



The overriding mission of the University of Montevallo, unique in higher education in Alabama, is to provide to students from throughout the state an affordable, geographically accessible, "small college" public higher educational experience of high quality, with a strong emphasis on undergraduate liberal studies and with professional programs supported by a broad base of arts and sciences, designed for their intellectual and personal growth in the pursuit of meaningful employment and responsible, informed citizenship.



For undergraduates, our vision is to offer academically capable students from all sociodemographic backgrounds an affordable, life-enriching "honors college" experience stressing community service and global awareness, all within an atmosphere of national historic beauty and a tradition of innovative cultural expression. Our vision for graduate students builds on this undergraduate foundation, using traditional and innovative instructional methods to foster growth in specialized skills and knowledge required by practicing educators, counselors, speech-language clinicians, scholars in the humanities, and other professional leaders, within a nurturing environment steeped in the unique "Montevallo experience."









OVERARCHING GOAL: To promote the continued development of faculty as impactful teachers and productive scholars and artists and to cultivate active, engaged student learning

1)

Enhance faculty development by implementing strategies to increase research, expand innovative teaching pedagogies, and improve instructional technology tools.

2

Support the development and growth of graduate and undergraduate enrichment initiatives.

3

Expand and enhance undergraduate and graduate programs of study.

4

Enhance the role of the Library as an Intellectual Commons.

5

Increase technology support, equipment, and infrastructure to a level which fully meets the needs of faculty and students enrolled in traditional and online/hybrid courses, at both the graduate and undergraduate levels.

6

Enhance
student
learning
and support
recruitment
and retention
of students
and faculty
through new
construction
and/or
renovation
of academic
buildings.

## ACADEMIC EXCELLENCE

Overarching Goal: To promote the continued development of faculty as impactful teachers and productive scholars and artists and to cultivate active, engaged student learning.

| GOALS  | OBJECTIVES  | RESPONSIBLE<br>UNIT(S)   |
|--|---|--|
| Goal 1: Enhance faculty development<br>by implementing strategies to<br>increase research, expand<br>innovative teaching pedagogies, and<br>improve instructional technology | Objective 1A: Establish and maintain grant development resources to provide grant writing workshops for faculty and staff, identify funding opportunities, and provide support for all aspects of grant submission  | Academic Affairs<br>Administrative Affairs<br>Business Affairs<br>University Advancement |
| tools and infrastructure   | Objective 1B: Establish at least one endowed chair/professorship in each College within 5 years.  | Academic Affairs<br>Business Affairs<br>University Advancement                           |
|  | Objective 1C: Consider supporting faculty in developing and editing their own internal or external WEB pages.   | Academic Affairs<br>Business Affairs<br>University Advancement                           |
|  | Objective 1D:  Expand support for faculty development and implementation of innovative teaching pedagogies.  Hire the Director of the Malone Center and increase funding to provide workshops (face to face and online) for full-time and adjunct faculty on topics such as Canvas, learning styles, high impact practices, assigning and evaluating writing, and effective use of technology.  Promote the development of interdisciplinary, team-taught, service learning and Honors courses. | Academic Affairs<br>Business Affairs<br>Malone Center                                    |



|  | Objective 1E: Increase faculty travel funding with a goal of providing full support for presentations of scholarly/creative work   | Academic Affairs<br>Business Affairs   |
|--|--|--|
| Goal 2: Support the development and growth of graduate and undergraduate enrichment initiatives. | Objective 2A: Increase funding for the Honors Program to allow students to complete an additional academic experience beyond the Honors curriculum such as undergraduate research, study abroad, academic conference participation, or an Honors thesis.   | Academic Affairs<br>Honors Program<br>University Advancement<br>Business Affairs |
|  | Objective 2B: Increase funding to support a 50% expansion in the number of students participating in undergraduate research.  O Track participation through enrollment in courses labeled Undergraduate Research and through student presentations at Undergraduate Research Day, the fall symposium series, and external conferences. | Academic Affairs<br>Business Affairs   |
|  | Objective 2C: Enhance Information Literacy instruction through continued support of foundational, advancing, and mastery level classes; Illuminate Grants; and other campus-wide initiatives. Implement any needed changes to IL plan as indicated by SAILS and course-embedded assessments.   | Academic Affairs<br>QEP Committee  |
|  | Objective 2D: Increase support for Graduate Research by providing on a competitive basis full funding for at least 10 graduate students each year to present their scholarship at professional conferences.  | Academic Affairs<br>University Advancement<br>Business Affairs                   |
|  | Objective 2E: Establish a Study Abroad/Study Away Center designed to increase student participation.   | Academic Affairs<br>University Advancement<br>Business Affairs                   |
|  | Objective 2 F:<br>Establish an Internship Center designed to increase student participation.   | Academic Affairs   |

