

2015-2020 Strategic Plan

2019 Progress Report

Academic Excellence				
Goal 1: Enhance faculty development by implementing strategies to increase research, expand innovative teaching pedagogies, and improve instructional technology tools and infrastructure.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>1A:</u> 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.</p>	<p>Academic Affairs Business Affairs University Advancement</p>	<p>Ongoing</p>	<p>Grant application submitted for GEAR-UP Jefferson County to the US Department of Education June 2018. UM submitted Thrive Grant to the Shelby County Women's Fund.</p>	<p>UM awarded GEAR-UP grant September 2018. UM awarded Thrive Together in 2018. UM submitted a Title III grant in July 2019-Retention and Renovation.</p>
<p><u>1B:</u> Establish at least one endowed chair/professorship in each College within 5 years.</p>	<p>Academic Affairs Business Affairs University Advancement</p>	<p>2015-2020</p>	<p>1 Chair established in the Stephens College of Business. 1 Professorship established in History. 1 Professorship established across campus.</p>	<p>The Grainger Endowed Chair in Business has been awarded since 2016. The Strange Professorship awarded since 2016. The Grainger Professorship in History awarded in 2018.</p>
<p><u>1C:</u> Consider supporting faculty in developing and editing their own internal or external web pages.</p>	<p>Academic Affairs; Faculty IS&T</p>	<p>Ongoing</p>	<p>KPS3 is working on templates for faculty web pages. External pages that directly relate to UM work are covered under the new Policy 01:015</p>	<p>In progress. The new software program, Sedona, will be implemented in fall 2019 and has the capability for faculty profiles.</p>

<p><u>1D:</u> 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.</p> <p>Promote the development of interdisciplinary, team-taught, service learning and Honors courses.</p>	<p>Academic Affairs; Faculty Business Affairs Malone Center</p>	<p>Ongoing</p>	<p>For the first time since 2015, the Malone Center was fully staffed for the entirety of the academic year. The Malone Center remains committed to promoting student learning by providing all university faculty with support in the use of innovative technology and high-impact teaching practices. This is accomplished through group professional development events, one-on-one consultations, published materials, and access to innovative classroom spaces and technologies.</p> <p>The Honors Program continues to provide a pedagogical space for innovative teaching and financially supports faculty development.</p>	<p>The Malone Center offered 23 professional development events during the 2018-2019 academic year with 236 total participants. 40% of full time faculty members participated in at least once event. These events included:</p> <p>OER workshop series that provided 11 faculty with \$200 stipends to explore the use of open educational resources in their courses.</p> <p>Luncheon workshops on a variety of topics including metacognition, group work, teaching away from campus, and developing/using rubrics.</p> <p>Faculty book club to discuss <i>Better Conversations</i>.</p> <p>In addition to professional development events, Malone Center staff performed more than 850 one-on-one</p>
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				<p>consultations with faculty, staff, and students. More than half of these consultations were related to use of Canvas. The remaining consultations related to classroom technology, other instructional technologies, or pedagogical approaches. We updated our published materials to include help sheets for 14 new technology tools and 19 tools whose functionality had changed in the previous academic year. We also upgraded our classroom set of iPads for faculty checkout from 2nd generation to 6th generation.</p> <p>Of the 18 upper level HNRS Honors Program courses offered in Summer 2018, Fall 2018, and Spring 2019, the Honors Program has financially supported the following:</p> <p>10 new course offerings</p>
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				<p>9 interdisciplinary, cross-listed courses 6 team-taught courses</p> <p>For faculty development, the Honors Program funded two Honors faculty travel grants: Dr. Tiffany Wang and Dr. Gregory Samuels:</p> <p>Dr. Wang attended professional development at the Central States Communication Association Convention, where she learned techniques to implement in her COMS 102 and HNRS 309 courses.</p> <p>Dr. Samuels taught a Spring 2019 Honors course (HNRS 309: Journeys through Counter-Storytelling) that incorporated the experiential learning strategies he learned attending a one week National Collegiate Honors Council Faculty Institute last year titled "Birmingham and</p>
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				Montgomery: The Civil Rights Movement Reimagined.”
<u>1E:</u> Increase faculty travel funding with a goal of providing full support for presentations of scholarly/creative work.	Academic Affairs; Faculty Business Affairs	2019	Although professional development funds were not increased in general we have been able to pool resources , (including grant funds) and fully fund a number of faculty for additional professional development opportunities. For example, we funded 3 faculty to attend a peace and justice studies institute and 5 faculty to present at the COPLAC 2019 annual meeting. The Stephens College of Business supplements faculty travel as needed from raised funds to support the enhanced scholarship demands of AACSB accreditation.	Ongoing
Goal 2: Support the development and growth of graduate and undergraduate enrichment initiatives.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes

<p><u>2A:</u> 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.</p>	<p>Academic Affairs</p>		<p>The last Honors budget adjustment was for the 2016-2017 budget year with an increase of \$400. There has been no additional increase to funding since then.</p>	<p>Honors Program students participated in the following research and travel during the 2018-2019 academic year: 25.6% of UR Day participants were Honors students (11 out of 43 participating students) 3 Honors students participated in Study Away/Abroad 6 Honors students completed an Honors thesis 14 Honors students presented at or attended a total of 20 conferences, including UR Day The Provost office will fund 2000.00 for a student worker(s).</p>
<p><u>2B.</u> Increase funding to support a 50% expansion in the number of students participating in undergraduate research. Trace participation through enrollment in courses labeled Undergraduate Research and through student presentations at Undergraduate</p>	<p>Academic Affairs Business Affairs</p>		<p>In 2018/2019 we are recovering from the financial setback from the 2017/2018 academic year. We are holding steady with positive</p>	<p>In the 2018/2019 academic year six travel awards were awarded to students presenting at research conferences which is a 70% decrease over the previous three</p>

<p>Research Day, the fall symposium series, and external conferences.</p>			<p>increases in terms of participation but were severely down in the number of travel awards awarded. While we are recovering from this setback we are getting back on track and anticipate a 50% expansion over the five year period provided funding allows for it.</p>	<p>year average of twenty awards per academic year prior to this strategic planning period (2012/13, 2013/2014, 2014/2015). This drastic decrease comes after the previous year travel awards were cut off in February in response to the drastic increase in students taking undergraduate research courses to 98% of the amount prior to the beginning of the strategic plan. With the surprise of this drastic increase in the number of undergraduate research courses the provost's office and treasurer were unable (until September) to commit to covering the faculty stipends of mentors working with the students in these undergraduate research courses. To compensate, travel awards were halted in February of 2018 and the annual COPLAC trip was cancelled per instruction of the</p>
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				<p>provost. It is highly likely that the bad publicity of this event resulted in the continued decrease in travel award applicants for this academic year. Under new leadership in the provost's office and commitment of the treasurer, the UR program should be able to recover nicely this year and look positively toward our goal of at least a 50% increase in participation as we finish out this next academic year.</p> <p>The number of students participating in UR Day this year was 42 which was a 7% increase over the previous three year average of 39.3 prior to this strategic planning period (2012/13, 2013/2014, 2014/2015). Prior to the financial difficulty of spring 2018, up to approximately a 40% increase over the average of the three years prior to the beginning of this strategic plan.</p>
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				<p>The number of students enrolled in undergraduate research courses in 2018/2019 was 42 which was a 16% increase over the previous three year average of 36.3 prior to this strategic planning period (2012/13, 2013/2014, 2014/2015). This was much less than the 98% increase that we observed the previous year.</p>
<p><u>2C.</u> 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.</p>	<p>Academic Affairs QEP Committee</p>		<p>SAILS results continue to show that while incoming UM freshmen score lower on information literacy skills than freshmen at other Master's level universities, UM seniors outperform their peers at these institutions. Responsibility for UM's information literacy initiative was successfully transferred from the QEP Director's office to Carmichael Library this year as the University began the process of selecting a</p>	<p>UM is transitioning to a more current framework and assessment for Information Literacy-the TATIL.</p>

