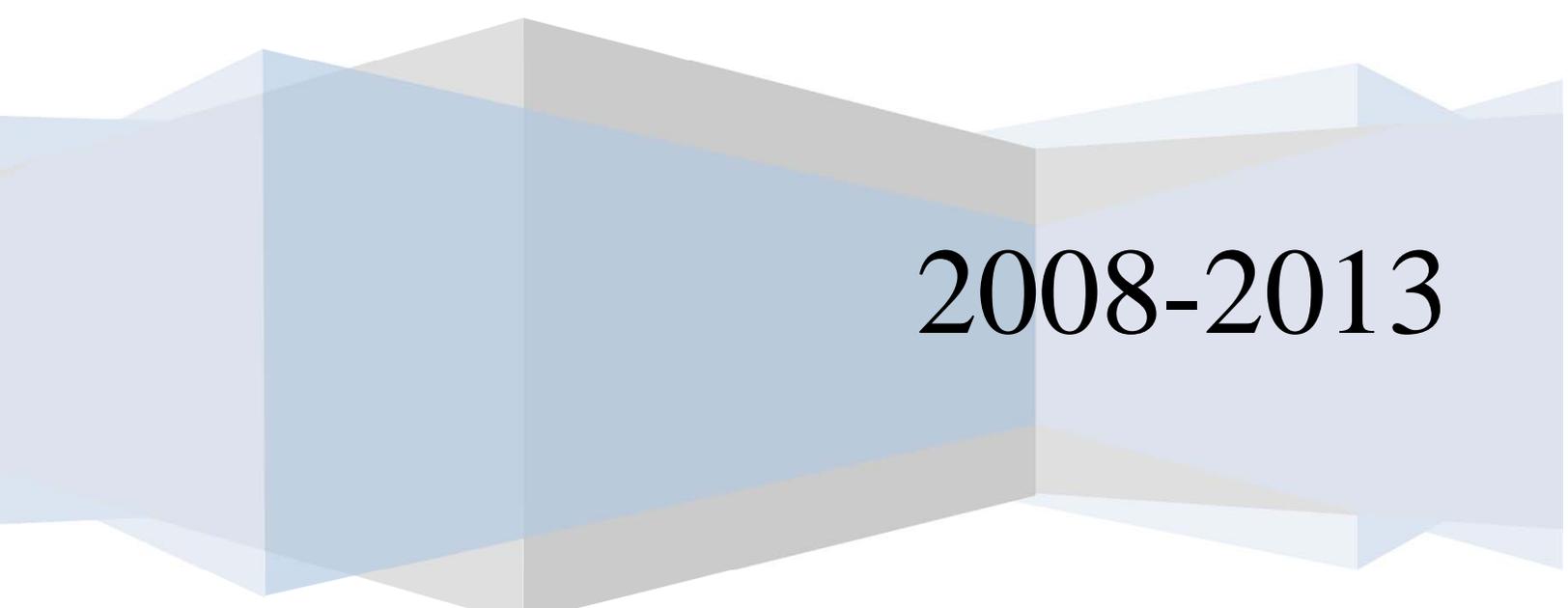


University of North Alabama

Strategic Plan

DIVISION OF STUDENT AFFAIRS



2008-2013

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FROM THE VICE PRESIDENT FOR STUDENT AFFAIRS



As I reflect on the mission of the Division of Student Affairs at the University of North Alabama, and the powerful impact of our work in transforming the University, I continue to be impressed with the high quality programs and services we provide, which contribute to the total development of each student. I am encouraged by our efforts to partner with our colleagues in Academic Affairs and the faculty to enhance student learning both inside and outside the classroom. I am proud of our enthusiasm, hard work, and dedication to become a Student Affairs Division of distinction. Student Affairs staff members at all levels have committed their time, talent and energy to make a positive and permanent impact in the lives of our students. It shows every day!

This *2008-2013 Strategic Plan for the Division of Student Affairs* establishes our collective direction for the next five years. *The Strategic Plan for the Division of Student Affairs* was designed in accordance with the requirements of the University's Institutional Effectiveness planning process.

The foundation of this Plan began with our work to develop a Division vision and mission statement and a set of core values that would not only serve as a basis for our work, but also would reflect and complement the mission of the University. Each department was charged with developing a departmental mission statement and set of initiatives that would vision out five years. These initiatives would serve as the basis for each department's Annual Action Plan and the Division's Annual Action Plan.

In the next five years, we will face many challenges and opportunities. However, I have no doubt that we will find new and meaningful ways to engage students beyond the classroom that will make the University of North Alabama a healthier, stronger, and more student-centered university. We must strive to develop new opportunities and partnerships that will enhance student learning and the development of leadership skills. We must look at strategies to enhance service learning and student engagement in the community. We must continue to collectively promote healthy decision-making among students and provide support services to help them in times of distress. We must work to prepare students for their chosen careers and to become educated members of society. In all of these efforts we must promote diversity in all of its forms and remove barriers that prevent students from reaching their full educational potential.