| Goal 3: Expand and enhance         | Objective 3A:  | Academic Affairs          |
|------------------------------------|--|---------------------------|
| undergraduate and graduate         | Determine new undergraduate and graduate majors that are consistent with               | Technology Services       |
| programs of study                  | the University mission, will address the interests of current and prospective          | Business Affairs          |
|                                    | students, and will prepare graduates for fulfilling lives and careers.                 | Admissions                |
|                                    |  | Graduate Admissions       |
|                                    | Objective 3B:  |                           |
|                                    | Expand undergraduate and graduate offerings through online/hybrid courses              | Academic Affairs          |
|                                    | or online degrees.   | Technology Services       |
|                                    |  | Business Affairs          |
|                                    | Objective 3C:  |                           |
|                                    | Increase support for interdisciplinary and special minors that may not be              | Academic Affairs          |
|                                    | associated with academic majors such as Environmental Studies, Games                   | Business Affairs          |
|                                    | Studies and Design, Latin American Studies and the possible creation of new            |                           |
|                                    | minors such as Computer Science.   |                           |
| Goal 4: Enhance the role of the    | Objective 4A:  | Academic Affairs          |
| Library as an Intellectual Commons | Continue the phased transformation of Carmichael Library into an Intellectual          | Business Affairs          |
|                                    | Commons.   | Library Faculty & Staff   |
|                                    |  |                           |
|                                    | <ul> <li>Create group study areas and consultation stations for peer group</li> </ul>  |                           |
|                                    | collaborative learning.  |                           |
|                                    | -  |                           |
|                                    | Objective 4B:  | Library Faculty and Staff |
|                                    | Collect, preserve, and make available for scholarly research material in the           |                           |
|                                    | Milner Archives and Special Collections.   |                           |
|                                    | <ul> <li>Expand archival and special collections through the deliberate and</li> </ul> |                           |
|                                    | targeted acquisition of primary materials, and expand electronic                       |                           |
|                                    | access to archival and special collections through a deliberate and                    |                           |
|                                    | targeted digitization plan.  |                           |
|                                    |  | Academic Affairs          |
|                                    | Objective 4C:  | Library Faculty and Staff |
|                                    | Increase Library holdings and improve technology and facilities in support of          | Business Affairs          |
|                                    | expanding Information Literacy beyond the currently designated courses.                |                           |
|                                    |  | Library Faculty and Staff |
|                                    | Objective 4D:  | Facilities                |
|                                    | Create a Maker-Space in the library for student projects.                              | Business Affairs          |
|                                    | <ul> <li>Provide equipment such as a 3D printer and craft supplies</li> </ul>          |                           |



| Goal 5: Increase technology support, | Objective 5A:  | Academic Affairs          |
|--------------------------------------|--|---------------------------|
| equipment and infrastructure to a    | Develop a University-wide Academic Technology Plan to support classroom              | Business Affairs          |
| level which fully meets the needs of | and online/hybrid teaching pedagogies.   | Technology Services       |
| faculty and students enrolled in     | <ul> <li>Develop a technology plan with input from each department about</li> </ul>  |                           |
| traditional and online/hybrid        | discipline specific needs.   |                           |
| courses at both the graduate and     |  |                           |
| undergraduate levels.                | <ul> <li>Establish within each college an up-to-date computer classroom</li> </ul>   |                           |
|                                      | with specialized software and on-campus technical support.                           |                           |
|                                      |  |                           |
|                                      | Objective 5B:  | CIO & Technology Services |
|                                      | Establish a long-term technology support budget to fund needed infrastructure        | Business Affairs          |
|                                      | and technology upgrades.   | Academic Affairs          |
|                                      | <ul> <li>Successfully implement a budget for technology refresh for</li> </ul>       |                           |
|                                      | computers, software, LCD projectors, Smart Boards and emerging                       |                           |
|                                      | technology identified in the Academic Technology Plan.                               |                           |
| Goal 6: Enhance student learning     | Objective 6A:  | Academic Affairs          |
| and support recruitment and          | Develop a plan, seek funding and begin construction of a Performing Arts             | Business Affairs          |
| retention of students and faculty    | Center.  | Technology Services       |
| through new construction and/or      | <ul> <li>Establish architectural renderings/blue-prints, identify funding</li> </ul> | University Relations      |
| renovation of academic buildings.    | sources and create a construction timetable within a 5-year period.                  | University Advancement    |
| _                                    |  | -                         |
|                                      | Objective 6B:  | Academic Affairs          |
|                                      | Develop a plan, seek funding and begin the renovation of Harman Hall or the          | Business Affairs          |
|                                      | construction of a new Science and Mathematics facility.                              | Technology Services       |
|                                      | <ul> <li>Establish architectural renderings/blue-prints, identify funding</li> </ul> | University Relations      |
|                                      | sources and create a construction timetable within a 5-year period.                  | University Advancement    |
|                                      |  | -<br>-                    |
|                                      | Objective 6C:  | Executive Cabinet         |
|                                      | Develop and implement a deferred maintenance plan or a comprehensive                 | Facilities                |
|                                      | construction/renovation plan for all academic buildings.                             |                           |









