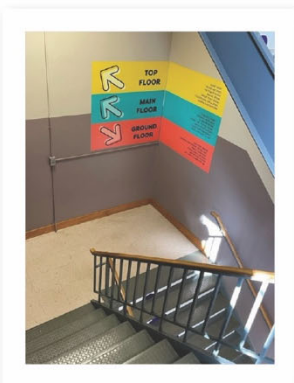


UNIVERSITY of
MONTEVALLO

2022-2023 Strategic Plan Highlights



Update Prepared for University of Montevallo, Board of Trustees Meeting
November 3, 2023

Prepared by

Strategic Planning Committee

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Charlotte Ford	Library Faculty Representative
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Robert Herron	CEHD Faculty Representative
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Steven Boydston	Director of Contracts, Purchasing and Legal

Cover Photo: *The top three and bottom three photos show new signage in the Carmichael library designed by students to “improve signage to facilitate library use,” an identified outcome in the Library’s AY2023 Unit Plan goal, “Library will provide active, inclusive, and transformative spaces for collaboration, research, and study,” which helps to fulfill Strategic Plan Goal 27, “Maintain and extend the useful life of existing buildings and landscaping.”*

The project was a partnership between Carmichael Library and a graphic design art course. Collaborating combined the skills and knowledge of a graphic design professor, her environmental design class, and the library staff. The class was divided into three teams and each team proposed a signage plan for the library. The library selected the most cohesive design and each student in the winning group received \$150 for the use of their design.

The middle photo shows from left to right: Nicole Rich (Library staff), Joel Bullock (Library staff), Abby Truitt (student winner), Noelle Barrows (student winner), Jordan Barlow (student winner), Amanda Melcher (Library Staff), Charlotte Ford (Library Director), and Min Sun Lee (the Graphic Arts Course Professor).

Diversity and Social Justice (DSJ)

- (DSJG1) MADE initiative enrolled its largest cohort to-date with 80 new students for Fall 2023, bringing total enrollment to 240 students, with a 90% retention rate.
- (DSJG1) MADE hosted students for several cultural and historical experiences, including visits to the Equal Justice Initiative in Montgomery, the National Civil Rights Museum in Memphis and Africatown Heritage House in Mobile.
- (DSJG1) Campus wide, Colleges and Admissions Offices continue to market and improve access by providing more than \$500,000 in scholarships specifically for first-generation college going, racial and/or non-racial minorities, and/or students from rural areas of Alabama.
- (DSJG1) GEAR UP Jefferson County, in its sixth year of a seven-year grant, serves more than 4700 juniors and seniors in Jefferson County and surrounding school districts. Our services include: financial literacy, mentoring, ACT Prep, content tutoring, dual enrollment at UM, and college tours and pre-college programming including those at UM.
- (DSJG1) GEAR UP Jefferson County has collaborated with Colleges and Departments across campus to host 95 high school students on campus and 25 online in dual enrollment classes.
- (DSJG2) UM has hired 13 faculty and staff of Color in AY2023, representing 15% of the 540 faculty and staff at the university.
- (DSJG2) The Office of Diversity and Inclusion collaborated with Human Resources to design and implement a Diversity Statement prompt for potential UM faculty applicants. This prompt, albeit optional and not contingent for hiring potential, allows each faculty applicant to express their knowledge of and alignment with concepts and practices of diversity among students, professionalism, teaching, research, and service.
- (DSJG3) The College of Education & Human Development Diversity Committee, the UM Office of Diversity and Inclusion, and Provost Office co-hosted the first Alabama National Association

of Multicultural Education State Conference bringing graduate students from across the state, professors, and nationally-renowned speakers together for presentations on concepts and practices aligned with diversity, equity, and inclusion.

- (DSJG4) The Office of Diversity and Inclusion and UM Black Heritage Committee is in its third year of hosting the Dr. Wilson Fallin, Jr. Lecture Series providing UM students, faculty, and staff to hear professional speakers aligned with social justice, civil rights and liberties, equity, and empowerment through academics and athletics. Previous guests include Dr. Bernice King and Vonetta Flowers. The Fall 2023 speaker is Dr. J. Drew Lanham.
- (DSJG4) The Office of Diversity and Inclusion continues to collaborate with Colleges and Departments across campus to engage in diversity, equity, and inclusion sessions, including book studies and workshops.
- (DSJG4) UM SafeZone Committee continues to support and monitor campus climate to ensure the safety and security of individuals of all sexual orientations.