The challenges are great, but the opportunities are even greater. I know that together we can succeed in accomplishing our mission and making the University of North Alabama a place where students can live and achieve the fullness of their dreams.

I want to personally thank each of you for all that you do and for your work to make this plan a reality. You are the best!

Sincerely,

David P. Shields, Jr.
Vice President for Student Affairs

STRATEGIC PLANNING PROCESS

In the summer of 2007, the Vice President for Student Affairs initiated the Division strategic planning process by inviting members of the Division to meet and discuss future plans and desires for the Division as a whole, as well as for individual departments. During the meeting, a basic outline for a vision, mission, and core values emerged. A draft was then circulated among the Division for additional input before the final version was adopted in the spring of 2008. Once the final version of the vision, mission, and core values was adopted, a preliminary 2007-2012 strategic plan was drafted. Due to a reorganization of the Division, the original document was revised to the 2008-2013 strategic plan presented herein.

The Student Affairs Strategic Plan reflects initiatives that are anticipated to be accomplished within each department or office over the next five years. The plan is a general overview of broad-based initiatives that are used in annual planning and evaluation. Each year, departments develop annual action plans by selecting specific initiatives from the strategic plan. In the action plans, each annual initiative is expanded to include intended learning and/or process outcomes, designated assessment instruments, the person responsible for assessment, and an explanation of how the data and resulting evaluation will be used for future planning and decision making. Annual initiatives are also linked to University annual goals and strategic initiatives (see Appendices A & B, respectively).

The Strategic Plan is considered a “fluid” document and an ongoing process. Planning involves input from all employees within the Division of Student Affairs. Individual Department Directors gain initial input from staff members within their areas of supervision, then members of the Division meet at least once a semester in order to obtain group feedback and encourage open discussion regarding the plan. The Directors also meet on a bi-weekly basis to ensure the plan remains a focal point from which decisions are made and to modify initiatives based on Division resources and current student affairs trends.

Departments within the Division of Student Affairs include:

- Career Planning and Development
- Health Services
- Department of Housing
- Judicial Affairs and Student Affairs Assessment
- University Police
- Recreational Sports and Fitness Program
- Residence Life
- Student Engagement
- University Events
- Vice President for Student Affairs

CURRENT TRENDS

Societal changes have always affected trends in higher education. However, recent tragedies on college campuses such as Virginia Tech quickly influenced the trends in higher education, and Student Affairs in particular. As a result, campuses began immediately addressing the need for campus threat assessment teams, student notification, and dealing with students in crisis.

The UNA Division of Student Affairs had already appointed a Crisis Team and was working to complete a Student Affairs Crisis Manual. In addition to the Crisis Team, however, the Vice President for Student Affairs appointed a Campus Assistance, Referral, and Evaluation (C.A.R.E) Team to enable the University to provide early intervention for students displaying varying kinds of behaviors, and to enhance the communication across campus entities regarding students in distress. The University also purchased the “Lion-Alert” campus-wide student notification system in order to notify students of emergencies and/or impending threats.

In addition to these immediate responses, the Division of Student Affairs Strategic Plan addresses current trends in psychological/counseling and assistance due to increases in mental health challenges related to mood disorders and substance abuse, as well as, appropriately accommodating students with documented disabilities; diversity issues in regard to increasing populations of veterans, non-traditional, and Hispanic students; the increased need for assessment and data-driven decision-making; developmental issues of incoming students and expectations of parental involvement; changes in technology, entertainment, and access to media; volunteerism and civic engagement; as well as the general satisfaction of students in regard to services offered within the Division.

DIVISION VISION, MISSION, AND CORE VALUES

VISION

The Division of Student Affairs at the University of North Alabama aspires to become a division of distinction and emulation in the state, region, and country.

MISSION

The Division of Student Affairs is dedicated to providing appropriate high quality services, programs and experiences that contribute to the total development of each student; to working cooperatively and actively with the Division of Academic Affairs and the faculty to enhance student learning both inside and outside the classroom and promote the academic mission of the University; and to prepare students to serve as leaders, problem solvers, and change agents in a global, multicultural world.

CORE VALUES

Students

Students are the center of and reason for our work. We value all students and the opportunities we have to be a part of their education and personal development. We value the unique strengths, skills, life experiences, and talents each student contributes to the learning environment.

Communication

We strive to shape an environment of respect and openness, allowing for the free exchange of ideas and viewpoints. We strive for proactive and continual communication between departments and within the University.

Professionalism

We strive for highest levels of professional standards and integrity. Strong ethics and morals must serve as the foundation for our policies, procedures, services and relationships with students and one another.

Diversity

We strive to promote and support diversity in all its forms at the University and within our Division. We value the uniqueness of each individual and we value what each individual contributes to our organization. We are committed to learning from talents and gifts offered by each member of the UNA community.

Teamwork

We strive to work together as a team, positively supporting, motivating, and challenging each other.

Innovation/Creativity/Adaptability

We strive to constantly seek positive and creative change to adapt to the needs and visions of students and the University that will promote a campus of vitality and purpose.