STUDENT ENGAGEMENT AND SUCCESS

OVERARCHING GOAL: To enhance the climate of UM to cultivate greater levels of student success as measured by retention and completion

7

Increase undergraduate and graduate enrollment.

8

Promote an inclusive and supportive campus environment.

9

Engage incoming undergraduate students.

10

Retain students by providing up-to-date living opportunities on campus.

11

Increase retention through recreational, social, co-curricular and leadership.

12

Expand and strengthen learning support on campus.

13

Increase campus employment and career development opportunities.

FOR MORE INFORMATION: montevallo.edu/strategicplan

# STUDENT ENGAGEMENT AND SUCCESS

**Overarching Goal:** To enhance the climate of UM to cultivate greater levels of student success as measured by retention and completion.

| GOALS  | OBJECTIVES   | RESPONSIBLE<br>UNIT(S)   |
|--|--|--|
| Goal 7: Increase undergraduate and graduate enrollment | Objective 7A: Strategically and systematically increase undergraduate enrollment to 3,000 by Fall 2019  Expand out-of-state recruiting by hiring designated out-of-state recruiting staff members, increasing the number of non-Alabama NACAC College Fairs in major cities, expanding athletic teams, and increasing the number of name buys for out-of-state student markets  Explore CRM options focused on prospect management (undergrad and grad)  Expand relationship with current vendors that have shown success with return on investment focused on out-of-state markets  Explore avenues for recruiting international students including third-party in-country legitimate recruiting agencies | Undergraduate Admissions Graduate Admissions Business Affairs Academic Affairs Student Affairs |
|  | Objective 7B: Strategically and systematically increase graduate enrollment by 4% (based on Fall 2014 census number of 408) annually to return to fall graduate enrollment level of 500 by Fall 2019    Work with faculty for more buy-in and assistance with graduate recruitment  Increase capacity in high demand programs  Provide funding for an MBA recruiter  Design and develop a web site specifically for graduateprogram recruiting that features faculty and student profiles  | Academic Affairs Student Affairs Business Affairs Graduate Admissions University Advancement   |



|  |  | <del>                                     </del>                            |
|--|--|---|
|  | <ul> <li>Increase the number of graduate scholarships and<br/>assistantships</li> </ul>  |   |
|  | Objective 7C: Raise freshman to sophomore retention to 80%, sophomore to junior retention to 75%, junior to senior retention to 65%, and graduation rate to 55%  Analyze retention and graduation rates by student demographics (HS GPA, ACT score, residential, first generation, etc.) to determine at risk populations Reduce to 120 the required number of hours for completion of the majority of degree programs               | All Faculty and Staff   |
| Goal 8: Promote an inclusive and supportive campus environment | Objective 8A: Increase ethnic diversity and promote an inclusive, supportive campus environment for faculty and staff that respects all forms of diversity   | Executive Cabinet All Faculty and Staff                                     |
|  | Objective 8B: Increase ethnic diversity, pursue gender balance, and promote an inclusive, supportive campus environment for students that respects all forms of diversity  | Student Affairs<br>Academic Affairs<br>Athletics                            |
| Goal 9: Engage incoming undergraduate students                 | Objective 9A: Connect with incoming students throughout the admissions process  Increase summer contacts by University faculty, staff, advisors, and students through personal contacts and social media before and after orientation  Develop and implement a seamless web-based admissions process that includes easy access to applications, orientation registration, health forms, etc. for both freshmen and transfer students | Academic Success Center Admissions Deans and Department Chairs Student Life |
|  | Objective 9B: Redesign first-year and transfer orientation to create a more meaningful experience aimed at long-range student success  Reassess the purpose, content, and format of summer   | Student Affairs<br>Academic Affairs<br>Enrollment Management                |



orientation. Consider multi-day sessions for freshmen and alternative formats for transfer students

- o Coordinate all orientation sessions through one office
- Explore pre-registering students in at least a couple of courses to allow in-person advising sessions to focus more on relationship building and less on schedule building
- Consider an expanded fall welcome that is required of all incoming students and might include a convocation