Theme 1: Identity and Mission

- (G2) The University is in Phase II of its efforts to revise General Education curriculum, based on the American Association of Colleges and Universities' Liberal Education Essential Learning Outcomes.
- (G3) The Sustainability Committee offered a Green Fund grant development workshop in September 2022, and coordinated and hosted a Swamp Appreciation Day in Spring of 2023.
- (G3) Our Sustainability Master Plan is currently available online. AASHE and AASHE STARS memberships will be renewed and our sustainability progress will be assessed annually.
- (G4) A Brand Perception survey of parents, high schoolers and newly enrolled freshman was conducted at the end of 2022. The results were positive regarding awareness and perceptions of Montevallo. Key insights from the surveys were as follows: 1) awareness of UM is among the highest for schools in Alabama; 2) consideration for UM is just behind UAB, Alabama, and Auburn; 3) advertising for Montevallo is well-recognized by target audiences; 4) for those aware of UM, impressions are positive. Top reasons that students choose UM are safety, academic programs, scholarships, and cost.
- (G4) We successfully implemented Year 5 of the "You Belong" campaign. We spent \$217,730 on traditional media and \$185,250 on digital media.
- (G4) A digital campaign for CEHD graduate programs, including video assets, was launched in September, 2023.
- (G4) A website refresh committee was formed. After evaluating 11 proposals, the committee selected a vendor and work began in Sept. 2023.

Theme 2: Focus on Growth

- (G5) Freshmen enrollment decreased from 565 in Fall 2022 to 528 in Fall 2023. Transfer student enrollment increased from 140 in Fall 2022 to 157 in Fall 2023, a 17 percent increase.
- (G5) Throughout the 2022-2023 school year, undergraduate admissions hosted approximately 1,200 students through four preview days, academic interest sessions, group tours, and weekday campus tours. Additionally, the Admissions Office continues to partner with EAB for name buys, digital marketing, email marketing for sophomores/juniors, application marketing for seniors, and Deposit IQ. The EAB application campaign generated 1,820 applications with the Deposit IQ campaign generating 319 net deposits.
- (G5) The University established an Office of Engaged Education and Public Service, which among other community engagement activities, oversees a new Dual Enrollment effort with area high schools, where teachers are trained to teach courses at the high schools for college credit. There are 444 Dual Enrolled students this Fall 2023 as a result of this effort, compared to only 30 dual enrollees in Fall 2022.
- (G5) The Office of Graduate Studies is now in full operation, with 3 full-time staff, 1 part-time staff and 2 graduate assistants.
- (G5) There are 401 graduate students enrolled for Fall 2023, a slight decrease from the 414 enrolled in Fall 2022.
- (G5) There was a 15.5% increase in undergraduate alumni enrolled in graduate programs from 58 in AY2022 to 67 in AY2023.
- (G5) Two initiatives make our graduate programs more attractive: CSD faculty removed the minimum GRE test score requirement and the English M.A. program instituted 2 new graduate assistantships.
- (G5) Undergraduate and graduate recruitment continues to be an "all-hands-on-deck" effort with colleges and programs contributing financial resources for recruiting materials, faculty, staff and student time visiting high schools and other venues and participating in on-campus recruitment events and activities.
- (G6) We are on-schedule to institute a new nursing program (BSN) and doctoral program in education (EdD). We are in the process of hiring a Director for the new Nursing program. The University's application for level change was submitted to SACSCOC in the summer of 2023, with ACHE approval already completed.
- (G6) In AY2023, 17 of the University's existing undergraduate programs and 5 of the University's graduate programs were updated in some form; 23 new undergraduate and 8 new graduate courses were added, while 80 undergraduate and 11 undergraduate courses were updated in some form.
- (G8) Because data show that engagement increases retention, the Student Life Office improved its use of FalconLink to connect students with co-curricular activities. Student Life saw a 17 percent increase in sustained FalconLink use in AY2023 compared to AY2022.