DEPARTMENT INITIATIVES



CAREER PLANNING AND DEVELOPMENT

Mission Statement

Career Planning and Development is committed to empowering students and alumni to engage in lifelong career development. In support of this mission, Career Planning and Development serves as the primary resource on campus for career related information; providing necessary resources, services and programs to facilitate successful career development as it relates to students, alumni, faculty, and employers.

Initiatives

- Develop an office structure that facilitates the provision of diverse career planning and job search needs of the students, the University, and the local community through the addition of staff (i.e. Career Counselor/Internship Coordinator)
- Increase visibility across campus and in the local community
- Establish student internships within Career Planning and Development to better use human and financial resources
- Install MANE card swipe reader at front door of Career Planning and Development and purchase portable readers to track student participation in department events
- Hold retreats in December and May of each year for staff development and planning purposes
- Investigate feasibility of, and lay foundation for, implementing a Career Planning Course into the academic curriculum (with greatest priority on the Freshman Year Experience)
- Expand use of web resources to better assist students, alumni, and employers
- Develop specialized/targeted programs for campus entities including Athletics, Registered Student Organizations, Residence Life/Resident Assistants, and Judicial Affairs
- Investigate feasibility of requiring all freshmen and seniors to visit Career Planning and Development
- Learn about regional job fairs and those in other cities to market to students
- Investigate feasibility of, and lay foundation for, implementing a senior level career planning course into the academic curriculum to include preparatory information for “Life After College”

- Develop Career Planning Day for high school juniors and seniors to be held on Veterans' Day, 2009, in partnership with the Office of Admissions
- Implement a calendar cycle of events for fall and spring semesters
- Create professional Career Guide/Job Search Manual on a bi-yearly basis
- Expand and develop pro-active marketing tools such as postcards to students the semester prior to graduation and a targeted and general poster campaign across campus
- Partner with the Department of Human Environmental Sciences for etiquette dinner (culinary program) and professional attire (retailing)
- Develop a full-scale on-campus recruiting program
- Create a foundation account for entertaining employers when they come to campus
- Partner with the Office of Advancement to investigate and develop fundraising, sponsorship, and naming initiatives
- Establish a presence in the community via active participation in the Shoals Area Chamber of Commerce
- Increase marketing to alumni regarding the lifetime nature of Career Planning and Development
- Develop more opportunities for faculty partnerships outside the classroom
- Visit with the Shoals Economic Development Authority (SEDA) to learn about partnership opportunities
- Director join the Rotary Club to meet local business people
- Collaborate with Continuing Studies on the courses offered where Career Planning and Development might be able to teach/provide information for the sessions (Career Planning, Myers Briggs Type Inventory/Strong Assessments, Interviewing, Job Search/Preparation, etc.)
- Utilize the Graduation Survey to provide increasingly accurate placement data across campus
- Implement a follow-up plan utilizing the university's call center for 3, 6, and 12 month updates
- Expand the role of the Academic Resource Center (ARC) to include study skills programming and resources

- Add MANE card swipe system to track student usage and monitor time on computers in the ARC
- Develop a physical space dedicated for regular tutoring
- Investigate additional funding sources to supplement costs of tutoring requests
- Investigate mass email accessibility

HEALTH AND WELLNESS SERVICES

Mission Statement

The Department of University Health and Wellness is dedicated to promoting optimum wellness by providing targeted medical, counseling, and disability support services to aid and equip UNA students to successfully reduce the individual roadblocks (obstacles?) to their personal and academic success.

Initiatives

- Acquire appropriate staffing to accommodate growing student enrollment and variety of services
- Establish educational programs for health and wellness
- Establish a Travel Immunization Clinic
- Reevaluate medical clinic hours to include specialty clinics
- Incorporate full time counselor position within Health Services
- Incorporate Disability Support Services Office within Health Services facility
- Work with University committee and Lauderdale County in establishing a workable Pandemic Influenza Plan for UNA
- Increase use of latest technology to evaluate Health Services
- Establish ongoing staff development opportunities for all staff
- Reevaluate revenue opportunities in terms of fees and pricing
- Establish a Student Health Advisory Committee

- Create a new website that incorporates all Health Services functions
- Increase specialty referral network within the community to include medical and mental health resources
- Increase visibility of Health and Wellness Services' personnel in various venues on campus and potentially in the community
- Develop a comprehensive medical history intake form for use with the University application
- Draft a proposal for standard immunization requirements
- Improve staff knowledge and understanding of international student health challenges and risks
- Educate all staff members on individual responsibilities of crisis response protocols
- Provide training for other Student Affairs staff and campus community as indicated for pandemic influenza and other medical or mental crisis scenarios
- Develop a more detailed, established sexual assault/rape protocol and educate all staff
- Partner with Athletic Department to address the specific health and wellness issues of athletes
- Increase cooperation and coordination with other Student Affairs' Departments to provide information and education during national programming opportunities that address specific health issues and risks
- Consider clinic renovation to improve handicap accessibility, and relocation of office areas to accommodate Disability Support Services and Counseling Services
- Evaluate potential revenue sources to handle overall staffing needs that address growing student enrollment, increases in faculty and staff, and increased variety of services for the future
- Maximize utilization and impact of the revised student health fee structure to expand services and increase education in the medical, counseling, and disability support areas
- Develop short and long term renovation plans for Health Services areas
- Reorganize and expand Student Counseling Service to more effectively address the needs of the students and the University