#### Objective 9C:

Support the development of a rich and meaningful first-year experience program

- Create academic cohorts of students together in two or more first-year courses that may or may not have linked content
- Develop a first-year seminar (FYS) as one of the personal development options in general education
- Develop and implement a "Finish in Four" campaign, with materials tailored to students and to parents
- Consider a peer mentor system with mentors attending the FYS and engaging students outside of the classroom during the first semester

#### Objective 9D:

Implement a comprehensive academic advising program that includes resources for advisors (Flight Plans, Advisor Handbook, etc.) and advisor training

- Develop at the college or department level an advising model appropriate to the programs offered
- Charge the Academic Success Center and the Academic Advising, Support, and Intervention Committee to develop and deliver a series of sessions on effective advising
- Expand course schedule to ensure an adequate number of class sections and range of class meeting times
- $\circ \quad Assign \ advisors \ earlier \ in \ the \ process$
- Develop and implement an effective academic alert/early intervention system

Academic Success Center Ad Hoc First Year Experience Task Force Deans and Department Chairs

Academic Success Center Academic Advising, Support and Intervention Committee Academic Affairs Registrar Business Affairs



|                                   | o Provide an effective academic planning/degree audit software  |                   |
|-----------------------------------|---|-------------------|
|                                   | program   |                   |
| Goal 10: Sustain undergraduate    | Objective 10A:  | Student Affairs   |
| student engagement and increase   | Provide adequate and accessible housing for all residential students  | Business Affairs  |
| retention by providing up-to-date | <ul> <li>Upgrade and renovate existing facilities</li> </ul>  | Facilities        |
| living opportunities on campus    | <ul> <li>Strategically attend to deferred maintenance issues</li> </ul>   |                   |
|                                   | <ul> <li>Upgrade technology in campus housing</li> </ul>  |                   |
|                                   | 01: 400   | G. I. ACC.        |
|                                   | Objective 10B:  | Student Affairs   |
|                                   | Assess the need for new campus housing and determine the most   | Business Affairs  |
|                                   | viable options  | Facilities        |
|                                   | Determine need based on housing occupancy rates and best  |                   |
|                                   | practices   |                   |
|                                   | Research trends, visit other campuses, review architectural   |                   |
|                                   | plans, and determine costs for housing options  |                   |
|                                   | Objective 10C:  | Student Affairs   |
|                                   | Invest in updated safety and security features  | Facilities        |
|                                   | Upgrade existing and install additional security cameras  | University Police |
|                                   | Upgrade card swipe system   | oniversity ronec  |
|                                   | Install sprinkler systems in residence halls  |                   |
| Goal 11: Sustain undergraduate    | Objective 11A:  | Student Affairs   |
| student engagement and increase   | Address the need for more recreational and social areas   | Business Affairs  |
| retention through recreational,   | Assess student interest in and need for additional recreational   | Facilities        |
| social, co-curricular and         | activities  | 1 acmices         |
| leadership development            | Establish a space for commuter students to gather   |                   |
| opportunities on campus           | <ul> <li>Establish a space for commuter students to gather</li> <li>Establish recreational spaces separate from and in addition to</li> </ul> |                   |
| opportunities on campus           | athletic fields and courts  |                   |
|                                   | adificite fields and courts   |                   |
|                                   | Objective 11B:  | Student Affairs   |
|                                   | Involve more students in activities outside the classroom   | Business Affairs  |
|                                   | Assess the extent to which current student life and academic  | Facilities        |
|                                   | organizations meet students' needs and interests  |                   |
|                                   | Add clubs and organizations as need/interest is demonstrated  |                   |
|                                   | Increase participation in student organizations and clubs   |                   |
|                                   | o Provide incentives to faculty who serve as advisors for   |                   |
|                                   | student organizations   |                   |
|                                   | Statement of Barmaniano   |                   |



|  | Objective 11C: Develop collaborative student leadership initiatives  O Partner with Leadership Shelby County on a leadership initiative for UM students  Offer leadership classes, a leadership lecture series, and team building exercises to promote student leadership development   | Academic Affairs Student Affairs Office of Service Learning Leadership Shelby County |
|--|---|--|
|  | Objective 11D: Increase attendance at intercollegiate athletic events  • Effectively promote and market intercollegiate athletic events  • Establish an athletic spirit committee  • Investigate network infrastructure to provide sufficient bandwidth for live streaming to improve the fan experience  • Secure giveaways and promotions to increase attendance  | Athletics<br>Student Affairs<br>University Relations<br>Business Affairs             |
|  | Objective 11E:  Develop and deliver a comprehensive intercultural program  Expand support for international students  Expand support for minority students  Ensure support and activities for diverse student groups (e.g., Spectrum, faith-based groups, etc.)  Provide more programming that promotes understanding and appreciation of diverse cultures, ethnicities, and lifestyles  Recruit a more diverse staff                     | Student Affairs<br>Academic Affairs  |
| Goal 12: Sustain engagement and increase undergraduate retention by expanding and strengthening learning support on campus | Objective 12A: Complete the development of an Academic Success Center  Explore options for a comprehensive facility to accommodate all academic support services, including advising  Increase the number of students utilizing academic support services and add staff to provide expanded services  Solicit faculty input to determine unmet academic support needs  Ensure that services are offered where and when students need them | Academic Affairs<br>Academic Success Center  |