			new QEP topic. Improving information literacy skills continues to be an integral, ongoing part of the UM experience.	
<u>2D.</u> 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 University Advancement Business Affairs Graduate Admissions	Ongoing		Not met.
<u>2E.</u> Establish a Study Abroad/Study Away Center designed to increase student participation.	Academic Affairs University Advancement Business Affairs	Ongoing	The Falcon Success Center Assistant Director coordinates our Study Away program, NSE. Funding has been secured for summer intern programs in Washington, DC and at Harvard Medical School	There is no Study Abroad Center at this point. Students have utilized these funds for the Washington Center, College 2 Congress and Dr. Richard Cummings lab at Harvard Medical School.
<u>2F.</u> Establish an Internship Center designed to increase student participation.	Academic Affairs			An Internship Committee has been formed.
Goal 3: Expand and enhance undergraduate and graduate programs of study.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>3A:</u> Determine new undergraduate and graduate majors that are consistent with the University mission, will address the interests of current and prospective students, and will prepare graduates for fulfilling lives and careers.	Academic Affairs; Faculty Business Affairs Admissions Graduate Council	Ongoing	The College of Education and Human Development submitted new program proposals for an MS in Exercise Science and a BA/BS	Program proposals are pending approval from ACHE (both) and SACSCOC (MS EX only).

			for Early Childhood Education; a BA/BS in Secondary Education is in development pending approval from the Alabama State Department of Education approval.	
<p><u>3B.</u> Expand undergraduate and graduate offerings through online/hybrid courses or online degrees.</p>	<p>Academic Affairs; Faculty IS&T Business Affairs</p>	<p>Ongoing</p>	<p>The Malone Center continues to promote and support the development of new or the redesign of existing online and hybrid courses through a training and certification program for faculty in effective online instruction and through instructional design consultations. During the 2018-2019 academic year, we began an expedited training program for experienced online instructors to be certified for online/hybrid instruction at UM.</p> <p>College of Fine Arts launched an initiative to convert/create</p>	<p>There was a 16% increase in the number of online and hybrid courses offered in 2018-2019 compared to 2017-2018 (248 in 2017-2018; 288 2018-2019).</p> <p>The College of Fine Arts houses 14 online or hybrid courses.</p> <p>College of Education and Human Development moved the Traditional Masters in Elementary and Secondary Education to a 100% online format.</p> <p>Distance Education will be an area of focus in 2019-2020.</p>

			select courses for online and hybrid delivery.	
<p><u>3C.</u> Increase support for interdisciplinary and special minors that may not be associated with academic majors such as African American Studies, Game Studies and Design, Latin American Studies and the possible creation of new minors such as Computer Science.</p>	<p>Academic Affairs; Faculty Business Affairs</p>	<p>Ongoing</p>	<p>College of Fine Arts formalized a new Memorandum of Understanding with the Alabama Department of Commerce's AIDT division. The MOU arranges for AIDT to endorse a Certificate in the area of digital filmmaking that will be awarded by UM to students who complete the Department of Communication's Minor in Digital Filmmaking.</p> <p>The Stephens College of Business has a new minor in Computer Informatics following on the heels of the new major in Computer Informatics. We also have a new major in Marketing.</p>	<p>The MOU between UM and AIDT was signed in May 2019. The Department of Communication's minor in Digital Filmmaking will begin in fall 2019.</p>
Goal 4: Enhance the role of the Library as an Intellectual Commons				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes

<p><u>4A:</u> Continue the phased transformation of Carmichael Library into an Intellectual Commons. Create group study areas and consultation stations for peer group collaborative learning.</p>	<p>Academic Affairs Business Affairs IS&T Library Faculty & Staff</p>	<p>Ongoing</p>	<p>Library faculty and staff worked to update the Library Master Plan. A proposal to move Archives to the top floor and relocate the Digital Media Lab to the ground floor, in order to gain more room for each of these areas whose services and space needs are growing, was discussed with University officials. Foundation funding for the project was secured.</p> <p>Library faculty continued to collaborate with teaching faculty to offer meaningful learning experiences for students. For example, librarians worked with ENG 101-102 faculty and students as they piloted a new curriculum focusing on place and requiring the use of primary and secondary source</p>	<p>Library faculty and staff were involved in 258 instruction sessions with courses across the curriculum in 2018-19. These included 66 ENG 101-102 classes (some of which met with librarians 2 or 3 times under the new curriculum) and 3 semester-long classes that routinely met in the Digital Media Lab and received ongoing instructional support from the Digital Media Librarian.</p> <p>Hourly library headcount averages remained comparable to last year despite a drop in UM's FTE, and the headcount average for Fall 2018 was even up slightly (52 vs. 49 for Fall 2017, excluding final exam week counts in each case).</p> <p>Hourly headcounts during final exam extended hours (from midnight to 7 a.m.) showed an average of 58 students per hour</p>
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			<p>materials about Montevallo and Alabama.</p> <p>Expanded Thursday night hours and overnight final exam hours (piloted in 2017-18) continued in 2018-19.</p> <p>Following a review of statistics, the library opted for 3 instead of 4 overnights during finals.</p>	<p>using the library as an overnight study space.</p>
<p>4B: Collect, preserve, and make available for scholarly research material in the Milner Archives and Special Collections.</p> <p>Expand archival and special collections through the deliberate and targeted acquisition of primary materials, and expand electronic access to archival and special collections through a deliberate and targeted digitization plan.</p>	<p>Library Faculty & Staff</p>	<p>Ongoing</p>	<p>Milner Archives began the process of preparing the Shelby County Times-Herald from the 1950s for the W. M. "Mack" Wyatt Digital Archive. The most recent edition of the Alabamian is also being uploaded.</p> <p>Library faculty and staff continued to catalog the contents of the Pat Scales Special Collections Room and traditional special collections holdings associated with this donation. The Scales collection</p>	<p>The entire digital project of Milner Archives and Special Collections now contains 722 items with over 358,000 unique views.</p> <p>As of June 2019, 1350 items had been cataloged into the Pat Scales Special Collections.</p> <p>Fifty events, classes, and meetings were held in the Scales Room in 2018-19, including the weekly spring meetings of the Banned Book course.</p>