- Provide educational awareness and screening opportunities for students, faculty and staff regarding issues of mental health and disability
- Establish and implement consistent policy on health screenings for international students
- Develop a comprehensive marketing campaign for Health and Wellness Service areas (medical, counseling, and disability) to include education forums, website, and other media opportunities, to improve awareness and appropriate use of services

HOUSING

Mission Statement

The Department of University Housing provides students with comfortable, diverse, well-maintained, affordable and secure housing options where the academic success and personal growth of residents are encouraged and supported.

Initiatives

- Completely renovate Rivers Hall (all new furniture, carpet, all rooms painted, redo kitchen, furniture to the lobby areas on the upper floors in Rivers Hall to make a “hangout” for the residents)
- Purchase a truck for the department
- Add more cameras on all elevators and in common areas where needed
- Repaint cluster halls with the correct type of paint
- Completely renovate Rice Hall (all new furniture, carpet, all rooms painted, all common areas redone)
- Revamp University apartment turnaround procedures with Physical Plant
- Revamp the process of capital improvements with Physical Plant
- Create a kiosk area in the Housing office to assist students with the online application process
- Replace all door locks in the residence halls (no keys)
- Develop an online application and contract process for the residence halls and apartments
- Improve internet technology in the halls
- Revamp the process of students turning in work orders online

- Construct new halls (more singles, bigger rooms, smaller common areas)
- Revamp the 12-month contract check out process to allow for more turnaround time for maintenance and custodial
- Revamp the custodial cleaning process during peak times
- Hire additional office staff
- Hire additional maintenance staff to report directly to Housing to cut down on turnaround time on work orders
- Export assignment and billing from Housing Module Software to Banner
- Remodel kitchen in the bi-level apartment to include full size stove
- Landscape around the apartments for greater curb appeal
- Remodel residence hall apartments to modernize and make more inviting for professional staff and rental opportunities
- Improve landscaping around the residence halls

JUDICIAL AFFAIRS AND STUDENT AFFAIRS ASSESSMENT

Mission Statements

Judicial Affairs: The Office of Judicial Affairs strengthens personal responsibility and accountability through investigation and resolution of alleged violations of the University Student Code of Conduct. The Office is committed to providing a fair and educational process that fosters the highest standards of behavior, student learning, and civic responsibility while promoting a safe environment that respects the rights of all students. Judicial Affairs strives to adjudicate cases of alleged misconduct in a fair, responsible and timely manner emphasizing respect, trust and integrity while also serving as an advocate for and resource to student victims of crime, illness, harassment, or other crises.

Assessment: The Office of Student Affairs Assessment and Planning promotes rigorous self-regulation and continuous improvement within the Division of Student Affairs. The Office supports, coordinates, and advances empirically based efforts to demonstrate that the Division is fulfilling its mission and enhancing the quality of the co-curricular educational experience within the University community. The Assessment and Planning Office facilitates assessment, planning, and improvement initiatives, and serves as the clearinghouse for data collection and evaluation.

Assessment Initiatives

- Develop a long-term assessment and evaluation program which documents the impact of student affairs programs and services on student success
- Provide division-wide training that increases practical assessment knowledge of directors and Student Affairs staff members
- Develop a plan to conduct an internal and/or external review of programs, policies, and services within the department
- Investigate the use of student interns to assist with assessment projects
- Publish articles in peer-reviewed journals and facilitate presentations based on results of assessment projects

Judicial Affairs Initiatives

- Foster an educational student discipline system by ensuring that sanctions issued through the student discipline system are educational, consistent, and applicable to the violation(s) incurred
- Provide informational/professional development opportunities for University faculty, staff, and students to be educated regarding the student discipline system
- Reduce the number of alcohol violations through collaborative pro-active educational programming with the University Counselor and residence hall staff
- Collaborate with the department of Student Engagement and Counseling Services to implement alcohol education and student conduct components of SOAR
- Increase the use of online resources/educational tools related to alcohol education
- Implement a Transfer Discipline Waiver Policy

Overall Office Initiatives

- Develop a long-term Strengths Education Plan and begin implementation of phase I of the plan
- Reorganize department structure and split department into two separate areas; Judicial Affairs and Student Affairs Assessment
- Increase the number of professional staff in order to accommodate additional programming, educational sessions, and assessment efforts

- Provide staff professional development in areas of mediation, Department of Education regulations, assessment, statistical analysis, and other topics related to student discipline and/or student affairs assessment
- Increase physical office space to include offices for each hearing officer and graduate assistant, a hearing room, a secure storage room for data and student discipline files, and space for administrative assistant and student employees

UNIVERSITY POLICE

Mission Statement

The mission of the Department of University Police is to protect life and property, and serve the needs of the University. University Police officers are on duty at all times and have the responsibility for enforcing federal, state, and municipal laws, as well as university rules and regulations. Some of their duties include enforcement of university parking regulations, traffic management, overall safety of persons, and security of persons.