- (G8) TRIO programs (Student Support Services and McNair Scholars) continue to improve programming, providing over 20 professional development opportunities, connecting participants to workshops to prepare them for graduate school, and implementing a new "Friend of TRIO" effort in which faculty and staff at UM offer facts and information about themselves so that students become familiar with those who support them on campus. Retention of first-year TRIO students is consistently above 80 percent, compared to the University's 73 percent first-year retention rate.
- (G10) The Stephen's College of Business continues to increase engagement with employers by inviting business professionals (including alumni and SCOB Board of Advisors) to speak to classes and by extending the classroom into businesses, such as students visiting the Hibbett Sports warehouse and distribution center to learn about supply chain management and order fulfillment.
- (G10) The Art Department's Artist in Residence initiative connects students with real-life professionals in the field. The program's August 31 reception and exhibition, which was attended by approximately 30 art majors and 20 guests, included an inspiring round-table style gallery talk about the Artists' work and processes.
- (G10) The Career Development Center (CDC) has formally launched its new HANDSHAKE system for connecting students to potential employers. The HANDSHAKE database currently has 1,500 employers enrolled and 330 current students enrolled.
- (G10) UM's Quality Enhancement Plan (QEP/P2P) is now fully implemented in academic curriculum campus-wide, with the CDC providing support to faculty in incorporating career related activities into their classroom assignments.
- (G12) The University of Montevallo improved internal budgeting processes by leveraging existing software (i.e., Anaplan) to better align unit planning and assessment with budgeting. Using the Strategic Plan to anchor budget requests at the unit level, the institution was able to better allocate funding based on institutional priorities in accordance with its mission. The use of Anaplan thereby increased transparency across all units, leading to better planning and expectations at the unit level.

Theme 3: Innovations for Teaching and Learning

- (G13) In summer 2023, all Windows servers in the data center were upgraded, resulting in noticeable improvements in network capacity and enhanced ability to provide and support distance education tools and services, a new wireless network was installed in Myrick to support upcoming nursing program and over 100 computers in labs, classrooms, and offices were replaced.
- (G13) Technology was upgraded in the following spaces to accommodate or enhance HyFlex, distance, and onsite instruction: Morgan 103 and 105, Davis 305, Harmon 201, Wills 120, Block 204, Pat Scales Special Collections Room in Carmichael Library.
- (G13) In Summer 2023, UM purchased campus-wide licenses for Canva, Qualtrics, and LinkedIn Learning to provide remote and onsite access to additional research and learning tools.

- (G14) UM continues to move toward students' being able to complete all of their general education requirements online. Currently, 32 percent of general education courses are taught online and 29 percent of student course enrollments in general education are online.
- (G15) The library added several online databases last year, including the Naxos streaming music database; a Newsbank database covering multiple Alabama newspapers; ScienceDirect BSS journals; JSTOR Arts & Sciences IV; and a New York Times digital campus license.
- (G15) Student use of online resources continues to expand with 584,000 unique views of 900 archived items and 95,000 instances of digital content use from library databases (articles, e-books, images, films).
- (G17) The College of Fine Arts continues to utilize its facilities to provide students hands-on practical experience. Student experiential learning projects include assisting in documenting and storing a new collection of art, curating an exhibition at Poole Gallery, and managing front-of-house and backstage operations for the various college performance venues.
- (G17) UM's Theatre program outreached to the Alabama Shakespeare Festival, Red Mountain Theatre, Birmingham Children's Theatre, and Encore Theatre, seeking new opportunities for students, in addition to hosting the regional A1 Auditions which are for top tier summer theaters across the US. Theatre students also produced 4 shows and a student-directed play festival in AY2023.
- (G17) The Stephens College of Business (SCOB) brought 35 Accounting students together with 14 accounting firms, connected 36 other SCOB students with 23 other businesses, has built a relationship with the Boys and Girls Club and the Greater Birmingham Convention and Visitors Bureau, and got 11 students IRS-certified to do personal taxes.
- (G17) UM's Undergraduate Research program continues to serve our students well. Twenty-two (22) students, representing all four colleges, presented their research at our annual Undergraduate Research Day. Five (5) students represented UM at COPLAC's Southeastern Regional Undergraduate Research meeting and all five students' research was published in the COPLAC journal, Metamorphosis.
- (G17) The McNair Scholars program had 14 students complete required summer research hours in Summer 2023, with 8 students presenting their research at a professional conference, 3 students submitting their research for publication and 2 of the 3 having their research published.
- (G18) Eighteen (18) new faculty were hired in AY2023, filling some critical gaps in a number of programs that had emerged over the past few years.
- (G18) Based on accreditor recommendations, the College of Education and Human Development (CEHD) used both new hiring and restructuring to build greater capacity to coordinate the College's clinical experience processes.
- (G20) Facilities used \$2,926,415 of state resources and \$106,547 of UM's own resources to renovate labs in Harman Hall for Biology and chemistry. This was a significant project that operated in 2 phases. The renovations will be complete in January 2024.
- (G20) Nearly \$717,465 was invested in the renovation of LeBaron Recital Hall inside Davis Hall.

