Mission / Purpose
The Center's mission is to foster greater appreciation and understanding of the Alabama Black Belt. The Center encourages scholars and citizens to address the region's challenges by drawing from its abundant natural, historical, and cultural resources.

I. Goals and Outcomes/Objectives, with Related Measures, Targets, Findings, and Action Plans

A. Goal: Address the major educational, social, cultural, and economic issues of the region
Address the major educational, social, cultural, and economic issues of the region and in doing so, promote a positive self-image of the institution and the area.

1. Objective: Increase Awareness of Rich Heritage of the Black Belt
Through the Black Belt Heritage Area, the Black Belt Archives, and through events such as the induction ceremony of the Black Belt Hall of Fame, the Center for the Study of the Black Belt will continue to work to increase the ways in which it tells the rich story of the Black Belt.

a. Measure: Sucarnochee Revue Participation
   The Sucarnochee Revue will be broadcast on television. The Center will work to have Alabama Public Television regularly broadcast the show.

   1. Achievement Target:
      The Sucarnochee Revue will work with Mississippi Public Television to increase the exposure of roots music of the region. The show will be broadcast on both radio and television.

   2. Findings (2011-2012) - Target: Met
      Mississippi Public Television now broadcasts tapings of the Sucarnochee Revue on a weekly basis. The show is broadcast on 62 public broadcasting stations nationally and internationally.

b. Measure: Black Belt Archives
   The Black Belt Archives will increase the amount of archival finding aids posted on the web. The materials will be made available to the public in order to increase interest in the history of the Black Belt. All completed finding aids for collections as of August 2011 will be posted on the web.

   1. Achievement Target:
      The information that will be available via the processed collections once the finding aids are complete will shed light on the often forgotten history of the area. The goal is to process two to three collections this year. The finding aids that result will serve as evidence of the success of this goal.
2. **Findings (2011-2012) - Target: Met**
The archivist increased the number of actual collections processed, and increased the cubic footage processed. He processed 83 boxes, roughly 75 cubic feet, 6 finished collections, 1 collection overhaul that resulted in the addition of boxes, 1 unfinished collection, 6 container lists for the Loose Records Collection, and folder level finding aids for Derby, Snow Hill, Brock, and Craiger. The finding aids will be posted on the recently launched/updated Center website by the end of August.

c. **Measure: Black Belt Heritage Area**
To increase awareness of the rich cultural history of the Black Belt region, and to provide assistance to agencies seeking to improve the region, the Black Belt Heritage Area will increase the amount of service support it offers to the community via service oriented meetings that will provide information to agencies to help them perform more efficiently and improve their overall service and impact.

1. **Achievement Target:**
The purpose of the Black Belt Heritage Area is to tell the story of the nineteen county region that runs across the center of Alabama. The story of the Black Belt is the story of Alabama.

2. **Findings (2011-2012) - Target: Met**
The Heritage Area continued offering workshops to the general public, including a hospitality workshop which was well attended.

d. **Measure: Campbell House Exterior Completed**
The exterior shell of the Campbell House will be painted and receive correct preservation treatments. This will bring us closer to opening the building for education purposes.

1. **Achievement Target:**
   Painting completed and windows installed.

2. **Findings (2011-2012) - Target: Met**
   This goal has been met. A professional window restorer reworked the original wood windows in the house. They are now all complete and functional. The exterior of the house has been painted.

e. **Measure: Move 2 Historic Buildings**
The Center will oversee the moving of at least 1 church, and Cedarwood to the UWA campus. These buildings will preserve the architectural culture of the county and the region. At least 1 of the churches will serve as a chapel, or as the home of the Black Belt Hall of Fame. Cedarwood will serve as the headquarters for the Alabama Review Journal.

1. **Achievement Target:**
   Documentary will be made of importance of buildings.
2. Findings (2011-2012) - Target: Met  
A documentary was made by members of the journalism class about Cedarwood, Elizabeth Church, and Christian Valley Church.

f. Measure: Black Belt History Course  
The Center will host the Natural History of the Black Belt Course in Fall 2011.

