**VISION**

To be recognized nationally and internationally for providing quality education programs via traditional and alternative means and to be acknowledged as the primary agent of positive change in Alabama’s Black Belt

**MISSION**

To provide opportunities for students to pursue a quality education and assist in developing the important qualities of independent thinking, respect for the ideas of others, personal integrity and character in order to realize their quests for a philosophy of life and self-fulfillment

**VALUES**

- Intellect
- Collegiality
- Character
- Global awareness
- Diversity
- Free exchange of ideas
- Community service and civic involvement
- Appreciation of the arts and humanities

**ASSUMPTIONS**

- State funding will continue to decline as a percent of budget
- Stimulus money will be available through 2011
- Tuition will increase faster than the rate of inflation
- The pool of traditional residential students will continue to decline and competition for those students will continue to grow
- Online enrollment will grow
- Alumni will want to stay connected to the university
- The desire for assistance among K-12 schools will grow
- The demand for K-12 teachers will continue to grow
- Demand for advanced degrees will increase
- Amenities will become a more important part of recruiting and retaining students
- Interest in the Black Belt focused on economic and community development will continue to grow

**STRENGTHS**

- Accessibility of professors to students; small classes
- Outstanding IT Department
- Strong programs, residential and online
- Affordability
- Collegiality
- Dedicated, talented, innovative, caring administrators, faculty and staff

**WEAKNESSES**

- Facilities: inadequate student housing and lack of tiered classrooms, small conference rooms, and student hub
- Inadequate funding
- Economic level of community and region
- Lack of promotion of the strongest undergraduate programs

**OPPORTUNITIES**

- International programs
- Partnerships (community colleges, industry government, other higher education institutions)
- Expand and enhance all program offerings
- Use strengths to obtain alternative revenue sources
- K-12 partnerships
- Enlist students and alumni in recruiting
- Demopolis Higher Education Center

**THREATS**

- State funding
- Lack of amenities in community/campus
- Competition for online and residential students
- K – 12 educational system
- Declining population base in the primary service area

**GENERAL GOALS**

- Address the major educational, social, cultural, and economic issues of the region and in doing so promote a positive image of the institution and the area
- Provide effective administrative services to support the mission
- Meet the needs of its various publics, both internal and external, through the comprehensive use of information technologies
- Improve its financial status by increasing its efforts at productivity and by seeking additional funding from public and private sources

**STAKEHOLDERS/GOALS**

**Board**
Maintain a collaborative relationship with the Board

**Faculty**
Recruit and retain highly qualified faculty, especially from diverse ethnic and geographic backgrounds

**Staff**
Attract and retain highly qualified and diverse staff

**Graduates**
Provide quality online and on-campus programs that are accessible to qualified students, particularly those who seek to enhance their professional credentials

**Undergraduates**
Raise student retention and graduation rates through enhanced academic support and student counseling and improved quality of residential life and extracurricular experience

**Potential Students**
Work toward a comprehensive recruitment plan to communicate the value of a UWA education to targeted audiences

**Alumni**
Engage alumni to encourage more involvement in and support for the University

**Government**
Aggressively pursue relationships that help UWA communicate the value of the institution to the region, the state and the nation

**Community**
Continue to address the major educational, social, and economic issues of the region through research and service and engage community as partner in reaching University goals

**International Partners**
Develop and expand cooperative education programs with select institutions in other countries

**Business and Industry**
Continue to partner with business and industry to bolster economic development in the Black Belt as well as to improve the general quality of life throughout the region

**Athletics**
Continue to improve academic performance of student athletes and improve the institution’s ranking within the Gulf South Conference

Updated: 08/27/2009
### OBJECTIVES/SORECARD

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<tr>
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<th>2008</th>
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<tr>
<td>Enrollment</td>
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<td>First time freshmen</td>
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<td>Alumni Scholarship # students</td>
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<td>Graduation rate</td>
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### CRITICAL ISSUES AND ACTION PLANS

#### Fundraising
- Continue to develop comprehensive funding strategies
- Continue to expand sponsored programs by increasing faculty and staff involvement in grant writing
- Expand business-industry partnerships/collaboration
- Strengthen relationships with governmental entities
- Explore appropriate educational related business opportunities

#### Marketing
- Engage a consulting firm to target potential and incoming freshmen and transfers
- Promote the dual enrollment/dual credit program by establishing tuition policy competitive with that of other institutions

#### Residential
- Employ a full-time marketing director and provide an adequate marketing budget
- Engage in marketing research to determine where to focus efforts

#### Online
- Develop an aggressive marketing campaign for international programs
- Employ international staff to market international programs

#### Faculty Recruiting
- Develop a formal process for recruiting online faculty
- Investigate transitional faculty housing
- Develop promotional materials to encourage faculty to live in the community and place information on the website as well
- Continue focus on recruiting minority faculty

#### Human Resources
- Evaluate the need for a Human Resources Department

#### Recruiting and Retaining Students

##### Recruiting
- Use new technologies (Facebook, MySpace)
- Target community college students
- Increase faculty involvement in recruiting
- Involve more alumni in recruitment process
- Use more activity-related recruiting
- Expand effort in recruiting for the International Program

##### Retaining
- Develop more attractive student housing
- Increase scholarship funds for current and transfer students
- Provide greater amenities on campus and in the community
- Investigate creating new programs as justified

#### Facilities
- Expand dining hall hours
- Establish more gathering spots and provide more extra-curricular activities (amphitheatre, coffee shop, movie theatre)

#### Athletics
- Improve overall graduation rate of student-athletes incrementally by 2% each academic year
- Fully fund all athletic scholarships
- Explore adding golf and soccer programs

#### Community Support
- Maintain a viable connection to the educational, economic, and social needs of local community
  - Increase grass root support/outreach

#### Communications
- Analyze current communication system to increase inter-departmental communication
- Recognize faculty and staff more than once a year

#### Faculty/Staff Development
- Explore courses, teaching methods, and field knowledge to remain current in disciplines
- Develop training for faculty teaching online
- Expand mentoring program for faculty and establish mentoring program for staff
- Establish a succession plan

#### Board of Trustees

##### Fundraising
- Establish Fundraising Committee to coordinate fundraising activities with the University, the UWA Foundation, and the Capital Campaign
- Define expectation for Board members

##### Legislative Matters (Local, State, Federal)
- Annually visit legislature in Montgomery
- Invite members of state government to visit campus

##### Best Practices
- Develop and implement an annual board assessment process
- Conduct sessions with Board to address selected issues in depth
- Develop a Statement of Responsibilities for Board members

Adopted by UWA Board of Trustees on September 14, 2009