

UNIVERSITY OF MONTEVALLO



STRATEGIC PLAN

FALL 2009 – SPRING 2014

MISSION, VISION, THEMES, AND GOALS



University of Montevallo Strategic Plan

Fall 2009 - Spring 2014

Mission, Vision, Themes, and Goals

The following is an extract of the five-year Strategic Plan. It contains the mission and vision statements, strategic planning themes and goals and a roster of the Strategic Planning Committee.

For the complete plan, please access the following link located on the home page of the UM website: http://www.montevallo.edu/irpa/PlanningAndAssessment/Strategic_Plan.shtm.

University of Montevallo's Mission Statement:

The University's mission, 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." Affirmed by the Board of Trustees in 1978, 1989 and again in 1996 in conjunction with the Report of the Second Century Commission, the mission statement is incorporated into state statutes.

University of Montevallo's Vision Statement:

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."

Strategic Themes

THEME #1: *The University of Montevallo should promote the development of a learning environment directly supportive of its statutory mission as Alabama’s public liberal arts university.*

GOALS RELATED TO THEME #1:

- a. Increase faculty and staff salaries at a trajectory designed to move average salaries at all ranks upward from the current 20th percentile ranking among masters’ level institutions to no lower than the 35th percentile over the next five years.
- b. Support faculty in the development of coursework related to service learning, interdisciplinary studies, a freshman experience, undergraduate research, study abroad, and the Honors Program.
 - 1) Create an administrative unit designed to support the faculty’s development and implementation of these programs and courses.
 - 2) Support the faculty’s implementation of the “Becoming” program—including a Freshman Year Experience, a service learning component (that includes, among other offerings, environmental service opportunities), and an undergraduate research/internship component—as endorsed by the Study Group on the Freshman Experience and Other Related Courses.
 - 3) Support each academic department in the teaching of at least one course that involves cooperation among faculty housed in two or more disciplines.
 - 4) Expand study abroad and National Student Exchange opportunities such that student participation in study abroad and NSE programs increases at the rate of two percent (2%) additional students annually.

- 5) Support the development of instruction in three of the following eight languages through the first and second year general education course sequence either on campus or via distance technology: Mandarin, Japanese, Portuguese, Arabic, Swahili, Russian, Hindi, and Farsi. These additional three languages would be in addition to the current offerings in French, German, and Spanish.
- c. Transform Carmichael Library into a Learning Commons which will include the following:
 - 1) a student-centered learning space;
 - 2) traditional library resources and services;
 - 3) information technology and emerging technologies;
 - 4) academic support services;
 - 5) expert help;
 - 6) collaborative and individual study space;
 - 7) a partnership with the Division of Academic Affairs, Division of Student Affairs, the Harbert Writing Center, and Computer Services;
 - 8) a digitization program to make the archival collections described in Theme #3.e, below, more widely available.
 - d. Organize a structure that will encourage and support faculty exploration of innovative and best practices in teaching and advising and that will encourage and support faculty in their research.
 - e. Explore the feasibility and advisability of adding intercollegiate softball, lacrosse, or other sports to current athletic offerings.

THEME #2: *The constituencies and programs of the University of Montevallo should reflect the international character and demographic diversity required of a modern liberal arts university.¹*

¹ The word “diversity” in the Strategic Diversity Plan is defined broadly as including “all individuals.” At a minimum, that definition would include all groups protected under the University’s Equal Opportunity/Affirmative Action Policy.

GOALS RELATED TO THEME #2:

- a. Recruit academically qualified international students to the University of Montevallo at a rate that will increase the percentage of international students to five percent (5%) of total enrollment.
 - 1) Establish and develop an administrative office charged with the advancement of this goal and to increase the exposure of students to global events, people, and cultures.
 - 2) Develop a program in English as a Second Language to assist foreign students in addressing admissions requirements, or partner with one or more colleges or agencies able to provide such ESL services.
- b. Adopt a Strategic Diversity Plan that will address each of the following goals and objectives:
 - 1) Create an environment that values models of excellence for increasing diversity.

Objective 1.1 – Create university infrastructure to support and oversee all diversity issues ranging from planning and plan updates, assessments, training, compliance, and funding.

Objective 1.2 – Promote cultural fluency to campus and community constituents.