1. Achievement Target:  
The Center will host a Black Belt history course in the fall to inform students and area residents about the history of the region. There will be at least 10 UWA students enrolled, and local citizens will be invited to attend as well.

2. Findings (2011-2012) - Target: Met  
The Center did host the class and it had full enrollment with 10 UWA students and four community members.

g. Measure: Overhaul Center website  
The Center will launch a new website in fall 2011.

1. Achievement Target:  
The website will launch and be connected to at least 10 other websites that promote the history of the region.

2. Findings (2011-2012) - Target: Met  
The Center did launch an updated website at the beginning of July 2012. It is currently being linked to various external websites.

2. Objective: Increase awareness of the work of the Center for the Study of the Black Belt  
Increase awareness of the work of the Center for the Study of the Black Belt.

a. Measure: Increase the number of press releases and media outlets for promotion  
Increase the number of press releases and media outlets for promoting the Center for the Study of the Black Belt.

1. Achievement Target:  
Press releases and media outlets will increase.

2. Findings (2011-2012) - Target: Met  
This goal was accomplished through two avenues. First, the Division of Educational Outreach, under which the Center for the Study of the Black Belt falls, hired a full-time public relations specialist. Secondly, the Center launched its updated website. The former website had been accessible to the general website, but was not updated regularly due to work on the new website. Between the former part-time P.R. director and the new full-time P.R. person, as well as the updated website, media exposure increased significantly. Not only did the Center send out more press releases - 42 versus 37 last year- the Center was prominently featured in the Division of
b. **Measure: Black Belt Archives**

The Black Belt Archives will increase the amount of archival finding aids posted on the web. The materials will be made available to the public in order to increase interest in the history of the Black Belt. All completed finding aids for collections as of August 2011 will be posted on the web.

1. **Achievement Target:**

   The completion of two to three archival processing projects, and the posting of their resulting finding aids on the web, will increase the visibility of the Center by bringing people to the website to conduct research. The finding aids, as well as a count of web hits on the finding aids, will serve as the source of information for tracking the effectiveness of this project.

2. **Findings (2011-2012) - Target: Not Met**

   While the collections have been processed, the finding aids have not been posted to the web because the Center was updating its website. The new site was just launched in early July 2012. The finding aids already in existence will be posted by the end of August 2012.

3. **Action Plan:**

   a. **Posting Finding Aids on the Web**

      Due to the recreation of the Center for the Study of the Black Belt website, there was not an available portal to host electronic versions of the finding aids created by the archivist. The website is almost ready for new content, so the finding aids can and will be posted for 2011-12. Also, the archivist applied for an NEH grant to work in conjunction with two other public universities in Alabama to host electronic finding aids on a host server that all three institutions will share. Grant awards have not been announced yet.

      **Established in Cycle:** 2010-2011  
      **Implementation Status:** In-Progress  
      **Priority:** High

   b. **Posting Finding Aids**

      Now that the Center for the Study of the Black Belt website has been reworked and launched, it will be possible to post the new finding aids.

      **Established in Cycle:** 2011-2012  
      **Implementation Status:** In-Progress  
      **Priority:** Medium  
      **Projected Completion Date:** 12/30/2012

   c. **Measure: Overhaul Center website**

      The Center will launch a new website in fall 2011.

      1. **Achievement Target:**

         The Center will post emails once a month on Facebook to direct people back to the Center's website to find out new information about the work at the Center.
2. Findings (2011-2012) - Target: Met
   The Center has now been posting items to the Center's Facebook site almost weekly. People have not been directed back to the Center website directly b/c the website was being rebuilt, but those posts have directed people to links on UWA's website to let them know about the work of the Center.

3. Objective: Assist in strengthening the community and K-12 schools in the county
   Use University students to strengthen the community and K-12 schools in the county via Service Learning projects.

   a. Measure: Service Learning projects
   Through Service Learning projects, UWA students will gain an awareness of the local community and the community will receive services they would not normally have access to. The source of evidence will be post-program surveys of students as well as surveys of the community entities that benefitted from the services.