Initiatives

- Acquire appropriate staffing to provide sufficient personnel for growing student enrollment. Positions include an Assistant Director Relief Sergeant, an Investigations Sergeant, and two additional officers
- Acquire a temporary office trailer that will provide office space
- Provide electrical service to the storage shed next to the current University Police building
- Develop a building site or use of an existing building closer to the campus core to enhance the use of University Police services
- Implement technologies that will provide the department with better record keeping, investigative and crime analysis tools
- Purchase a computerized police report and dispatching system to provide a searchable database that will provide analysis of crime trends and numbers and allow the transmission of reports to necessary entities
- Connect the University Police system to the Florence Police Department system to allow the department to search the database for information related to police activity and crime data in the immediate area

- Provide personal hand-carried computers that allow officers to access programs wherever and whenever needed
- Purchase annual contract and special computer encryption system that interacts with the web based link to the National Crime Information Center (NCIC)
- Provide to selected officers technology training that can provide services both within and outside routine shift work and form special units directed to provide specific services including; Crime Prevention, Fire Prevention, Drug and Alcohol Education, Crime Scene Technician, Emergency Response Team, Computer Services Technician, Violent Crime Prevention, and others TBD
- Evaluate and purchase a record management systems
- Work with Computer Services and the Florence Police Department to connect the department to Florence's records system
- Seek department personnel interested in serving in special services positions
- Focus training to provide selected personnel with necessary skills for special services positions
- Purchase several new bullet-proof vests to replace out-of-date vests
- Bid and contract a new parking enforcement system
- Form a task team to begin updating the department policy and procedure manual
- Complete conversion of university van to Emergency Response Team Van

RECREATIONAL SPORTS AND FITNESS PROGRAM

Mission Statement

The Recreational Sports and Fitness Program is committed to providing a positive experience for all members and improving the quality of life on campus and beyond. The department strives to accomplish this by providing an atmosphere that promotes a healthy lifestyle through available programs as well as fostering personal development through an inviting recreational experience.

Initiatives

- Finalize physical and fiscal plans for the renovation of the current athletic practice field adjacent to Flowers Hall to accommodate use by athletics, physical education, intramural sports, and general recreation

- Reclassify current non-exempt Administrative Assistant position to an exempt Coordinator of Member Services position
- Upgrade swipe card software to become compatible with the current MANE Card system
- Research, develop, and submit for approval a revised Recreation Facility Fee structure to ensure sound fiscal resources for the operation of all programs housed under the Recreational Sports and Fitness Program
- Move forward with construction of an outdoor sand volleyball court, along with two horseshoe pits, on the vacant lot adjacent to the Outdoor Adventure Center
- Conduct an external review of all operations and programs associated with the Recreational Sports and Fitness Program, performed by a consultant with extensive background in the recreational sports arena
- Begin preliminary research on cost estimates and conceptual drawings for an addition to the Student Recreation Center, especially in regards to realizing a larger Fitness Center to accommodate current and future use
- Develop and implement a graduated pay scale for student employees, based on a combination of job performance and length of service
- Add a full-time Coordinator of Outdoor Adventure position
- Expand use of assessment tools, especially in regards to usage data collected
- Construct high and low ropes course in conjunction with the Outdoor Adventure Center, and develop programs that will generate revenue to assist with the operation

RESIDENCE LIFE

Mission Statement

The Department of Residence Life intentionally fosters friendly, diverse, residential communities that create a sense of belonging and provides active learning environments to enhance residents' engagement in personal development and academic success.

Initiatives

- Develop and implement a First Year Residential Experience Program (FYRE) called Starting History on Campus (SHOC)

- Develop and implement a Healthy Living Floor Promoting a Sound Mind and Body in partnership with the Student Recreation Center, Health Services, and Student Counseling Services.
- Classify Hawthorne and Covington as upper-class, co-ed by suite halls
- Implement open visitation for Hawthorne and Covington halls in conjunction with the movement of the building to co-ed by suite for upper class students
- Develop an International Advisor Program
- Redesign the leadership program and relocate it into LaGrange Hall
- Reclassify LaGrange Hall into a theme hall housing by floors – FYRE, Healthy Living and Leadership – once renovations are complete
- Hire an Assistant Director of Residence Life
- Renovate and furnish the Resident Assistant (RA) Resource Room in LaGrange Hall with supplies and technology
- Develop a faculty-in-residence program to work with Living Learning Honors Program
- Renovate staff apartments
- Turn 12 Month housing into 9 or 10 month housing for the purposes of preventative maintenance and camps and conferences use
- Expand move-in day activities into an entire campus community event
- Move the Resident Assistant rooms in Rice and Rivers to the triple rooms
- Refurnish the lobbies in Rice, Rivers and LaGrange halls
- Examine and update the current scholarship/compensation package for Resident Assistants
- Perform an internal review of the Department of Residence Life and follow up with an external review in the summer
- Partner with the Office of Student Engagement and Student Counseling Services to implement SAFE Place Training for faculty, staff, and students on campus
- Create an academic success center, partnering with the Center for Academic Retention Services, Career Planning and Development, the ARC, and Student Counseling Services