		<p>also received a planned-giving donation of about 240 interactive (pop-up) books.</p> <p>Milner Archives and the English Department teamed up to offer a 1-hour Honors course titled "The Banned Book," using the Pat Scales Special Collections Room and its contents. The Library also hosted the second annual Pat Scales Lecture during FORTE: Dr. Alan Brown's "School Spirits: Ghost Stories from Alabama's College Campuses."</p> <p>Milner Archives worked with English faculty to support the new ENG 101-102 curriculum by creating a 15-minute screencast, "Basics of UM Archival Research," which is hosted on YouTube and easily embedded into Canvas:</p>	<p>In addition to creating an archival research video, the Archivist facilitated 51 individual research consultations for English composition students.</p>
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			https://youtu.be/13xqwnscS_8	
<p>4C: Increase Library holdings and improve technology and facilities in support of expanding Information Literacy beyond the currently designated courses.</p>	<p>Academic Affairs Library Faculty and Staff Business Affairs IS&T</p>	<p>Ongoing</p>	<p>The library adopted a new open-source Integrated Library System, Koha.</p> <p>The library reviewed the allocation formula to ensure that disciplines and current curricula were fairly represented in the library budget.</p> <p>Librarians continued to work with faculty to build the collection. The Head of Technical Services did a thorough evaluation of journal subscriptions, contacting each department for feedback.</p> <p>The Digital Media Lab implemented use of its new Glowforge Laser Cutter in classes. New microphones were also acquired for use with student projects.</p>	<p>From October 1, 2018 (when Koha was implemented) to June 1, 2019, over 2,000 books and media were added to the library collections.</p> <p>For 2018-19, acquisitions funds were reallocated to provide funding for new minors in African-American Studies and Digital Filmmaking. Start-up funds to help build resources for the Computer Informatics major were provided by the Stephens College of Business. Journal subscriptions were adjusted to reflect the current curriculum. Based on faculty recommendations, 21 subscriptions were added and 24 were dropped.</p> <p>The library added a Counseling and Therapy in Video database and implemented a demand-driven model</p>

			<p>The Digital Media Librarian received a Teaching & Learning grant to support Virtual Reality / Augmented Reality instruction in the classroom in 2019-20.</p>	<p>for streaming film content with full rights through Swank Motion Pictures.</p> <p>Students in Game Studies & Design, Theatre, and Digital Fabrication classes used the Glowforge laser cutter for puzzle design, costume design, and sculpture projects.</p> <p>The Digital Media Lab noted an increase in use of the Sound Lab by students for podcast productions and interviews.</p>
<p>4D: Create a Maker-Space in the Library for student projects. Provide equipment such as a 3D printer and craft supplies.</p>	<p>Library Faculty and Staff Facilities Business Affairs</p>	<p>Completed</p>	<p>Completed</p>	<p>Completed</p>
<p>Goal 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.</p>				
<p>Objectives</p>	<p>Responsible Units(s)</p>	<p>Timeline</p>	<p>Progress</p>	<p>Outcomes</p>
<p>5A. Develop a University-wide Academic Technology Plan to support classroom and online/hybrid teaching pedagogies. Develop a technology plan with input from each department about discipline specific needs.</p>	<p>Academic Affairs; Faculty Business Affairs IS&T</p>	<p>2016-2017</p>	<p>The IT Strategic Plan was completed by representative committee led by the Technology Advisory Council, and finalized with a presentation to the Board in Spring 2018. The plan</p>	<p>Progress on the IT Strategic Plan will be reported to the Board of Trustees, % of activities in progress or complete will be reported at that time. However, there have been 26 upgraded technology enhanced</p>

Establish within each college an up-to-date computer classroom with specialized software and on-campus technical support.			connects the new IT Mission with the University Strategic Plan: Infrastructure, Teaching & Learning, Operations, & Continuous Improvement.	classrooms - and a specific Academic Support Team designed to support classrooms and specialized technology in each college.
<u>5B.</u> Establish a long-term technology support budget to fund needed infrastructure and technology upgrades Successfully implement a budget for technology refresh for computers, software, LCD projectors, Smart Boards and emerging technology identified in the Academic Technology Plan.	IS&T Business Affairs Academic Affairs		IS&T established an Academic Support Team, with its own Director, and a budget for continually updating classrooms. Computer refresh cycles established in 2015.	The budget has been developed for annual classroom updates on a priority/scheduled developed by the Classroom Technology Committee as part of TAC. Budget for computer refresh including labs, instructor computers, and instructor stations was established in 2015.
Goal 6: Enhance student learning and support recruitment and retention of students and faculty through new construction and/or renovation of academic buildings.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>6A.</u> Develop a plan, seek funding and begin construction of a Performing Arts Center. Establish architectural renderings/blueprints, identify funding sources and create a construction timetable within a 5-year period.	Academic Affairs; Faculty Business Affairs IS&T University Relations University Advancement	Construction to begin in spring 2018 with an anticipated completion date of Fall 2019.	University Marketing & Communications, along with Advancement, contributed by developing fundraising materials, writing and distributing press releases, and coordinating the publicity of the	The Center for the Arts is scheduled to open in Spring 2020.

			<p>building groundbreaking.</p> <p>Funding has been secured and raised for the Center for the Arts.</p>	
<p><u>6B.</u> Develop a plan, seek funding and begin the renovation of Harman Hall or the construction of a new Science and Mathematics facility. Establish architectural renderings/blueprints, identify funding sources and create a construction timetable within a 5-year period.</p>	<p>Academic Affairs Business Affairs IS&T University Relations University Advancement</p>	<p>Architectural renderings/blueprints to be complete by August 2020.</p>	<p>No plan has been developed. We have raised \$100,000 for renovations.</p> <p>Alabama Power Foundation has donated \$97,000 for renovations of a lab and classroom.</p> <p>We have also met with three other potential donors.</p> <p>University Marketing & Communications, along with Advancement, contributed by developing fundraising materials, writing and distributing press releases, and providing photography to demonstrate need.</p>	<p>Some renovations/equipment will be purchased by August 2020. One classrooms and one lab have been renovated with Alabama Power gifts.</p> <p>In addition, the University renovated the Organic Chemistry labs and computer lab when the HVAC was updated.</p> <p>UM submitted a Title III grant in July 2019, with funding for renovation of Harman HALL.</p>

<p><u>6C.</u> Develop and implement a deferred maintenance plan or a comprehensive construction/renovation plan for all academic buildings.</p>	<p>Executive Cabinet Facilities IS&T</p>	<p>Ongoing</p>	<p>Currently available public spaces with information and rates are available on a university webpage with procedures to secure spaces handled by the Facility and Event Scheduling Office. A request has been made for the addition of an integrated event and space scheduling system; if that were in place we would provide a system that would allow campus users and the public to request and reserve space.</p>	<p>Webpage with public space information is available at https://www.montevall.o.edu/about-um/central-calendar/</p> <p>The review team has picked out the space scheduling system, but do not have Dr. Stewart's approval to move forward with purchasing/implementation.</p>
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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.

Goal 7: Increase undergraduate and graduate enrollment.

Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>7A:</u> 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</p>	<p>Undergraduate Admissions Graduate Admissions Business Affairs Academic Affairs Student Affairs</p>	<p>Ongoing</p>	<p>Completed the renovation and relocation of Admissions to Reynolds Hall. Launched the direct marketing and search</p>	<p>Total undergraduate enrollment was 2285 in Fall 2018 at census date. Projection for Fall 2019 is 2329. Expanded out-of-state recruiting by hiring designated</p>

<p>the number of name buys for out-of-state student markets.</p> <p>Explore CRM options focused on prospect management (undergrad and grad).</p> <p>Expand relationships with current vendors that have shown success with return on investment focused on out-of-state markets.</p> <p>Explore avenues for recruiting international students including third-party in-country legitimate recruiting agencies.</p>			<p>campaigns with EAB for prospective students.</p> <p>Launched the “You Belong at Montevallo” marketing campaign in partnership with Marketing and Communications.</p> <p>Relocated Student Aid to the lower level of Palmer Hall.</p> <p>Hired a Coordinator for Veteran and Military Affairs and opened that office in GLOCO.</p> <p>Secured Continuum transfer pathway programs with Shelton State and Wallace State.</p> <p>Jim McDonald met with representatives from Morocco and China in 2018 to discuss partnerships. Prior to that, John Stewart and Rick Barth met with International</p>	<p>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.</p> <p>Two out-of-state recruiters were hired with major focus on Georgia (2017) and Tennessee (2016).</p> <p>UM started attending out-of-state NACAC fairs during the 2016-2017 year. UM attended 5 fairs in 2017/2018 and 6 fairs in 2018/2019.</p> <p>Swimming was added for Fall 2019 (LAX and tennis were added prior to swimming).</p> <p>We increased senior and decreased sophomore and junior out-of-state name buys.</p>
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			Educational Specialists (IDP) and the organization was not interested in working with UM.	<p>Ellucian Recruit was implemented in 2016.</p> <p>Montevallo began a partnership with EAB in 2017 with the first complete campaign launched in Fall 2018. ROI is currently being examined.</p>
<p><u>7B:</u> 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.</p> <p>Work with faculty for more buy-in and assistance with graduate recruitment.</p> <p>Increase capacity in high demand programs.</p> <p>Provide funding for an MBA recruiter.</p> <p>Design and develop a web site specifically for graduate program recruiting that features faculty and student profiles.</p> <p>Increase the number of graduate scholarships and assistantships.</p>	<p>Academic Affairs Student Affairs Business Affairs Graduate Admissions University Advancement</p>	Ongoing	<p>Provost Fellow of Graduate Studies appointed Fall 2018 to help colleges and committees across campus with the following to address graduate enrollment:</p> <p>Development of the strategic plan for graduate enrollment where specific faculty and staff will be asked to take on a greater role in graduate recruitment. In addition, suggested position additions/changes to help with strategic objectives. The following two staffing changes have been made.</p>	

			<p>Shifting support for the online application process with Recruit to the staff member who is responsible for the undergraduate side. The goal of this shift is to continue to capture more students that are lost at the “top” of the graduate recruitment funnel. (effective Spring 2019).</p> <p>Addition of a Web Support Specialist in Marketing and Communications who will have a special focus on the recruitment position of our graduate programs in the market through our website (effective August 1, 2019).</p> <p>The College of Education and Human Development is partnering with Modern Brand and Marketing and Communications to</p>	
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		<p>launch a targeted recruitment strategy in our service area; Montevallo Educator Partnership expanded with the adoption of new MOUs. In addition, \$25,000 in scholarships have been earmarked for Fall 2019 recruitment with a three-pronged recruitment approach. CEHD & COB faculty and staff have worked to increase the visibility of graduate programs through conference attendance and social media campaigns.</p> <p>Currently, the MBA recruiter position has been eliminated, but an overall graduate recruiter remains on the list of possible additions and changes to increase graduate capacity.</p> <p>With the hiring of the Web Content Specialist and a new</p>	
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			<p>contract with the web vendor KPS3, a graduate web presence and recruiting tool is being designed to provide the best possible information to potential students, especially those online students that only “visit” our campus through the web.</p> <p>There has been a focus on graduate scholarships for recruitment beginning in the Spring of 2019. Necessary assistantships were identified with the remainder of the money going to the Graduate Honors Scholarships. In addition, criteria for the Graduate Honors Scholarship are being explored and will be edited to support the changing needs of the programs and graduate students at UM. \$25,000 in CEHD</p>	
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			<p>scholarships have also been identified to help with recruitment.</p> <p>Digital Communications Committee (DCC) launched a revision of the “front door” web homepage to better support graduate recruiting efforts.</p>	
<p><u>7C:</u> 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.</p> <p>Reduce to 120 the required number of hours for completion of the majority of degree programs.</p>	All Faculty and Staff	Ongoing	<p>Opened the Falcon Success Center and transitioned it to Academic Affairs (this was a joint initiative with Academic and Business Affairs). Seventy-six (76%) percent freshman-to-sophomore retention for fall 2017 first-time freshmen. 77% for fall 2016 freshmen. 73% for fall 2015 freshmen.</p>	<p>Not met.</p> <p>Retention will be a primary focus in fall 2019. Retention workgroup committee was formed and will begin meeting in late summer 2019.</p>
Goal 8: Promote an inclusive and supportive campus environment.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>8A.</u> Increase ethnic diversity and promote an inclusive, supportive campus environment for faculty and staff that respects all forms of diversity.</p>	<p>Executive Cabinet All Faculty and Staff Human Resources</p>	Ongoing	<p>ESA hired Tony Miller as the Director of Student Conduct and Title IX Coordinator for</p>	<p>Sierra Turner was named the Chief Diversity/Inclusion Officer. This position will provide cohesiveness</p>

			<p>Students, and Tim Alexander as Director of Campus Safety and Chief of Police.</p> <p>Revitalization of the President's Task Force on Diversity</p> <p>Renewed commitment to the University's AA Plan; named a specific employee as AA Coordinator.</p> <p>Named a faculty member as Chief Diversity and Inclusion Officer</p> <p>Expanded protective language to the University's equal opportunity policy to include sexual orientation, gender identity, gender expression</p>	<p>and serves as a conduit for UM's numerous faculty, student, and staff programs and activities to promote inclusive excellence and welcoming environments for all.</p> <p>The University hired 18 minorities and promoted four in the 2018-2019 academic year.</p>
<u>8B.</u>	Student Affairs Academic Affairs Athletics	Ongoing	ESA hired Tony Miller as the Director of Student	Ongoing

<p>Increase ethnic diversity, pursue gender balance, and promote an inclusive, supportive campus environment for students that respects all forms of diversity.</p>			<p>Conduct and Title IX Coordinator for Students, and Tim Alexander as Director of Campus Safety and Chief of Police. Advancement hired Jason Perry as the donor relations manager.</p> <p>Recent advertising and promotional efforts highlight increased diversity on campus.</p> <p>Athletics hired Jasmine Thomas for the Assistant Compliance & Game Operations position in the summer of 2017</p> <p>Athletics hired Adrianna Piontek as the Head Coach for Women's Lacrosse in June 2019.</p>	
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Goal 9: Engage incoming undergraduate students.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>9A:</u> Connect with incoming students throughout the admissions process.</p>	<p>Academic Success Center Admissions Deans & Department</p>	<p>Ongoing</p>	<p>Post-orientation postcards sent to all students</p>	<p>As of 7/16/19, 500 post-orientation</p>