   1. Achievement Target:
      Students will identify an increased level of awareness of the local community via a post-program survey. Community entities receiving services will indicate services were beneficial via surveys.

   2. Findings (2011-2012) - Target: Partially Met
      Though there were a handful of service learning projects this year, the program did experience a decline. The service learning coordinator had some personal and health issues to deal with. She did, however, host a very successful Disaster Preparedness Workshop on Martin Luther King, Jr., Day in response to the April 27, 2011 tornadoes that devastated west Alabama. Representatives from multiple state and local disaster response agencies both gave presentations and attended the event, as well as representatives from the bank, the local drug store, and the vet's office, all offering tips on surviving after a disaster. The S L coordinator also conducted a Junior Achievement school, which teaches 6th graders money management skills. She also coordinated students in the VITA program, which offered income tax assistance to those in low income brackets. Though these community service projects were necessary, they did not follow the idea of service learning per se, in that they did not use pre- and post-activity surveys. Nor was there follow-up with the community agencies involved.

3. Action Plan:
   Hiring new Service Learning Director
   The Center is in the process of conducting a search for a VISTA member to serve as the new Service Learning Coordinator.

   Established in Cycle: 2011-2012
   Implementation Status: In-Progress
   Priority: High
   Implementation Description: Conducting search for new Service Learning Coordinator
Projected Completion Date: 09/01/2011  
Responsible Person/Group: Center for the Study of the Black Belt.

4. Objective: Expand current programs and develop new outreach opportunities
   Increase the number of grants submitted by the Center in order to expand current programs and develop new outreach opportunities.

a. Measure: Sucarnochee Revue Participation
   The Sucarnochee Revue will be broadcast on television. The Center will work to have Alabama Public Television regularly broadcast the show.

   1. Achievement Target:
      The Sucarnochee Revue will seek to add at least two new media outlets to its line-up. To increase involvement of local talent, while simultaneously increasing the show's visibility, Jack White, the host, will sponsor three talent shows in the Livingston area. It is hoped that at least six new acts will result from the talent shows. Also, Jack will host a song-writing class via the continuing ed program. The Center is aiming for at least five students in the class, with a result of 5 new songs.

   2. Findings (2011-2012) - Target: Partially Met
      The Revue did add new media outlets, however the host, Jack White, was not able to host the three talent shows, though he did judge a local show. He also taught the song-writing class, which garnered new songs for the show.

   3. Action Plan:
      Host Talent Show
      The Revue host has been made aware of the need for hosting the talent shows as previously discussed, and he is getting a list of possible dates together.

      Established in Cycle: 2011-2012
      Implementation Status: On-Hold
      Priority: Medium
      Projected Completion Date: 09/01/2012
      Responsible Person/Group: Jack White; Center for the Study of the Black Belt

b. Measure: Increase the number of grants submitted by the Center and its cooperating units
   The Projects and Policy Coordinator will increase the number of grants submitted by the Center and its cooperating units. The source of evidence will be a list of all grants submitted on behalf of the Center and its cooperating units.

   1. Achievement Target:
      The number of grants submitted will increase by 10%.

   2. Findings (2011-2012) - Target: Met
      The Center did increase the number of grants submitted from 12 to 13. Many of these were ultimately funded. Grants were submitted and funded for a new roof for an older house being moved to campus, repairs on the covered
bridge, repairs to two historic churches, as well as a walking trail and signage for the trail, which involved two separate grants. An orchard grant was also submitted. Through the VISTA program, a grant was submitted to create a traveling exhibit for the Black Belt. The Black Belt Archives also submitted a grant for digitization of newspapers. The archives also received funding support for digitizing county records, as well as a travel grant through the VISTA program. The Black Belt Heritage Area submitted a grant for an arts program to create mosaic pieces in three Black Belt counties, and submitted another grant for funding of a similar project in an additional three counties.

c. Measure: Move 2 Historic Buildings
   The Center will oversee the moving of at least one church, and Cedarwood to the UWA campus. These buildings will preserve the architectural culture of the county and the region. At least one of the churches will serve as a chapel, or as the home of the Black Belt Hall of Fame. Cedarwood will serve as the headquarters for the Alabama Review Journal.