STUDENT ENGAGEMENT

Mission Statement

As a part of the Division of Student Affairs, the Office of Student Engagement dedicates itself to developing effective student leaders/citizens through opportunities that engage them in campus activities and in the community locally and globally.

Initiatives

- Develop an Alternative Break Program that offers multiple opportunities for students to choose from during fall and spring breaks
- Create student group that helps assist with an Alternative Break Program
- Develop a service-learning program through co-curricular activities and curriculum design
- Support student engagement through volunteer service and use the service opportunity to promote skill development
- Develop a leadership minor (academics) and a leadership certificate program (co-curricular)
- Develop leadership initiatives and training for student organization officers and advisors
- Research and explore Greek housing and complete site visits of other institutions that have built Greek housing, and then develop a 5-to-10 year UNA Greek housing plan
- Collaborate with Greek chapters to create and implement a Greek House Manager Program
- Support student learning in responsible journalism, writing, photography, and publications
- Develop initiatives to help support the Flor-Ala and Diorama editors with professional development opportunities, recruiting volunteers, and building seamless partnerships with students, staff, faculty, and the academic programs that support publications such as Journalism, English, Communications, etc. Support student engagement in multicultural awareness by providing all UNA students with more opportunities to attend multicultural and educational programs
- Develop a multi-cultural student advisory committee

- Partner with Residence Life and Student Counseling Services to implement SAFE Place Training for faculty, staff, and student leaders on campus

UNIVERSITY EVENTS

Mission Statement

The Department of University Events strives to provide professional assistance as well as superior customer service to the campus and the surrounding community in order to accommodate, organize, plan, and execute successful events while providing knowledgeable technical support, and proper set-up and equipment in a safe, clean environment.

Guillot University Center (GUC) Initiatives

- Train all staff on basic equipment such as video projection unit, lights, microphone, portable sound system, banquet hall sound system, laptops, etc. to insure high-quality customer service
- Replace the existing sound system in the banquet halls with updated equipment that works - approximately \$25,000.00 in a three-phase completion that will go out for bid
- Find adequate space in the GUC for a game room and additional personnel, and begin to implement cost, equipment, budget, and policies
- Replace all couches and chairs throughout the GUC, beginning with the television viewing area and ending with the Loft
- Paint and replace all wallpaper in the banquet halls concurrent with the replacement of the sound system
- Expand the GUC building hours during the week and weekends to offer students a place to congregate and study, as well as, increased student programs offered on the weekends
- Benchmark other universities and similar community facilities around the area to be competitive with prices, and implement price increases for GUC facilities where needed
- Work with Educational Technology Services to install smart classroom technology in the Performance Center, 200, 207 and the Loft
- Remove the old sound booth in the Loft and install a parquet floor similar to the Performance Center flooring
- Increase professional staff in order to accommodate the increase in operation hours and the increased demands on the facilities by students, faculty, staff, and the community

- Repair and replace the lighting and sound systems in the Performance Center and have the dead hung battens inspected for use for more events
- Completely renovate the downstairs area by painting, replacing furniture, installing art work, and providing items/areas that serve as a catalyst for increased UNA pride
- Visit other universities to gather and compare policies, space allocations, and food court ideas
- Plan and develop a security system for the GUC, using swipe cards, cameras, and staff

Norton Auditorium Initiatives

- Replace carpet throughout the building, paint the ceilings, lobby, and bathrooms, repair broken seats and recover all the chairs
- Contract with a fly line specialist to inspect, repair, and add 10 additional lines if possible
- Hire an Assistant Tech Director for Norton Auditorium
- Increase the budget for student staff
- Replace the lighting and sound system in Norton with priority for the lighting system at an approximate cost of \$400,000.00 for both projects
- With the Foundation Office, lead a capital improvement campaign through concerts, donations, and additional events to help finance the many needed improvements in Norton
- Purchase a color LCD marquee to be placed at the corner of Pine and Irvine, to publicize events for Norton and campus

Coby Hall Initiatives

- Purchase all furniture and equipment necessary to support scheduled events
- Update all policies and procedures to reflect the changes in operations with the Admissions Office move into Coby Hall during the Spring 2009 semester

Mailroom Initiatives

- Visit other campus mailrooms for ideas on revamping the mailroom area
- Install adequate floor mats to decrease stress on the staffmembers' feet and legs
- Purchase a new Powerpost Mail Machine either outright or through a lease package