|   | <del>,</del>  |  |
|---|---|--|
|   | <ul> <li>Develop a Supplemental Instruction program for select courses with high D, F, W rates</li> <li>Encourage faculty to use the "Midterm Grades" option in Banner to keep students well informed about their academic standing</li> </ul>  |  |
|   | Objective 12B:  Expand support for students with disabilities  Provide additional funding for staff, technology, and facility upgrades  Ensure policies and procedures related to assistive technology and accommodations are up to date  Expand training and guidance for faculty and staff on disability related issues | Office of Disability Support<br>Services<br>Academic Affairs |
| Goal 13: Sustain engagement and increase undergraduate retention through campus employment and career development opportunities | Objective 13A:  Promote student employment on campus  Implement a standardized process for hiring and training student workers  Link students wherever possible to campus work that supports their career goals  Increase opportunities for summer employment on campus   | Career Development Services<br>Human Resources               |
|   | Objective 13B: Expand work-integrated learning opportunities for all students through applied learning experiences in all disciplines (internships, service learning, job shadowing, undergraduate research, travel away/abroad)  | Academic Affairs<br>Career Development Services              |
|   | Objective 13C: Create and execute Career Boot Camp workshops for Juniors and Seniors  | Career Development Services<br>Academic Affairs              |











OVERARCHING GOAL: To engage our community through mutually beneficial partnerships that support academic, economic, and sociocultural well-being.

14

Strengthen and expand mutually beneficial partnerships with regional school districts, homeschool organizations, and private and parochial schools. 15

Strengthen and expand mutually beneficial partnerships with community colleges and universities. 16

Strengthen
and expand
mutually
beneficial
partnerships
with community
organizations
and agencies.

17

Strengthen collaboration and communication on campus.

18

Optimize, expand, and enhance marketing efforts. 19

Increase
engagement
with the
community
through
service and
other applied
academic
opportunities.

# PARTNERSHIP & OUTREACH

Overarching Goal: To engage our community through mutually beneficial partnerships that support academic, economic, and sociocultural well-being.

| GOALS   | OBJECTIVES   | RESPONSIBLE<br>UNIT(S)                                |
|---|--|---|
| Goal 14: Strengthen and expand mutually beneficial partnerships with regional school districts, homeschool organizations, and private and parochial schools | Objective 14A: Increase strategic marketing and recruiting efforts with homeschool, private school, and parochial schools including but not limited to providing website links and resources to market the dual enrollment program to these populations  | Admissions Office                                     |
|   | Objective 14B: Develop a dual enrollment program with the local high schools that are within a reasonable travel distance and time from the University, specifically Calera High, Jemison High, Montevallo High, and Thompson High   | Admissions Office<br>Academic Affairs                 |
|   | Objective 14C: Build upon existing grant opportunities (e.g. "Gear Up" and "Opening Doors") and seek new grants that involve collaboration with P-12 schools and school districts  | Business Affairs/Grants                               |
|   | Objective 14D: Expand the campus infrastructure to support additional academic and athletic camp opportunities (e.g. ACT prep courses, gifted/enrichment camps, young writers' camp, computer camp, game design camp, environmental/sustainability camp, music camps, art shows, science festivals, scholars bowl) | Academic Affairs<br>Athletics<br>University Relations |
| Goal 15: Strengthen and expand mutually beneficial partnerships with community colleges and universities  | Objective 15A: Explore cooperative degree completion programs with community colleges and other universities, including 2 + 2 programs with community colleges, 3 + 3 programs with universities, and evening/alternative delivery options (e.g. online, videoconferencing, off-site delivery)                     | Academic Affairs                                      |