<p>Increase summer contacts by University faculty, staff, advisors, and students through personal contacts and social media before and after orientation.</p> <p>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.</p>	<p>Chairs; Faculty Student Life</p>		<p>attending orientation beginning Summer 2019.</p> <p>Assistant Director works with ContinuUM students to provide transfer assistance</p> <p>Admissions and Student Life communicate with incoming students throughout the recruitment and orientation process using the CRM communication flow, email, and texting as well as personal communications (e.g. birthday phone calls).</p>	<p>postcards have been mailed.</p>
<p><u>9B.</u> Redesign the first-year and transfer orientation to create a more meaningful experience aimed at long-range student success.</p> <p>Reassess the purpose, content, and format of summer orientation. Consider multi-day sessions for freshmen and alternative formats for transfer students.</p>	<p>Student Affairs Academic Affairs; Faculty Enrollment Management Orientation Committee</p>	<p>Ongoing</p>	<p>Admissions and Student Life staff survey all incoming students and parents at each orientation session and meet each fall to make adjustments accordingly.</p>	

<p>Coordinate all orientation sessions through one office.</p> <p>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.</p> <p>Consider an expanded fall welcome that is required of all incoming students and might include a convocation.</p>				
<p><u>9C.</u> Support the development of a rich and meaningful first-year experience program.</p> <p>Create academic cohorts of students together in two or more first-year courses that may or may not have linked content.</p> <p>Develop a first-year seminar (FYS) as one of the personal development options in general education.</p> <p>Develop and implement a “Finish in Four” campaign, with materials tailored to students and to parents.</p> <p>Consider a peer mentor system with mentors attending the FYS and engaging students outside of the classroom during the first semester.</p>	<p>Academic Success Center Ad Hoc First Year Experience Task Force Deans and Department Chairs; Faculty</p>	<p>Ongoing</p>	<p>Academic Affairs and Faculty Senate established a workgroup to develop a first-year seminar proposal.</p> <p>Transitioned to Falcon Success Center for continued support after Provost approved proposal</p>	<p>Received UM 101 pilot approval from UCSC January 2019</p> <p>Four pilot UM 101 sections offered Fall 2019 for Great Start program and General Studies students. As of 7/16/19, 61 of 98 seats have been filled across the 4 sections.</p>
<p><u>9D.</u> Implement a comprehensive academic advising program that includes resources for advisors (Finish in Four Plans, Advisor Handbook, etc.) and advisor training.</p>	<p>Academic Success Center Academic Advising, Support, and Intervention Committee Academic Affairs; Faculty Registrar</p>	<p>Ongoing</p>	<p>FSC worked with faculty to form Transforming Academic Advising (TAA) to address advising concerns</p>	<p>Updated advising mission, goals, and outcomes</p> <p>AASIC disbanded</p>

<p>Develop at the college or department level an advising model appropriate to the programs offered.</p> <p>Charge the Academic Success Center and the Academic Advising, Support, and Intervention Committee with developing and delivering a series of sessions on effective advising.</p> <p>Expand course schedule to ensure an adequate number of class sections and range of class meeting times.</p> <p>Assign advisors earlier in the process.</p> <p>Develop and implement an effective academic alert/early intervention system.</p> <p>Provide an effective academic planning/degree audit software program.</p>	<p>Business Affairs IS&T</p>		<p>Formed workgroups to address orientation/registration, training, assessment, general education guide</p>	
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Goal 10: Sustain undergraduate student engagement and increase retention by providing up-to-date living opportunities on campus.

Objectives	Responsible Unit(s)	Timelines	Progress	Outcomes
<p><u>10A:</u> Provide adequate and accessible housing for all residential students.</p> <p>Upgrade and renovate existing facilities. Strategically attend to deferred maintenance issues.</p> <p>Upgrade technology in campus housing.</p>	<p>Student Affairs Business Affairs Facilities IS&T</p>	<p>Ongoing</p>		<p>Renovations and updates to existing facilities continue</p>
<p><u>10B:</u> Assess the need for new campus housing and determining the most viable options.</p> <p>Determine need based on housing occupancy rates and best practices.</p>	<p>Student Affairs Business Affairs Facilities</p>	<p>Ongoing</p>	<p>Preliminary discussions related to new housing options are ongoing.</p>	

Research trends, visit other campuses, review architectural plans, and determine costs for housing options.				
<u>10C:</u> Invest in updated safety and security features. Upgrade existing and install additional security cameras. Upgrade card swipe system. Install sprinkler systems in residence halls.	Student Affairs Facilities University Police	Ongoing	An audit of security cameras was completed and a plan of replacement was submitted and funding requested.	Ongoing
Goal 11: Sustain undergraduate student engagement and increase retention through recreations, social, co-curricular and leadership development opportunities on campus.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>11A.</u> Address the need for more recreational and social areas. Assess student interest in and need for additional recreational activities. Establish a space for commuter students to gather. Establish recreational spaces separate from and in addition to athletic fields and courts.	Student Affairs Business Affairs Facilities	Ongoing	An audit of recreational facilities was performed and completed by an outside firm and a plan was submitted to Executive Cabinet.	Dr. Stewart felt this was not our top priority, so any further work was tabled. The only thing currently being discussed is adding a weight room to Bibb Graves.
<u>11B.</u> Involve more students in activities outside the classroom. Assess the extent to which current student life and academic organizations meet students' needs and interests. Add clubs and organizations as need/interest is demonstrated.	Student Affairs Business Affairs Facilities	Ongoing	The Campus Life Advisory Committee met once this past year.	Approved the addition of four new student organizations.

<p>Increase participation in student organizations and clubs.</p> <p>Provide incentives to faculty who serve as advisors for student organizations.</p>				
<p><u>11C.</u> Develop collaborative student leadership initiatives. Partner with Leadership Shelby County on a leadership initiative for UM students.</p> <p>Offer leadership classes, a leadership lecture series, and team building exercises to promote student leadership development.</p>	<p>Academic Affairs Student Affairs Office of Service Learning Leadership Shelby County</p>	<p>Ongoing</p>	<p>Partnership with Leadership Shelby County continues.</p>	<p>Ongoing</p>
<p><u>11D.</u> Increase attendance at intercollegiate athletic events. Effectively promote and market intercollegiate athletic events.</p> <p>Establish an athletic spirit committee.</p> <p>Investigate network infrastructure to provide sufficient bandwidth for live streaming to improve the fan experience.</p> <p>Secure giveaways and promotions to increase attendance.</p>	<p>Athletics IS&T University Relations Business Affairs</p>	<p>Ongoing</p>	<p>Athletics held “Pack the Sack” basketball games over the past two years (Fall 2017 and Winter 2019) to increase attendance.</p> <p>Athletics hosted Breast Cancer Awareness games for Volleyball and Women’s Basketball for community engagement and to raise funds.</p> <p>Started the Fighting Falcons app in 2016 to assist with</p>	<p>Attendance increased at a majority of UM’s intercollegiate athletic events between 2017-18 and 2018-19.</p> <p>Athletics has worked with IS&T to increase the bandwidth at our lacrosse facility to be able live stream lacrosse game with any issues.</p>