- (G20) The College of Fine Arts has added new equipment and updated facilities in other ways: the Art department facilities and equipment were updated to teach studio photography technology with cameras being purchased for students to check out; space has been renovated and equipment purchased for an emerging concentration in music technology; and the Communication department successfully renewed licensing and warranty agreements for Strong Hall technology to maintain industry-leading technology experiences for students.
- (G20) UM has invested \$2,392,819 to renovate Myrick Hall to support our new nursing program and other Allied Health programs.
- (G21) The library, in cooperation with the Malone Center, continues to increase the number of courses that use OER resources. Faculty enrolled in AY2022 OER trainings identified 14 OERs for use in AY2023 in 11 disciplines on campus including Art, Biology, Communication Studies, Communication Science & Disorders, English, Geology, History, Mass Communication, Mathematics, Music, and Psychology courses. Thirteen (13) additional faculty were trained in developing OER in Summer 2023. Starting in Spring 2024 semester, courses will be tagged in registrar's system as "no cost" or "low cost."
- (G21) The use of OERs in selected 100 level English and Communication course will save students an estimated \$75,000 to \$80,000 per year.
- (G21) The Library's Textbooks on Reserve program is going strong. With Student Government Association (SGA) funding in AY2023 25 new textbooks will be added to the collection. Advancement also identified a donor whose contribution will help fund this program for the next 2 years.
- (G22) The Malone Center was relocated to Hill House and staff restructured to better facilitate the Center's faculty development efforts.
- (G22) The QEP program and the Malone Center collaborated to provide a professional development opportunity-focused on student support-for 16 new faculty in August of 2023. QEP program, Falcon Success Center, and Harbert Writing Center staff facilitated this training.
- (G22) The QEP program, Malone Center and Career Development Center provided a faculty workshop focused on student career preparation in September of 2023 to 13 participants.
- (G22) Travel funding for faculty professional development and presentation was increased to \$1400/year.

Theme 4: Support for Learning

- (G23) Athletics has established two new sports. Wrestling officially started in Fall in 2023, enrolling 40 student-athletes. Acrobatics & Tumbling is scheduled to field a team for Fall 2024 with an expected initial enrollment of 20 student-athletes.
- (G23) Men's Lacrosse expanded their roster to over 60 student-athletes. E-sports and Cycling will increase roster sizes in Fall 2024.

- (G24) The renovation of Vacca Hall into a sports complex with locker rooms; coaches' offices for Wrestling, Acrobatics & Tumbling, Men's & Women's Lacrosse; and a practices area for our new sports is underway.
- (G24) The Old Gym has been renovated to serve as Strength & Conditioning Facility and to assist with the Graduate Program in exercise and nutrition science (EXNS).
- (G24) UM invested \$690,000 to create a Mountain Bike XCO Race Course.
- (G24) Athletics added recreational opportunities with Breathwork, Ballet and Swim to the Top. It also increased opportunities in Intramurals with Spikeball, E-sports, Cornhole, Beach Volleyball, Disc Golf, and Golf.
- (G27) UM invested \$1,000,000 of state appropriations and \$6,632,355 of UM's own funds to complete the campus' electrical and high voltage upgrades.
- (G28) Student Affairs invested significant resources to upgrade amenities inside residence halls, responding generally to student concerns and to support the University in its recruitment efforts.
- (G29) Student Affairs staff engaged in a substantial amount of professional development training in AY2023, particularly counseling staff, disability support services staff, health services and veterans support staff. Much of the training is in direct response to emerging retention issues related to students' adjustment to college life: training topics ranged from assessing and managing suicide risk to improving notetaking support for students with disabilities.
- (G29) The Registrar's office and the Student Aid office also engaged in a substantial amount of training related to the successful implementation of new systems in the registrar's office, and upcoming changes to the federal financial aid application process.
- (G29) To more effectively support university staff, Human Resources has completed the development and implementation of a new risk management website.
<https://www.montevallo.edu/about-um/administration/administrative-affairs/risk-management/about-risk-management/>
- (G29) Physical Plant has completed its staff restructuring that resulted in 15 promotions, 2 replacement hires, and a new career ladder structure.
- (G29) To improve the capacity of The University Police Department to perform its function, UMPD has hired a new full-time officer and 2 part-time officers.
- (G30) Staff Senate is partnering with Human Resources to support their examination of the current methodology for evaluating staff salaries. In tandem with this work, Staff Senate is reviewing merit pay to determine applicability.