Objective 1.3 – Generate a climate and culture that is welcoming to diverse populations and supports an international perspective

Objective 1.4 – Allocate resources to appropriately fund diversity efforts.

- 2) Diversify the student body of the University of Montevallo by implementing strategies to enhance recruitment, retention, and graduation numbers.

Objective 2.1: Strategically recruit an increasing number of students who are diverse in ethnicity, culture, ability, gender identity, and socio-economic background.

Objective 2.2: Strategically improve retention and graduation rates of students who are diverse in ethnicity, culture, ability, gender identity, and socio-economic background

Objective 2.3: Strategically provide a campus environment that challenges and supports students in an effort to provide them with opportunities for growth and learning, personally and professionally.

Objective 2.4: Strategically expose potential students to the University of Montevallo experience.

- 3) Commit the University to a diverse workforce in support of a globally-focused liberal arts curriculum.

Objective 3.1: Commit to recruiting and hiring practices that will maintain a diverse community of faculty, staff, and administrators.

Objective 3.2: Retain faculty, staff, and administrators that are increasingly reflective of a national demographic profile of communities.

Objective 3.3: Create a safe, positive, and nurturing environment that enhances faculty, staff, and administration's understanding and appreciation of other cultures, nations, and communities.

- 4) Incorporate diverse values to cultivate and enrich community relationships.

Objective 4.1: Identify alumni that are now leaders in the professional arena and provide a platform for these Alumni to educate students and members of the community on the application of the principles of diversity they have seen produce success in the “real” world.

Objective 4.2: Promote the University of Montevallo as an institution that values diversity.

THEME #3: *The physical infrastructure of the University of Montevallo should enhance student learning; aid in recruitment and retention of students, faculty, and staff; and showcase our National Historic District and the original Olmsted plan.*

GOALS RELATED TO THEME #3:

- a. Using construction methods designed to minimize environmental impact and conserve energy use, University residence halls should be renovated and new residence halls should be constructed in accordance with the established schedule.
- b. Using construction methods designed to minimize environmental impact and conserve energy use, University classroom, office, and other building space should be renovated according to the established schedule.
- c. The University should embark upon a program of deferred maintenance reduction such that the Facilities Condition Index for the University of Montevallo physical plant will decrease ten percent (10%) over the five-year term of this strategic plan.
- d. The University should seek expert advice from a planning firm to determine optimal methods for maximizing the consistency

of future construction with historical Olmsted planning documents.

- e. Establish new space for the University Archives such that temperature, light, humidity, and security meet current archival standards. Include areas where researchers can consult archival collections and work areas for Archives staff.
- f. Establish and implement a multi-year schedule for the replacement and upgrading of necessary technology, including reliable equipment, software platforms, and network systems.

THEME #4: *In addition to the traditional inflow of revenues from tuition, fees, government appropriations, and gifts made possible through the UM Foundation's annual fund drive, the SPC recommends that the University augment resources through the completion of a successful capital campaign and the establishment of complementary revenue streams.*

GOALS RELATED TO THEME #4:

- a. Launch a major capital campaign targeting the following three areas:
 - 1) Increasing faculty salaries through the institution of at least two endowed faculty chairs per year following the academic year in which the capital campaign is announced.
 - 2) Increasing scholarship support for students meeting criteria designed to further the mission of the University of Montevallo.
 - 3) Construction of needed facilities.
- b. Hire a grants specialist to seek funding from government, private foundation, and corporate sources.
- c. Establish a new enrollment target of 3,000 undergraduate students with no cap on the growth of enrollment in graduate

programs whose enrollment is primarily nonresidential.

- d. Toward the end of the five-year horizon of this strategic plan, establish an Enrollment Review Committee to include students, faculty, administrators, trustees, and alumni. The purpose of the Enrollment Review Committee should be to review enrollment levels and recommend to the Board of Trustees the optimal level of enrollment for the next five years, given the University's mission and vision at that time.
- e. Improve the rate of freshman-to-sophomore retention to at least 90% through a comprehensive program involving the creation of incentives and elimination of disincentives to remain enrolled at the University of Montevallo.
- f. In line with the retention program described above, the following practices should be instituted:
 - 1) Develop a ONE CARD system that enables students to use a single ID card for all purchases of goods and services on campus, for entry into restricted facilities, for use of designated equipment, and for a choice of meal plans that includes off-campus restaurant options.
 - 2) Evaluate the operations of all external vendors on campus to determine which of the following choices best serves the needs of students and faculty:
 - a) Continue current operations pursuant to that vendor's contract;
 - b) Negotiate changes in the vendor's contract to improve services to students, faculty, and/or staff;
 - c) Select a different vendor to provide the services in question; or
 - d) Find the most prudent manner in which to cancel or terminate the contract and provide the services in-house.