			marketing events and includes a rewards program. Live streaming has improved at lacrosse/track complex whereas we can now live stream lacrosse games. Secured giveaways from Corporate Partners for rewards program and in-game promotions. Organized and marketed the PACK the SAC basketball games.	
<p><u>11E.</u> Develop and deliver a comprehensive intercultural program. Expand support for international students. Expand support for minority students.</p> <p>Ensure support and activities for diverse student groups (e.g., Spectrum, faith-based groups, etc.)</p> <p>Provide more programming that promotes understanding and appreciation of diverse cultures, ethnicities, and lifestyles.</p> <p>Recruit a more diverse staff.</p>	<p>Student Affairs Academic Affairs Human Resources</p>	Ongoing	<p>ESA hired Tony Miller as the Director of Student Conduct and Title IX Coordinator for Students, and Tim Alexander as Director of Campus Safety and Chief of Police.</p> <p>Intercultural Affairs oversaw Black History Month and Hispanic Heritage Month programs.</p>	<p>Meet Me at Montevallo has been redesigned and will now take place twice a year. The Fall Meet Me at Montevallo will bring current high school seniors to campus. The Spring Meet Me at Montevallo will bring current juniors to campus. Both events will focus on promoting UM as a good choice for students while helping them think more about transitioning to college life.</p>

			<p>Admissions continues the “Meet me in Montevallo” recruitment campaign. Employment opportunities are announced in advertisements and other venues where minority job seekers are likely to visit.</p> <p>EEO Officer (or designee) meets with every search committee at the outset of a search to address the University’s diversity initiatives. Additionally, the EEO Officer reviews each pool before campus interview invitations are extended.</p> <p>Revised the scholarship program to develop minority faculty and administrators.</p>	<p>Awarded three scholarships.</p> <p>We conducted the Diversity and Inclusion Campus Climate Survey in Spring 2019.</p>
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			Implemented an internal promotion process whereby qualified minority employees can be promoted without conducting an external search. Invited Dr. Christopher Lee, renowned search consultant, to do a campus wide diversity presentation September 2017.	
Goal 12: Sustain engagement and increase undergraduate retention by expanding and strengthening learning support on campus.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>12A.</u> 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.	Academic Affairs Academic Success Center	Ongoing	With the departure of the Executive Director of the Academic Success Center, the Falcon Success Center was created and is a partnership between Academic Affairs, Business Affairs, and Student Affairs.	Opened the Falcon Success Center and transitioned it to Academic Affairs (this was a joint initiative with Academic and Business Affairs) New structure includes Senior Director; Assistant Director; Director, Learning Enrichment Center; Director, Scholarships;

<p>Ensure that services are offered where and when students need them.</p> <p>Develop a Supplemental Instruction program for select courses with high D, F, W rates.</p> <p>Encourage faculty to use the “Midterm Grades” option in Banner to keep students well informed about their academic standing.</p>				<p>and Administrative Assistant Responsible for LEC, Great Start program, General Studies, Financial Literacy Week, Study Away, UM 101, and many other initiatives</p>
<p><u>12B.</u> Expand support for students with disabilities. Provide additional funding for staff, technology, and facility upgrades.</p> <p>Ensure policies and procedures related to assistive technology and accommodations are up to date.</p> <p>Expand training and guidance for faculty and staff on disability related issues.</p>	<p>Office of Disability Support Services</p>	<p>Ongoing</p>	<p>The Office of Disability Support Services continues to provide comprehensive assistance to students with varying disabilities and has made a concerted effort to promote services to students using social media platforms.</p> <p>Faculty/staff guide (for working with students with disabilities) is currently being revised and will be ready for fall 2019. Updated procedures were vetted through the Provost, Faculty Senate and/or the VP of Student and</p>	<p>Some additional funding has been provided for an increase of number of licenses for adaptive software, magnification hardware and assistive listening devices. A tactile image maker was purchased to replace nonfunctioning unit. Approval received for the purchase of an electronic accommodation management records system to be planned and implemented during the summer 2019-summer 2020 time frame.</p> <p>Student resource guide (handbook of DSS procedures) is reviewed and a number of procedures were updated.</p>

			<p>Enrollment Affairs as appropriate. The department will continue to monitor and update as needed for increased effectiveness for students and the University, while providing the maximum accessibility for students' disability needs.</p> <p>Time slot during new faculty training was expanded and DSS was invited to one of the monthly forums when 1st year faculty gather for additional mentoring. DSS was invited to present for a Malone Center Faculty in-service program and a Lunch and Learn program.</p> <p>DSS plans to host a faculty/staff open house in the first</p>	<p>DSS will continue to explore more effective</p>
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			few weeks of fall 2019 term and drop in Q & A sessions for faculty to discuss a variety of academic accommodations.	means of providing timely and practical guidance for accommodations both in and out of the classroom. Evaluation date from such sessions will be reviewed to measure effectiveness and changes can be made as needed.
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Goal 13: Sustain engagement and increase undergraduate retention through campus employment and career development opportunities.

Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>13A.</u> Promote student employment on campus. Implement a standardized process for hiring and training student workers.</p> <p>Link students wherever possible to campus work that supports their career goals.</p> <p>Increase opportunities for summer employment on campus.</p>	<p>Career Development Services Human Resources</p>	<p>Ongoing</p>	<p>The University's applicant tracking system is now being used to facilitate the advertising and application process for on-campus student employment opportunities. Students are also made aware of employment opportunities via on-campus digital signage and ads in <i>The Alabamian</i>. Human Resources staff is also promoting student employment to</p>	<p>With the majority of student positions being advertised through the University's applicant tracking system students receive equal notification and access to employment opportunities. The application process also provides students with the valuable experience of applying for a position using a web-based system which will be typical for most of their post-graduation job searches. On-campus employment is more meaningful to the students as their wages</p>

		<p>students by participating in on-campus events such as the Falcon Success Center's <i>Financial Literacy Carnival</i> and Student Life's <i>Involvement Fairs and Orientation</i>. Activities during National Student Employment Week, including recognizing the University's Student Employee of the Year, is also used to educate students about on-campus employment. A multi-tiered compensation plan has been implemented to recognize the various complexities student employees perform and to award longevity and meritorious service. The implementation of the compensation plan is to create a</p>	<p>are reflective of their skill levels, responsibilities, and longevity. The ability to earn above minimum wage enhances their financial positions and adds value to their on-campus jobs.</p>
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			<p>more meaningful work experience and allow the University to compete with community employers for the best student labor. Open job announcements typically include a "preferred major" in the qualifications/requirements section to help steer students toward positions related to their major. A request for funding has been made for the 2019-2020 budget year to fund higher-level Jobship opportunities that would be comparable to internship experiences. Students would require a minimal level of expertise in their chosen fields to qualify for these advanced positions. The</p>	
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			University is maximizing the use of its Federal Work Study funds which are typically available between August 1 and May 31. Residual funds are used for June work opportunities. Additional summer opportunities are severely limited due to budgetary constraints.	
<p><u>13B.</u> 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).</p>	<p>Academic Affairs Career Development Services</p>	<p>Ongoing</p>	<p>The Career Development Center continues to work individually and through classroom presentations with students to encourage participation in all experiential activity options and connect students to the appropriate office. A presentation about the benefits with how to information will be created. The Non-profit</p>	<p>No outcome data since the CDC does not place students in internships.</p>