   1. Achievement Target:
      The arrival of the four buildings on campus will serve as the indicator that this project has been completed.

   2. Findings (2011-2012) - Target: Partially Met
      The roof is off of one building and the roof is being taken off of the second building. The buildings will be moved by September.

   3. Action Plan:
      Building Moves
      The buildings will be moved by September 1.
      Established in Cycle: 2011-2012
      Implementation Status: In-Progress
      Priority: High
      Projected Completion Date: 09/01/2012
      Responsible Person/Group: Center for the Study of the Black Belt

II. Other Plans for Improvement:

A. Historic Builder/Carpenter
   The Center would like to hire a full-time maintenance/carpenter/builder for the Center to manage the historic properties on campus and those that will be brought here. This person will perform work on the structures, as well as oversee the moving and restoration of the properties.
   Established in Cycle: 2011-2012
   Implementation Status: Planned
   Priority: High
   Responsible Person/Group: Tina Jones
   Budget Amount Requested: $60,750.00 (recurring)

B. Increase Budget for Sucarnochee Festival
   Due to cuts in state grant funding, as well as a decrease in funding from the Sumter County Fine Arts Council, the Center is requesting that the University pledge to
support two folkart demonstrators at the Festival.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Planned  
**Priority:** Medium  
**Implementation Description:** The support of two demonstrators will allow us to maintain the quality festival that we currently have.  
**Projected Completion Date:** 04/26/2012  
**Responsible Person/Group:** Center for Black Belt  
**Budget Amount Requested:** $600.00 (recurring)

**C. New Budget Line - Black Belt Hall of Fame**

In an effort to bring positive attention to the many outstanding citizens that have called the Black Belt home, the Center will reactivate the Black Belt Hall of Fame with an induction ceremony in January 2011. The Center is requesting that the Hall of Fame be given a specific budget line in order to cover expenses of the induction ceremony, including bronze plaques and a formal dinner.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Finished  
**Priority:** High  
**Responsible Person/Group:** Director, Center for the Study of the Black Belt  
**Additional Resources Requested:** A budget line to cover the cost of plaques, the induction ceremony, invitations, etc.  
**Budget Amount Requested:** $10,000.00 (recurring)

**D. New Staff Position - Executive Director, Black Belt Heritage Area**

The third position is Executive Director of the Black Belt Heritage Area. This position would require hiring someone at least 30 hours/week, with a recommended hourly rate of $50/hour. As the Heritage Area has grown, both in prestige and in purpose, the need for hiring an Executive Director has also grown. It is vital that the position be filled with an individual who can devote their time to the task of developing the Heritage Area further and increasing its visibility and viability. The Director will be responsible for securing funding for Heritage Area projects, producing reports and informational articles and press releases about the BBHA, developing yearly action plans and ensuring that they are carried out, maintaining the website, overseeing county project proposals through to completion, and maintaining vital partnerships, including contacts with the governor's office and Alabama's Congressional delegation.

**Established in Cycle:** 2011-2012  
**Implementation Status:** Finished  
**Priority:** High  
**Budget Amount Requested:** $18,000.00 (recurring)

**E. New Staff Positions - Service Learning Coordinator**

The Center for the Study of the Black Belt would like to add three positions to its staff. One position would be a full-time Service Learning Coordinator. Currently, this position is on a part-time basis and is funded through a VISTA assignment. This assignment will end in August of 2011. To maintain the momentum that is building for the program, the Center would like to hire someone to coordinate service learning on the campus on a full-time basis.