|                                   | Objective 15B:  | Academic Affairs       |
|-----------------------------------|---|------------------------|
|                                   | Develop reverse transfer agreements with regional community colleges              | Registrar              |
|                                   | Objective 15C:  | Admissions Office      |
|                                   | Expand marketing and recruitment efforts at community colleges including but      | Enrollment Management  |
|                                   | not limited to adding new degree programs that might attract transfer             | Business Affairs       |
|                                   | students, increasing our presence on identified campuses, and partnering with     | Academic Affairs       |
|                                   | Phi Theta Kappa chapters at community colleges                                    |                        |
| Goal 16: Strengthen and expand    | Objective 16A:  | Business Affairs       |
| mutually beneficial partnerships  | Pursue and expand, as a member of the Cooperative District (UM, City of           | Executive Cabinet      |
| with community organizations and  | Montevallo, Shelby County), new partnership opportunities such as projects        |                        |
| agencies.                         | that support the City of Montevallo in becoming a "Main Street Alabama Community" |                        |
|                                   | Objective 16B:  | Advancement Office     |
|                                   | Develop budget resources through partnerships that address capital and            | Business Office/Grants |
|                                   | operational needs   | ,                      |
|                                   | <ul> <li>Revise and publish grant seeking/writing protocol</li> </ul>             |                        |
|                                   | <ul> <li>Collaborate with outside agencies to submit grants</li> </ul>            |                        |
|                                   | <ul> <li>Seek government, corporate, and foundation sponsorships and</li> </ul>   |                        |
|                                   | grants  |                        |
|                                   | Leverage alumni database for contacts who serve on foundation                     |                        |
|                                   | and corporate boards  |                        |
|                                   | Objective 16C:  | Calendar Office/Event  |
|                                   | Develop and publish a comprehensive inventory of campus meeting spaces,           | Planning               |
|                                   | rooms, and dining options that are available for public use and create a public   |                        |
|                                   | fee structure and formal contract system  |                        |
| Goal 17: Strengthen collaboration | Objective 17A:  | Executive Cabinet      |
| and communication on campus       | Establish a Staff   | Human Resources        |
|                                   | Senate  |                        |
|                                   | Objective 17B:  | Executive Cabinet      |
|                                   | Identify and implement more effective ways to share news and solicit input on     | University Relations   |
|                                   | campus issues and challenges  |                        |

| Goal 18: Optimize, expand, and enhance marketing efforts  | Objective 18A: Develop a cooperative marketing plan with the City of Montevallo including but not limited to a comprehensive calendar and events management system, a formalized communication structure to increase media coverage for local events, and a system for providing visitors with targeted messages and opportunities to learn about the city and the University.  | University Relations<br>Calendar/Events Office<br>City of Montevallo                                      |
|---|---|---|
|   | Objective 18B: Improve the content and navigability of the external website including but not limited to revising the "Community" and "Calendar" information, addressing items that relate to functionality, and creating a link to the intranet that is password protected.  | University Relations<br>Calendar/Events Office<br>Academic Departments                                    |
|   | Objective 18C: Increase the use of faculty and staff experts as consultants to media outlets and agencies.  | University Relations Athletics/Sports Information Academic Departments                                    |
|   | Objective 18D: Expand and target media relations with an emphasis on sports events and teams, including but not limited to providing incentives for local K-12 students to attend athletic events, increasing the use of "Freddie the Falcon" as an ambassador for UM, and sending press releases to students' hometown newspapers.   | University Relations<br>Athletics/Sports Information  |
|   | Objective18E: Create a system for purchasing, storing, requesting, and distributing UM promotional items  | University Relations<br>Business Affairs  |
| Goal 19: Increase engagement with<br>the community through service and<br>other applied academic<br>opportunities | Objective 19A: Promote service learning as a high-impact academic practice and community service as a co-curricular initiative.  Provide incentives for the development of new service learning courses  Provide faculty development related to service learning  Explore faculty and student interest in requiring service hours for graduation  Explore the feasibility and value of creating a co-curricular transcript  Cultivate partnerships with additional community agencies | Service Learning & Outreach<br>Student Affairs (e.g., Big<br>Event); Academic Affairs<br>Capital Campaign |



- Seek partnerships that will enhance diversity awareness and appreciation
- o Collect data for the "President's Honor Roll" recognition
- Collect data related to the economic impact of the services performed by university students
- Sponsor community service projects that enhance the physical environment of the campus and community
- Sponsor a "service hours challenge" to involve students in the capital campaign; challenge donors to match the students' hours with dollars.