			<p>Volunteer and Internship Fair is conducted every year with collaboration of Service Learning and the Office of Partnerships and Outreach. Concentrated effort has been made to connect with local companies and organizations to facilitate more opportunity offerings. Appropriate positions are posted on the CDC web site and sent out to relevant faculty and staff.</p>	
<p><u>13C.</u> Create and execute Career Boot Camp workshops for Juniors and Seniors. Workshops offered during class as appropriate; incentives provided for student participation in workshops offered outside of class.</p>	<p>Career Development Services Academic Affairs</p>	<p>Ongoing</p>	<p>There have been discussions with Deans and at departmental staff meetings about integrating career services into academic programs, but this initiative has experienced minimal success. A</p>	<p>Ongoing</p>

			<p>general Career Bootcamp Workshop is still being offered for all students every semester. Appeals to collaborate with individual programs will continue to be extended with more face-to-face meetings and email requests planned.</p>	
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Partnerships and Outreach

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

Goal 14: Strengthen and expand mutually beneficial partnerships with regional school districts, homeschool organizations, and private and parochial schools.

Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<p><u>14A:</u> Increase strategic marketing and recruiting efforts with homeschool organizations, private schools, and parochial schools including but not limited to providing website links and resources to market the dual enrollment program to these populations.</p>	Admissions Office	Ongoing	Online dual enrollment courses were audited and marketed to schools within the Shelby County area and meetings with deans to discuss alternative modes of delivery took place. Plans for homeschool organizations are in development.	Online sections of ENG 101 and 102 were added for possible dual enrollment.

<p><u>14B:</u> 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.</p>	<p>Admissions Office Academic Affairs</p>	<p>Ongoing</p>	<p>Online dual enrollment courses were audited and marketed to schools within the Shelby County area and meetings with deans to discuss alternative modes of delivery took place.</p>	<p>We more than doubled the number of dual enrollment students from 2017 (11) to 2018 (27), but still have determined that this program is a loss for the University since Shelby County Schools work with Jeff State to pay their teachers to teach college level courses at the high schools. Most of the students taking dual enrollment courses at UM are dependents of faculty and staff or taking advantage of the free course through the Shelby County GRC program.</p>
<p><u>14C:</u> 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.</p>	<p>Business Affairs Office of Sponsored Programs Office of Partnerships and Outreach</p>	<p>Ongoing</p>	<p>Provided 2 residential summer camps exclusively for GEAR UP Jefferson County (Earth & Sky Camp and My Voice, My Impact, My Community Camp) during summer 2019; some spots in Young Musicians’ Camp also made available. Separately, environmental education field trips</p>	<p>UM has hosted 3 environmental field trips with students in K-12 schools or in summer camps since late April 2019 with 2 more scheduled for late June and 1 more tentatively scheduled for July.</p>

			are being revised with the addition of student docents to facilitate programming in conjunction with Environmental Studies on campus.	
<p><u>14D:</u> Expand the campus infrastructure to support additional academic and athletic camp opportunities (e.g., ACT prep course, gifted/enrichment camps, young writers' camp, computer camp, game design camp environmental/sustainability camp, music camps, art shows, science festivals, scholars bowl).</p>	<p>Academic Affairs Athletics University Relations Facilities</p>	<p>Ongoing</p>	<p>Young Musicians Camp and Mural Camp attendance continues to grow each year. A Summer Theatre Camp is planned in 2020. Summer ACT Prep Camp and Saturday ACT Prep Courses during the academic year continued. A speech/debate professional development workshop for local educators is being planned for August 2019.</p> <p>With the addition of Men's Lacrosse, Athletics has held prospect camps to identify possible student-athletes during Fall 2018 and 2019.</p>	<p>In 2019, 175 students participated in Young Musicians Camp.</p>
<p>Goal 15: Strengthen and expand mutually beneficial partnerships with community colleges and universities.</p>				

Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>15A.</u> 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	Summer/Fall 2017 Launch		Secured ContinuUM transfer pathway programs with Shelton State and Wallace State.
<u>15B.</u> Develop reverse transfer agreements with regional community colleges.	Academic Affairs Registrar's Office	In progress		In progress
<u>15C.</u> Expand marketing and recruitment efforts at community colleges including but not limited to adding new degree programs that might attract transfer students, increasing our presence on identified campuses, and partnering with Phi Theta Kappa chapters at community colleges.	Admissions Office Enrollment & Student Affairs Business Affairs Academic Affairs	Ongoing		Ongoing

Goal 16: Strengthen and expand mutually beneficial partnerships with community organizations and agencies.

Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>16A:</u> Pursue and expand, as a member of the Cooperative District (UM, City of Montevallo, Shelby County), new partnership opportunities such as projects that support the City of Montevallo in becoming a "Main Street Alabama Community."	Business Affairs Executive Cabinet	Ongoing	The fourth annual Forte Festival of Creativity benefitted from its continuing partnership between the College of Fine Arts and the Montevallo Arts Council. Considering opportunities for partnership with businesses in Montevallo Main Street for the speech/debate workshop in August 2019 (encouraging	In 2019, all four UM colleges participated in the Forte Festival of Creativity for the first time. The twenty guest presenters represented all four colleges at UM.

			support of local commerce from participants).	
<p><u>16B.</u> Develop budget resources through partnerships that address capital and operational needs. Revise and publish grant seeking/writing protocol.</p> <p>Collaborate with outside agencies to submit grants.</p> <p>Seek government, corporate, and foundation sponsorships and grants.</p> <p>Leverage alumni database for contacts who serve on foundation and corporate boards.</p>	University Advancement Business Office Office of Sponsored Programs	Ongoing	Continuing to work with the State of Alabama, Federal grant opportunities and local and national foundations.	Technology appropriation has been awarded in 2018 and 2019 from the state of Alabama. Governor appropriated \$2 million in economic development grants for the Center of the Arts. Secured \$25 million GEAR UP grant. Funding from the Community Foundation of Greater Birmingham, ALFA Foundation, Vulcan Foundation, Daniel Foundation, Salmon Foundation, Regions Bank Foundation and the Protective Life Foundation for a variety of campus programs.
<p><u>16C.</u> Develop and publish a comprehensive inventory of campus meeting spaces, rooms, and dining options that are available for public use and create a public fee structure and formal contract system.</p>	Calendar Office/Event Planning	In process		Ongoing
Goal 17: Strengthen collaboration and communication on campus.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>17A:</u>	Executive Cabinet	Ongoing		Implemented in 2016

