

UNIVERSITY OF WEST ALABAMA

STRATEGIC PLAN 2004/2005 – 2009/2010

VISION

To be nationally recognized for transforming the Black Belt into a region with an appealing quality of life

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
- Vocation
- Culture
- Social discourse
- Character
- Community service

STANDING UNIVERSITY GOALS

- 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
- 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.

SPECIAL STAKEHOLDER GOALS

Board – Develop and maintain a positive and cooperative relationship with the Board

Faculty – Recruit and maintain highly qualified faculty from diverse ethnic and geographic backgrounds

Staff – Attract and retain highly qualified and diverse staff

Graduates – Provide quality programs that are accessible to qualified students, particularly those who are employed and seek to enhance their professional credentials

Undergraduates – Raise student success rates through improved student counseling and enhanced quality of residential life and extracurricular experience

Potential Students – Work through high schools in target counties to communicate the quality and benefits of attending UWA

Alumni – Foster a closer connection between alumni and UWA

Competition – Identify and understand the competition and develop strategy to meet the threats

Government – Develop relationships that help UWA communicate the value of the institution to the region and the state

Community – Address the major educational, social, and economic issues of the region through distance learning, research, service, and partnerships with both the public and private sectors

STRENGTHS

- Rich academic environment
- Faculty-student relationship
- Caring faculty and staff
- Quality programs
- Campus setting
- Good students
- Additional training and experience outside the classroom

- Fringe benefits for faculty/staff

WEAKNESSES

- Facilities
- Lack of undergraduate online registration
- Lack of faculty diversity
- Lack of recruiting scholarships
- Compensation/salary
- Lack of succession planning

OPPORTUNITIES

- Alabama Black Belt
- Alabama/Mississippi industrial park
- Partner with community colleges
- Partner with local school systems
- Students/faculty in community service
- Leadership role in the Commission on the Future of East Mississippi and West Alabama
- Leadership/involvement in regional economic development
- Distance learning
- Building additional relationships with political leaders
- Enlisting students in recruiting

THREATS

- State funding
- Lack of part-time job opportunities for students
- Competition from community college in Demopolis
- Declining population
- K – 12 education system
- Amenities and services in local community
- Possible government mandates
 - Out-of-state tuition
 - Remediation at two-year colleges
 - Viability review

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OBJECTIVES/SCORECARD

	2004	2005	2009
Enroll - Traditional			
Graduate	420	450	500
Undergrad	1,800	1,875	2,500
Total Traditional	2,220	2,325	3,000
Enroll - Online			
Graduate	550	1,000	3,000
Undergrad	50	100	250
Total Online	600	1,100	3,250
Total All Students	2,820	3,425	6,250
Grants (\$Thousands)	400	400	2,000
First time freshmen	322	340	450
Retention	57%	59%	65%
Trustee Scholarships	148	200	250
Alumni Scholarships	18	30	45
Grad rate %	33%	35%	40%
Term degree faculty %	68%	75%	90%
Average ACT score incoming	19.33	21	22.5
Transfer students #	209	250	300
Minority faculty	9	11	15
Minority professional staff	7	10	12

ASSUMPTIONS

- State funding as a percent of budget will continue to decline over five years.
- Tuition will continue to increase faster than the rate of inflation.
- Population of traditional college bound students will continue to decline in the primary service area.
- The market of non-traditional students will grow.
- The transition in faculty/administration that is underway will bring new ideas while preserving the traditions.
- Alumni would like to stay connected to the university.

ASSUMPTIONS

- The SACS probation will be lifted by 12/04.
- There will be a change in the membership of the Board.
- The desire for help among K-12 schools will grow.
- The demand for K-12 teachers will continue to grow long-term.
- Amenities will become a more important part of the university selection process among students.
- Competition for a limited number of students will grow.
- The use of appropriate technology will grow in the classroom.
- Online and other new approaches in education will become a growing part of the university.
- A dynamic environment will require additional planning and assessment.
- There will be a growing interest in the Black Belt and greater resources to support research and development, but competition for these resources will also grow.

CRITICAL ISSUES AND ACTION PLANS

Fundraising

- Cultivate new funding through grant writing
- Evaluate the option of a full-time development person
- Design a fundraising plan

Scholarships

- Evaluate the impact of scholarship increases and re-budget accordingly
- Look at ways to fill clerical jobs with students instead of filling vacancies with full-time staff

Online Administration

- Evaluate administrative needs of the online program at the end of each session

CRITICAL ISSUES AND ACTION PLANS

Facilities

- Update the facilities plan over the next year

Technology

- Develop a central budget process for refreshing technology and fund it

Community/Partnership

- Apply for grants to fund the Regional Center for Community and Economic Development
- Look for donors interested in helping the Black Belt

Image

- Remove probationary status and implement public relations campaign to communicate change in status
- Communicate the successes of the faculty, staff, and students

Retention

- Move faculty/staff salaries to the average for regional institutions in the state within three years - funded by increases in enrollment and tuition
- Investigate a merit-based system for faculty
- Consider staff merit system after faculty system is implemented
- Increase operating funds to support faculty development

Network upgrade

- Replace current administrative computing system
- Upgrade networking system

Student Housing

- Gather proposals from private organizations to supply student housing on campus
- Investigate converting existing housing to office and classroom space
- Research converting other housing to suites