#### Objective 19B:

Increase awareness and visibility of service learning and community service efforts

- Dedicate an article in each issue of *Montevallo Today* to cover a service event
- Utilize Facebook, Twitter, WED memo, and press releases to feature service events
- Establish a regular column in the Alabamian to feature a student or student group involved in service
- Showcase service efforts on the external website; expand or revise the content of the "community" link to include this kind of information
- Create an annual celebration event for service learning and community service efforts; invite stakeholders and community partners

#### Objective 19C:

Expand applied academic experiences for the benefit of the broader community, including but not limited to exploring the establishment of a free/low cost mental health counseling clinic for under-served populations, and creating public relations, mass communication, and marketing internship opportunities for UM students with the City of Montevallo and the Chamber of Commerce

Service Learning & Outreach Student Affairs (e.g., Big Event) Academic Affairs University Relations

Academic Affairs Academic Departments







#### PLANNING PROCESS AND TIMELINE

 PRESIDENT STEWART HELD A SERIES OF 4 TOWN HALL MEETINGS IN NOVEMBER 2013 TO GENERATE ITEMS FOR THE NEXT STRATEGIC PLAN

(Total attendance of 158: 25 Faculty, 99 Staff, 20 Students, 12 Community Members, 2 Trustees)

• PRESIDENT STEWART APPOINTED 4 WORK GROUPS:

Academic Excellence, Student Experience, Student Success, Partnerships and Outreach

• MEMBERSHIP OF EACH WORK GROUP WAS BROADLY REPRESENTATIVE:

Faculty, Staff, Students, Alumni, Trustees, and Community Members

- INCOMPLETE AND PARTIALLY COMPLETED ITEMS FROM THE 2009-2014 STRATEGIC PLAN AS WELL AS THE TOPICS/ISSUES SUGGESTED BY
  THOSE WHO ATTENDED THE TOWN HALL MEETINGS IN NOVEMBER 2013 WERE SHARED WITH THE WORK GROUPS
- THE DRAFT STRATEGIC PLAN WAS DEVELOPED DURING SPRING, SUMMER, AND EARLY FALL 2014;
  Significant overlap in recommendations from the Student Experience and Student Success Work Groups led to consolidation into a section of the Plan titled Student Engagement and Success
- THE DRAFT STRATEGIC PLAN WAS REVIEWED AND REVISED BY THE STRATEGIC PLAN STEERING COMMITTEE AND BY THE (CHAIRS & ADMINISTRATIVE LIAISONS OF THE 4 WORK GROUPS): Executive Cabinet, President's Cabinet, Deans' Council, University Planning Committee
- THE DRAFT STRATEGIC PLAN WAS PRESENTED IN 2 TOWN HALL MEETINGS HOSTED BY PRESIDENT STEWART IN NOVEMBER 2014 AND FURTHER REVISED; VIRTUALLY ALL ISSUES RAISED IN NOVEMBER 2013 AND NOVEMBER 2014 TOWN HALL MEETINGS WERE ADDRESSED IN THE GOALS AND OBJECTIVES OF THE DRAFT PLAN
- THE DRAFT STRATEGIC PLAN WAS PRESENTED TO THE TRUSTEES AT THE BOARD RETREAT IN FEBRUARY 2015
- THE STRATEGIC PLAN WAS APPROVED BY THE BOARD OF TRUSTEES IN APRIL 2015

#### **ASSUMPTIONS:**

(shared with all Work Groups and reinforced throughout the process)

All work groups will consider and incorporate our "Foundational Commitments" into goals and objectives.

**OUR "FOUNDATIONAL COMMITMENTS" INCLUDE THE FOLLOWING:** 

- DIVERSITY (e.g., student population, employees, environment, climate, etc.)
- **HUMAN & FINANCIAL RESOURCES** (e.g., preservation of financial health, resource allocation and availability, staffing levels, compensation, talent management, employee recruitment and retention, etc.)
- TECHNOLOGY (e.g., network infrastructure, classroom equipment, software and support tools, refresh cycle, etc.)
- FACILITIES AND INFRASTRUCTURE (e.g., new construction, renovations, deferred maintenance, grounds, space utilization, etc.)
- SAFETY AND SECURITY

### **ACADEMIC EXCELLENCE WORK GROUP**

| Chair                                   | Dr. Houston Byrd                          |
|---|---|
| Administrative Liaison                  | Dr. Suzanne Ozment                        |
| College of Arts & Sciences              | Dr. Kristen Gilbert                       |
| College of Business                     | Dr. Harry Hamilton                        |
| College of Education & Department Chair | Dr. Glee Whitsett                         |
| College of Fine Arts & Deans' Council   | Dr. Steve Peters                          |
| Library                                 | Professor Kathy Lowe                      |
| Faculty Senate                          | Professor Misty Bennett                   |
| "Special Programs" Representatives      | Dr. Cathlena Martin; Mr. Ivan Smith       |
| Academic Affairs Staff                  | Dr. Roberta Leichnitz; Ms. Audra Leverton |
| Administrative Affairs                  | Ms. Diane Kennedy-Jackson; Ms. Kathy Dee  |
| Business Affairs                        | Mr. Scott Kenny; Mr. Wade Walker          |
| Enrollment Management & Student Affairs | Mr. Greg Embry                            |
| Advancement                             | Ms. Brenda Knight                         |
| Athletics                               | Mr. Michael Chadwick                      |
| Board of Trustees                       | Mr. Brian Hamilton;                       |
|   | Student Trustee Hannah Gentry             |
| Foundation Board Member                 | Mr. Mike Grainger                         |
| Community Representative                |   |
| Student Representatives                 | Sarah Clancy; Cheyenne Thompson           |