- Create a new mail box assignment system and purchase a touch screen for access to mail box number and combination in order to improve customer service

Overall Department Initiatives

- Move employee salaries from auxiliary budgets to Education & General budget
- Explore the option of Lost and Found being relocated to the Department of University Police for increased service and availability
- Update all policies and procedures
- Evaluate the possibility of soliciting donations or gifts for redecorating of rooms in the GUC and then renaming those rooms in honor of the donors
- Increase University Events sponsored productions to offer more events to the public and campus community, and to fill a void for town-gown relationships

VICE PRESIDENT FOR STUDENT AFFAIRS

Initiatives

- Finalize a five-year strategic plan that will guide the growth and development of Student Affairs
- Secure additional funding for all departments of Student Affairs to meet basic services and expand services as appropriate
- Reorganize the Division of Student Affairs to better serve the needs of the students and the University
- Continue to partner with the Vice President for Academic Affairs to enhance student learning and advance the academic mission of the University
- Review all existing Student Affairs policies and procedures to ensure a student-centered approach and philosophy
- Expand Health Services
- Establish an Office of Assessment and Evaluation
- Conduct a comprehensive review of all professional and support positions within the Division

- Review all student-generated fees collected within Student Affairs for proper support of programs and services
- Establish an in-house professional development program for staff
- Revitalize on-campus student life programs and activities
- Work with the Vice President for Advancement to establish development and fundraising priorities for Student Affairs
- Create a UNA Parents and Families Program
- Strengthen Town/Gown relationships
- Establish a plan to address deferred maintenance of Student Affairs facilities and establish a proactive maintenance plan to care for new facilities
- Establish a new website design for the Division of Student Affairs
- Work with the Admissions Office to create a pre-admission review system for new students and transfer students with known behavior problems
- Become a strengths-based Student Affairs Division
- Enhance opportunities for direct student contact and communication with the Vice President for Student Affairs
- Establish a plan for the potential expansion of fraternity housing – rental properties, rental or purchase of University land, private investments
- Develop a Division of Student Affairs online newsletter
- Establish a new employee orientation program for the Division
- Hire an additional Administrative Assistant for the Vice President’s office
- Establish a plan to enhance diversity within the Division and advance diversity on the campus
- Establish a proactive staff development and professional enhancement plan that keeps all Student Affairs staff technologically current and competent

APPENDIX A

University Goals

- To offer high quality programs
- To build and maintain a student-centered university
- To promote and celebrate diversity
- To foster a strong university community
- To enhance and support regional development and outreach

APPENDIX B
University Initiatives (for each goal), 2007-2009

University Goal: To Offer High Quality Programs

- Evaluate and update continually a comprehensive Enrollment Management Plan.
- Increase faculty and support staff consistent with growth in enrollment.
- Develop and enhance Learning Communities.
- Create and sustain the infrastructure needed to deliver high quality programs of all types.
- Identify new program offerings consistent with the University's mission and resources, and with needs of our service region.
- Infuse a global education/cultural awareness component into the current general education curriculum.
- Create and enhance Study-Abroad opportunities.
- Strengthen the central advising office.
- Assess the feasibility of adding a "black box" theater.
- Provide a mechanism to assess, evaluate, and enhance the current general education program.
- Improve assessment activities:
 - Evaluate current methods of assessing the success of UNA students in the workplace;
 - Explore additional methods of assessing the competitive edge of UNA graduates as they enter the open market;
 - Institute program reviews for each academic major; and
 - Actively evaluate academic programs for possible national accreditation (where applicable).
- Establish a budget to support faculty-sponsored undergraduate research.
- Provide funding for students who make presentations at professional meetings.
- Expand academic internship opportunities through Career Services.
- Pursue programs and strategies that enhance student-athletes' academic and competitive achievement.
- Expand the programming and mission of the Guillot University Center to meet the needs of students.
- Expand Student Health Services to meet more fully the health needs of a contemporary American and international student population.
- Create and expand Counseling Services within the Bennett Health Center.
- Develop a prioritized Housing Maintenance and Operation Plan to address:
 - Renovations and aesthetic improvement of Rice, Rivers, LaGrange, and Lafayette Residence Halls and University apartments;
 - Safety and security upgrades;
 - Special interest housing; and
 - Living/Learning Communities.
- Develop a prioritized library plan that addresses the following:
 - Space to house and preserve existing collections (including the Archives collection);
 - Adequate individual study space;
 - Expanded instructional space;

- Space for digitization projects;
- Increased space for collaborative learning; and
- Storage for back files of printed periodicals and for older books.
- Develop long-term funding strategy and timeline for library and technology.
- Assess and evaluate the effectiveness of the current facilities, materials, and services.
- Develop and implement a Disaster Recovery Plan for electronic data.
- Increase bandwidth and upgrade equipment to accommodate increased demands.
- Appoint a faculty task force on "intellectual climate" charged with:
 - Reviewing current methods of recognizing research; and
 - Making recommendations aimed at improving the intellectual climate on campus.
- Provide support for public recognition of faculty and student research. Consider implementation of a "Research Day" with presentations from each academic college.
- Increase scholarship support for the University Honors Program.
- Increase immediate use/non-endowed funds by soliciting from UNA employees, alumni, retirees, and other friends of the University.
- Display faculty and student artwork throughout the campus:
 - Develop appropriate review process for selection of works; and
 - Ensure necessary protection and proper display of said art work.
- Prioritize distance learning course needs and create a long-term plan for developing distance learning (DL) programs.
- Assess and evaluate all components of DL delivery and improve the funding strategy.
- Conduct a review of student interest/demand for DL courses.
- Analyze effectiveness of current and future DL course offerings.
- Develop university-wide guidelines for online courses.