**Established in Cycle:** 2011-2012
Implementation Status: Planned
Priority: Medium
Additional Resources Requested: A salary line is needed in order to add this position to the Division of Educational Outreach via the Center for the Study of the Black Belt.
Budget Amount Requested: $39,250.00 (recurring)

F. VISTA Cost-Share Budget Line
UWA is fortunate to have 5 VISTAs serving in Sumter County. Americorps pays for 3 of those VISTAs, while UWA pays the salaries of two VISTAs, which are known as cost-share VISTAs. This was a surprise to us when the VISTA program was moved to the Center for the Study of the Black Belt, and had to pay $20,000 from the Center's yearly budget. The Center director would like to ask that the university assist with paying the cost-share VISTAs.
Established in Cycle: 2011-2012
Implementation Status: Finished
Priority: High
Budget Amount Requested: $20,000.00 (recurring)

III. Analysis Questions and Analysis Answers

A. What specific strengths did your assessments show? (Strengths)
The planning and assessment documents provided a good road map for us to follow to accomplish many things this year. The Center was able to accomplish most of the goals set forth, which is rewarding. The staff at the Center is very goal oriented and dedicated to completing tasks. The Center has been able to contribute a lot to the community through its work this year.

B. What specific weaknesses or challenges did your assessments show? (Weaknesses)
The Center may have been too lofty in a few goals. Having never done some of these projects, such as launching a new website, we were not aware of the time and tasks involved in performing able to complete everything that we set out to do, but we accomplished the majority of our tasks. Before beginning new tasks, the members of the Center staff need to investigate the time and resources necessary for completing the task more thoroughly.

C. What plans were implemented?
All of the plans were implemented except for a few that were not ready for the July planning and assessment document deadline (the moving of the buildings and the linking of external websites to the Center website, for instance) and a couple that fell through the cracks, such as the hosting of the talent shows.

D. What plans were not implemented?
The Center was not able to get the two buildings moved, was not able to post external links to the Center's website, and was not able to post finding aids to the Center's website. There was not an increase in student participation in Service Learning. The host of the Sucarnoochee Revue did not host the three talent shows, though he did find local talent via the Song-Writing class he taught.
E. How will assessment results be used for continuous improvement?
The Planning and Assessment process is so important for keeping the Center on track to be more productive each year. Setting the goals and being tasked with assessing our progress has proven to be extremely beneficial for the work of the Center on campus and in the community. Completing the assessment phase is revealing and shows what has been accomplished. It is possible to feel like we are spinning our wheels, but looking back over the past year, it is evident that a lot has been done. That said, it is apparent that some items simply fell through the cracks, which is not acceptable. The Center will implement an excel spreadsheet system for the 2012-13 planning items that were submitted so that we will not lose track of any plans or goals. It is also apparent that we need to do even more to get students involved in the work of the Center. While a lot has been done with outreach to the community, which is one of the main goals the Center has been tasked with, increased student involvement is very necessary to ensure the viability of the Center on campus. As part of our plans in the following years, more student involvement will be written into the document.

IV. Annual Report Section Responses

A. Key Achievements
The Center for the Study of the Black Belt hosted a successful and well attended Black Belt Hall of Fame induction in March. The director of the Center was interviewed for a Fox 6 news series, "Absolutely Alabama" about the BBQ Clubs of Sumter County. The local arrangements for the taping were coordinated by the Center. The Center launched its reworked website at the beginning of July. The archivist processed 8 collections consisting of approximately 75 cubic feet of materials. The Center submitted a grant to make repairs to the covered bridge on campus. Members serving in the VISTA program created four museum exhibits, interviewed over 75 citizens, hosted over 100 students in arts education programs, harvested over 300 servings of food via the community garden program, and coordinated seven service learning and community service projects. The Center also hosted three authors on campus who gave discussions about their works. Through the Black Belt Heritage Area, staff members at the Center conducted mosaic workshops in three Black Belt counties, providing arts education to students in poor, underserved educational settings.