Establish a Staff Senate.	Human Resources			
<u>17B:</u> Identify and implement more effective ways to share news and solicit input on campus issues and challenges.	Executive Cabinet University Relations	Ongoing	UM official social media is now a continuous source of University news and happenings. Placement and usage of campus digital signage as a promotional tool has increased.	Vallo Voice began in 2016 and is now the University's official e-newsletter, produced by the Office of University Marketing & Communications. The newsletter includes relevant announcements, upcoming events and faculty, staff and student achievements
Goal 18: Optimize, expand, and enhance marketing efforts.				
Objectives	Responsible Unit(s)	Timeline	Progress	Outcomes
<u>18A.</u> 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 Calendar Office/Event Planning City of Montevallo		University Marketing and Communications provides ongoing support for partnerships with the city.	Ongoing
<u>18B.</u> 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 IS&T Calendar Office/Event Planning Office of Partnerships and Outreach Academic Departments	2015-2016	The new website was launched in August of 2018. There is a Digital Communications Committee (DCC) that is specifically tasked with overseeing items related to functionality, navigation and	Hired a Web Content Specialist in summer 2019. The website is constantly under review through the DCC and is addressing new issues that arise at UM such as graduate enrollment, Policy structure, and other

			<p>content, also reviewing the website as things change at UM.</p> <p>TAC and University administration approved the creation of a position for Web Content Specialist to reside within the Office of University Marketing & Communications. This position is expected to be filled Summer 2019.</p> <p>Created a new webpage in 2019 for "Youth Programs" to house links for various camps, workshops, and classes hosted across campus. This enables community members to more easily find several opportunities in a single location versus checking individual department webpages. Also created online dynamic forms in conjunction with</p>	<p>items. One outcome was the complete elimination of a password protected intranet as it was deemed unnecessary.</p>
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			registration for some academic summer camps and single-day courses as a replacement to paper forms.	
<p><u>18C.</u> Increase the use of faculty and staff experts as consultants to media outlets and agencies.</p>	<p>University Relations Athletics/Sports Information Academic Departments Office of Partnerships and Outreach</p>	<p>Ongoing</p>	<p>The biggest successes this year was having AD on ABC 33/40's Talk of Alabama to promote first ever men's lacrosse match and getting ABC 33/40 on campus to interview baseball coach and student-athletes about advancing to the NCAA regional: https://twitter.com/scott4ester/status/996119924258066434. The opportunities we had to get our coaches additional exposure in the Birmingham market haven't been as prevalent since NBC 13 cancelled its Alabama Tonight nightly sports talk show, but the good news is CBS 42 has started another</p>	<p>Providing Faculty experts in the areas of Political Science for election coverage.</p> <p>Secured speaking engagement for Biology faculty member as a part of McWane Science Center's "Science on the Screen" event.</p>

			<p>sports show and has reached out to us for 2018-2019.</p> <p>University Marketing & Communications frequently works with local news sources to provide faculty and staff subject experts as they are requested.</p>	
<p><u>18D.</u> 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.</p>	<p>University Relations Athletics/Sports Information</p>	<p>Ongoing</p>	<p>University Marketing & Communications has used Freddie the Falcon as a prominent figure on UM official social media and has increased the amount of student hometown releases as news of student accomplishments are received.</p>	<p>Have been communicating with local newspapers when we have a student-athlete who earns a prestigious honor or has an award-winning year/performance. I’ve included a link to the article from the Brewton Standard on Katie Nelson as one example: https://www.brewtonstandard.com/2017/11/29/nelson-sisters-putting-brewton-on-map/. I also have physical copies of Shelby Living and Birmingham Magazine printed in 2017 in my office with</p>

				<p>coverage of Cheyenne Thompson's career.</p> <p>Athletics is hosting Montevillo Elementary students for an Educational Day Women's Basketball game in November 2019.</p> <p>Montevillo Community Night at home basketball game targeting the Montevillo K-12 community</p>
<p><u>18E.</u> Create a system for purchasing, storing, requesting, and distributing UM promotional items.</p>	<p>University Relations Business Affairs</p>	<p>Ongoing</p>	<p>Small quantities of promotional items can be requested from the University Marketing & Communications office as needed. Large quantities of promotional items are covered by departmental budgets and can be purchased through the Purchasing Manager upon branding approval by MarComm.</p>	<p>Ongoing</p>
<p>Goal 19: Increase engagement with the community through service and other applied academic opportunities.</p>				
<p>Objectives</p>	<p>Responsible Unit(s)</p>	<p>Timeline</p>	<p>Progress</p>	<p>Outcomes</p>

<p><u>19A.</u> Promote service learning as a high-impact academic practice and community service as a co-curricular initiative.</p> <ul style="list-style-type: none"> 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. Seek partnerships that will enhance diversity awareness and appreciation. 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. 	<p>Office of Partnerships and Outreach Coordinator of Service Learning Student Affairs (e.g., Big Event) Academic Affairs Capital Campaign</p>	<p>Ongoing</p>	<p>Hosted the annual Non-Profit Volunteer and Internship Fair in September 2018 with a great turnout of new and returning community organizations and UM students participating. Hosted the annual “Dress to Impress” business clothing event for students in March 2019. This year’s event included a partnership with JC Penney and involved significant support from local community members who were able to donate items at Montevallo City Hall. Invited local businesses and non-profits to attend a Marketing Trends class presentation. Engaged several local businessmen and women in a “speed careers” activity as part of GEAR UP Alabama’s Spring 2019 Discover program. GUA’s</p>	<p>Ultimately, the success of the “Dress to Impress” event inspired plans for the permanent “Dress to Impress” shop that will be located on campus in the fall 2019.</p>
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			Spring 2019 Discover program was also supported by faculty and staff across a multitude of departments in facilitating all aspects of the event.	
<p><u>19B.</u> Increase awareness and visibility of service learning and community service efforts.</p> <p>Dedicate an article in each issue of <i>Montevallo Today</i> to cover a service event.</p> <p>Utilize Facebook, Twitter, <i>Vallo Voice</i>, and press releases to feature service events.</p> <p>Establish a regular column in the <i>Alabamian</i> to feature a student or student group involved in service.</p> <p>Showcase service efforts on the external website; expand or revise the content of the “Community” link to include this kind of information.</p> <p>Create an annual celebration event for service learning and community service efforts; invite stakeholders and community partners.</p>	<p>Service Learning Partnerships and Outreach</p> <p>Student Affairs (e.g. Big Event)</p> <p>Academic Affairs</p> <p>University Relations</p>	Ongoing	<p>Worked with United Way of Central Alabama on annual campaign in fall 2018.</p> <p>Working with Shelby County in preparation for the 2020 Census reporting and how it relates to students at UM.</p> <p>University Marketing & Communications promotes the efforts of students participating in service learning projects as often as they are notified about them.</p>	Ongoing
<p><u>19C.</u> 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,</p>	<p>Academic Affairs</p> <p>Academic Departments</p>	Ongoing	<p>The Stephens College of Business continues to sponsor and support an extensive internship program matching students</p>	<p>The Stephens College of Business prepared 85 tax returns - E-filing in 73 cases in 2019. This was done at no</p>

<p>and marketing internship opportunities for UM students with the City of Montevallo and the Chamber of Commerce.</p>			<p>with regional employers often leading to full-time job placement.</p> <p>The Stephens College of Business shelters a VITA program (Volunteers in Tax Assistance) – a cooperative program where students and other volunteers are IRS certified and provide free tax assistance to lower and middle income members of the community. Montevallo was awarded the opportunity in 2019 by the IRS to expand the VITA program to all first responders in the community regardless of income.</p>	<p>charge to members of the community.</p>
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