## STUDENT EXPERIENCE WORK GROUP

| Ms. Jenny Bell                                 |
|--|
| Dr. Tammi Dahle                                |
| Dr. Mary Beth Armstrong                        |
| Professor Lanny McMinn                         |
| Dr. JiJi Davis                                 |
| Dr. Kelly Wacker                               |
| Dr. Leonor Vazquez-Gonzalez                    |
| Ms. Randi Tubbs                                |
| Dr. Wilson Fallin                              |
| Ms. Marion Brown; Mr. Daren Burns;             |
| Mr. Chadd Adams                                |
| Ms. Barbara Forrest; Mr. Coty Jones            |
| Ms. Deborah McCune                             |
| Mr. Gary Johnson                               |
| Mr. Wes Hallman; Mr. Mark Richard              |
| Ms. Libby Queen                                |
| Ms. Julie Harbin                               |
| Mr. Steve Gilbert                              |
| (Montevallo Chamber of Commerce President)     |
| Kevin Britt, Krista Metzler, Bre'Ana Singleton |
| Ms. Lindsey Allison (also Shelby County        |
| Commissioner); Mr. Todd Jones                  |
|  |

## **STUDENT SUCCESS WORK GROUP**

| Chair                                   | Ms. Angie Kelly                     |
|---|-------------------------------------|
| Administrative Liaison                  | Dr. Rick Barth                      |
| College of Arts and Sciences            | Dr. Benton Tyler                    |
| College of Business & Deans' Council    | Dr. Stephen Craft                   |
| College of Education & Faculty Senate   | Dr. Donna Bell                      |
| College of Fine Arts                    | Professor Emily Gill                |
| Graduate Studies                        | Mr. Kevin Thornthwaite              |
| Academic Affairs Staff                  | Dr. TyAnn Lindell                   |
| Administrative Affairs                  | Ms. Hilary Dutton; Mr. Bob Stack;   |
|   | Ms. Tiffany Bunt                    |
| Business Affairs                        | Ms. Tenika Kidd; Ms. Nikki Bradbury |
| Enrollment Management & Student Affairs | Mr. John Denson                     |
| Advancement                             | Ms. Tracy Payne-Rockco              |
| Athletics                               | Ms. Dawn Makofski                   |
| Alumni Board                            | Dr. Mike Malone                     |
| Foundation Board Member                 | Mr. Ronnie Jackson                  |
| Student Representatives                 | Gabby Pringle, Kayla Pilkington,    |
|   | Colby "Levi" Dorsett                |

## PARTNERSHIPS AND OUTREACH WORK GROUP

| Chair                                   | Dr. Anna McEwan                          |
|---|--|
| Administrative Liaison                  | Ms. DeAnna Smith                         |
| College of Arts and Sciences            | Dr. Dan Valentine                        |
| College of Business                     | Dr. Tom Sanders                          |
| College of Fine Arts & CDC              | Dr. Alan Goldspiel                       |
| Library and Faculty Senate              | Professor Carey Heatherly                |
| "Special Programs"                      | Dr. Hollie Cost                          |
| Administrative Affairs                  | Mr. Jamie Bessette, Mr. Jason Peterson,  |
|   | Ms. Carol Bruser                         |
| Business Affairs                        | Mr. Billy Hughes; Mr. Logan Ganey        |
| Enrollment Management & Student Affairs | Ms. Audrey Crawford                      |
| Advancement                             | Mr. Scott Dillard                        |
| Athletics                               | Mr. Nick Moeller                         |
| Board of Trustees                       | Mr. David Wheeler                        |
| Community                               | State Senator Cam Ward;                  |
|   | State Representative April Weaver;       |
|   | County Manager Alex Dudchock;            |
|   | Ms. Janice Seaman (Montevallo Industrial |
|   | Development Board Chair),                |
|   | Ms. Charlene Robb (Shelby Emergency      |
|   | Assistance President),                   |
|   | Mr. Rusty Nix                            |
| Student Representatives                 | Ms. Molly Dean; Mr. Alexander Demers;    |
| l                                       | Mr. Zackery Willoughby                   |