University Goal: To Build and Maintain a Student-Centered University

- Fund global initiatives such as summer abroad opportunities for students.
- Prioritize resources for programs and activities that work collaboratively with Academic Affairs.
- Create student opportunities for community service and service learning through the Office of Student Engagement.
- Expand diversity programming and educational opportunities.
- Develop summer enrichment programs/camps for high school students.
- Create a committee to explore external funding for internships/fellowships/ scholarships.
- Regularly assess staffing, budget, and programming needs in all divisions of the University.
- Link and coordinate the programs and services of the Academic Resource Center, Center for Academic Advising, Disability Support Services, and Career Services to assist students.
- Establish a Student Activity Fee Allocation Board and allocation process to equitably distribute funds to student organizations and university-wide activities that positively enhance the quality of student life on campus.
- Review and update the University's Code of Conduct and adjudication process.
- Expand student recreation and intramural facilities and activities.
- Identify and implement additional programs that enhance the welfare of student-athletes (e.g., health and training, time management).

University Goal: To Promote and Celebrate Diversity

- Hold an open campus forum on diversity.
- Develop academic partnerships and collaborative relationships with minority-serving institutions.
- Implement innovative techniques that enhance recruitment and retention of a diverse faculty (e.g., "grow your own").
- Provide additional funding dedicated to the recruitment and retention of minority students.
- Create hiring incentives (e.g., research funds) for new faculty.
- Develop programs that recognize talents and contributions of diverse faculty and staff.
- Establish ongoing communication and outreach opportunities with community minority organizations.
- Expand curricular opportunities to explore diversity and diversity issues.

University Goal: To Foster a Strong University Community

- Continue to evaluate and improve the linkage between planning and the budgeting process.
- Identify revenue sources and implement construction of new science building.
- Revise and implement a new human resources model that recognizes market realities and career growth for staff employees.
- Develop and implement university guidelines that evaluate existing management and administrative organizational systems.
- Incorporate guidelines into the activities/responsibilities of the Institutional Effectiveness Committee and/or other appropriate office.
- Create a mission statement and strategic plan for the Division of Student Affairs.
- Create a line item in the budget for retention initiatives. Funding should include operations, staffing, and assessment activities.
- Support initiatives that enhance basic competencies/skills: (a) math; (b) writing; (c) reading; (d) time management; (e) study; and (f) life and career planning.
- Centralize regional (SACS) accreditation responsibilities.
- Work strategically with the Governor's office as well as with local, state, and federal entities to seek appropriate levels of funding.
- Enhance the role and scope of University Advancement; work strategically to acquire grants and philanthropic support for the needs of the University.
- Develop the following:
 - A prioritized list of hiring needs for the physical plant (grounds, maintenance, custodial). Recommendation: Implement a five-year plan to fill critical positions;
 - A plan for the remodeling of existing residence halls and/or the construction of new halls;
 - A plan to renovate and upgrade the Guillot University Center to fulfill an expanded mission and growing student population; and
 - A building inventory list with a time line for replacing roofs, HVAC systems, utility systems, lighting, windows, and other items.

- Update the campus facilities Master Plan to include additional space for academic facilities, academic support facilities (e.g., Collier Library and its archives), and athletic/recreational facilities.
- Consider restructuring current spaces with campus community-building in mind.
- Complete renovations to Powell School for conversion to academic use and outreach services.
- Complete renovations to Rogers Hall.

University Goal: To Enhance and Support Regional Development and Outreach

- Identify and implement a town-gown initiative for the betterment of the University and the region.
- Unify marketing/public relations efforts under a single individual.
- Reorganize current Office of Research, Planning, and Institutional Effectiveness into two independent offices: Office of Planning and Institutional Effectiveness and Office of Research and Sponsored Programs.
- Create a link on the University's homepage that informs the greater Shoals community about university services/events, etc.
- Seek additional state and federal funding for training and other economic development activities.
- Develop and expand models for networking with regional employers.
- Position the University to serve as a catalyst for stakeholder involvement (municipalities, civic groups, and art and theatre groups, alumni).
- Provide stronger support for research activities within the campus community.
- Increase emphasis on seeking federal, state, and local grants, as well as private funding for campus needs.
- Provide support for programs which highlight faculty and student research.
- Hire personnel to facilitate academic research and oversee grant applications.