Strategic Plan Themes and Goals

Diversity and Social Justice

- DSJG1 Develop strategies and initiatives to increase minority student enrollment with emphasis on African American and Latinx Student.
- DSJG2 Develop policies and initiatives to aggressively recruit African American and Latinx candidates for staff and faculty positions.
- DSJG3 Critically examine the history of the University to identify and acknowledge UM's part in furthering institutional racism.
- DSJG4 Design and establish organizational structures to ensure enhanced focus on diversity and social justice is strategically cultivated.

Theme 1: Identity and Mission

- G1 Engage the UM community in a process of defining liberal arts education for the 21st century.
- G2 Include the topic of liberal arts education for the 21st century in an ongoing first-year experience course and in courses across the curriculum where possible.
- G3 Demonstrate leadership in fostering a culture of sustainability in University practices – specifically in use of financial resources, Physical Plant and consumption on campus.
- G4 Communicate clearly to and engage with the community, current students and prospective students to express and reinforce the distinctiveness, value and purpose of a UM education.

Theme 2: Focus on Growth

- G5 Increase undergraduate and graduate recruitment of students to meet goals to be set annually per college for undergraduate and per program for graduate degrees.
- G6 Develop new academic programs and strengthen existing programs, both graduate and undergraduate, including alternative credentials targeted toward adult learners.
- G7 Develop strategies and initiatives to increase the number of non-traditional age learners including exploration of evening and Saturday offerings.
- G8 Maintain and support the standing Retention Workgroup composed of representatives from each campus division to maintain and monitor the University retention plan.
- G9 Critically examine current practices in the awarding of scholarships to identify and eliminate self-inflicted impediments to retention.
- G10 Support and leverage the Career Development Center as well as college level career development such as the Grainger Center for Professional Development in SCOB.
- G11 Develop a comprehensive and radically transparent model for financial viability and sustainability that addresses projected trends for declining national and regional enrollment, acknowledges the unknown lasting effect of the COVID-19 pandemic, and maximizes alternative revenue sources
- G12 Provide feedback on all funding requests included in Unit Plans.

Theme 3: Innovations for Teaching and Learning

- G13 Have the entire full-time and part-time faculty trained, equipped with the tools and technology and fully prepared to move courses to distance format when circumstances demand.
- G14 Create a consistent path for students to complete the entire undergraduate general education curriculum via distance education.
- G15 Expand library services and resources into support for distance education.
- G16 Increase international and study away education opportunities.
- G17 Increase Support for undergraduate and graduate research, experiential learning and service learning.
- G18 Maintain a highly qualified, appropriately sized faculty with a commitment to tenure as vital to UM's mission while appreciating the opportunities afforded by part-time faculty.
- G19 Ensure that faculty are appropriately compensated to be competitive with institutional peers.
- G20 Ensure that academic buildings are equipped to facilitate distance education and other 21st century pedagogy.
- G21 Support faculty in examining and adopting open educational resources (OER) and other means of providing course materials that are sustainable and affordable.
- G22 Increase opportunities for faculty professional development.

Theme 4: Support for Learning

- G23 Consider strategic expansion of athletic programs
- G24 Expand availability of athletic and recreation facilities to serve athletes and the campus community.
- G25 Incorporate sustainable practices into purchasing, building design, and campus planning
- G26 Develop and fund a campus masterplan for facilities and landscaping
- G27 Maintain and extend the useful life of existing buildings and landscaping
- G28 Renovating, updating and expanding residence halls to improve student life and enhance recruiting
- G29 Maintain a staff that is supported, diverse, and engaged in robust professional development.
- G30 Assure that staff are appropriately compensated to be competitive with state peers and reflective of degree/credential attainment.