B. Staff Achievements
- The Director of the Center Appointed as At-Large member of AHA Executive Committee Primrose Club
- Recording Secretary Testified as expert witness on importance of Westwood, a historic home in Perry County
- Appointed to Maritime Advisory Council by the governor of Alabama
- Served as a grants reviewer - Community Arts Project - ASCA
- Served as a grants reviewer - Folklife Grant Program - ASCA
- Wrote and Awarded grant for $98,500 to move Christian Valley and Elizabeth Church
- ASCA Folk Arts Apprenticeship Grant Reviewer
- Attended 2012 Alabama Historical Association fall pilgrimage in Tuskegee
- Chair caning demonstrator - Clarke Co. Pioneer Days
• Attended Alabama Trust for Historic Preservation Lyceum - Mentone/Ft. Payne
• Served as a Guest lecturer on African American history in the Black Belt for the Black Belt Natural History course
• Gave a presentation on the BBQ Clubs of Sumter Co. to Primrose Club
• Attended ATHP Lyceum - Mobile
• Quilted with the Gee's Bend Quilters at their workshop
• Gave a Presentation to Alpha Delta Kappa about moving historic buildings to campus
• Gave a presentation on the Black Belt Heritage Area to the TRIAD club, Marion
• Served as a Rosenwald School Conference grant scholar
• Charter Member of Cahawba Genealogical and Hist Society
• Organized speaking event for author Waights Taylor
• Organized speaking event for author Aileen Henderson

C. Public/Community Service
Through the Service Learning VISTA, the Center hosted a disaster preparedness workshop on Martin Luther King, Jr., Day. The Service Learning coordinator also hosted a Junior Achievement Academy, which took UWA students into the schools to teach 6th graders financial management skills. The Service Learning Coordinator also coordinated the VITA program, which provided income tax assistance to lower income earning individuals. Service learning projects in UWA classes included WISE GEMS, which uses UWA students to encourage young girls to participate in science and engineering by showing them important women in science. Working in conjunction with the Sumter County Historical Society, the Center is coordinating the move and restoration of three antebellum structures to save them from demolition and destruction.
## ANNUAL PLAN

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<thead>
<tr>
<th>Item</th>
<th>Approved</th>
<th>Remarks</th>
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<tbody>
<tr>
<td><strong>Goals</strong></td>
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<tr>
<td>Goals are broad statements describing what the unit wants to accomplish. Goals relate to both the unit's mission and the University's mission. The goal(s) is stated as the University goal(s) a unit is attempting to meet.</td>
<td>YES</td>
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<td></td>
<td>NO</td>
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<tr>
<td><strong>Outcomes/Objectives</strong></td>
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<tr>
<td>Outcomes and objectives are statements that describe in some detail what the unit plans to accomplish. Outcomes/objectives are associated with all applicable goals, strategic plans, standards, and institutional priorities.</td>
<td>YES</td>
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<td></td>
<td>NO</td>
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<tr>
<td>Objectives are active-verb descriptions of specific points or tasks the unit will accomplish or reach. Outcomes are active-verb descriptions of a desired end result related to student learning and the unit's mission.</td>
<td>YES</td>
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<td>NO</td>
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<tr>
<td><strong>Measures</strong></td>
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<tr>
<td>Measures are statements to judge success in achieving the stated outcome or objective. Measures contain information on the type of evidence and assessment tool that a unit will use to verify if stated outcome/objective has been met.</td>
<td>YES</td>
<td></td>
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<td></td>
<td>NO</td>
<td></td>
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<tr>
<td><strong>Achievement Targets</strong></td>
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<tr>
<td>Achievement targets are the thresholds that the measures must meet for the unit to determine that it has been successful in meeting its specified outcomes/objectives. Achievement targets are measurable statements.</td>
<td>YES</td>
<td>&quot;While we need to ensure that the achievement targets are written as measurable statements like the findings.&quot;</td>
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<tr>
<td></td>
<td>NO</td>
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# Self-Study

<table>
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<tr>
<th>Item</th>
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<tbody>
<tr>
<td>Findings</td>
<td>YES</td>
<td>I will emphasize that action plans can also be written for a target that was not met. I think if we do this, our planning and assessment documents will be even more meaningful.</td>
</tr>
<tr>
<td>Action Plans</td>
<td>YES</td>
<td>Some of these are particularly strong in detail.</td>
</tr>
<tr>
<td>Annual Report</td>
<td>YES</td>
<td></td>
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<tr>
<td>Analysis Report</td>
<td>YES</td>
<td></td>
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**Approved by:**  
Signature of Dean or Vice President:  
Date: 7/30/2012

**Received by OIE:**  
Signature of Coordinator of Planning and Assessment:  
Date: 8/19/12