THEME #5: *The University should strengthen its identity with the external community and should strengthen current partnerships and establish new partnerships with key stakeholders. Innovative technologies should be used where appropriate.*

GOALS RELATED TO THEME #5:

- a. In addition to increasing the frequency of advertising in Alabama markets, advertising should be expanded to include media markets outside the state of Alabama.
- b. Increase the percentage of alumni making financial contributions to the University of Montevallo Foundation with a target of 18% of alumni making contributions as of the 2013-2014 academic year.
- c. Support and participate fully in the four directions adopted in COPLAC's 2008 strategic plan, including (1) its strategy for advocacy and communication; (2) interdisciplinary programs with other COPLAC member institutions; (3) its interactive web portal; and (4) financial support to fund the expansion of COPLAC administrative staff.
- d. Continue the support of cooperative programs involving local and regional two-year colleges, high schools, middle schools, and elementary schools, and increase support of the "Montevallo Connection" program.
- e. Continue funding the development of the Ebenezer Swamp Ecological Preserve, including the construction of an interpretive center, establishment of a docent program, and increased partnership activity with educational and non-profit groups.
- f. Support development and expanded use of the Shepherd Observatory, including the construction of an interpretive center, funding of instructional programs, and increased partnership activity with educational and non-profit groups.

- g. Increase involvement with activities at the American Village, especially those that may include student participation in American Village events and activities.
- h. Continue membership in the Higher Education Partnership and increase the involvement of students, faculty, staff, and alumni in the STARS program by five percent per year.
- i. Appoint a committee to determine the feasibility of partnering with Campus Continuum or a similar organization to design and construct a residential community on or near campus targeted to increase the participation of elderly populations in campus life.
- j. Expand the University's offerings of continuing education and in-service classes at the rate of five (5) new class offerings per academic year.
- k. Expand offerings of coursework offered at non-traditional times and locations, including evening and weekend course offerings and courses offered via online delivery methods or in locations outside the City of Montevallo, at the rate of five (5) additional courses offered at non-traditional times and/or locations per academic year.
- l. Expand the budget for revenues and expenses of College Night at the rate of ten percent (10%) per academic year over the next five years.
- m. Explore partnerships with other entities likely to assist the University in furthering its statutory mission.

Strategic Planning Committee

Philip C. Williams	President, Chair
Terry Roberson	Vice President for Academic Affairs, Convener
David Aiken	Vice President for University Advancement
Cynthia Jarrett	Vice President for Business Affairs and Treasurer
Rosemary Arneson	Director of Libraries
Kimberly Barrett	Vice President for Student Affairs
Jim Farris	Special Assistant to the President For Intercultural and Governmental Affairs
Michael Chadwick	Head Athletic Trainer
Lynn Gurganus	Director of Admissions
Jim Herlihy	Director of Athletics
Patricia Hughes	Head Women's Soccer Coach
Kathy Hoefker	Registrar
David Pritchett	Physical Plant Director
Melanie Poole	President of National Alumni Association
Wilson Fallin	Adviser to the President for Minority Affairs
Ken Procter	Deans' Council representative
Stephanie Puleo	President, Faculty Senate
Michael Patton	College of Arts and Sciences representative
Alex Mechitov	Stephens College of Business representative
Charlotte Daughhetee	College of Education representative
David Callaghan	College of Fine Arts representative
Kristen Gilbert	General Education Committee representative
Scott Peterson	Council of Department Chairs, Chair
Michelle Johnston	Special Assistant to the President for Institutional Research, Planning, and Assessment, <i>ex-officio</i>
Karen Kelly	Alumni representative
Bill Rupp	Consultant, <i>ex-officio</i>
Anna Blair	Trustee
Jeanetta Keller	Trustee
Todd Strange	Trustee
Cedric Norman	Student Trustee
Rebecca Richardson	Regional In-Service Education Center Director
Robert Altman	Chair, UM Foundation Board
Daniel McBrayer	SGA President