



UNIVERSITY
of MOBILE

Higher Education for a Higher Purpose

Core Value 1: Strengthen the Christ-Centered Focus of the University

1.1	Cultivate a strengthened conviction among the administration, faculty, and staff for the University's Statement of Christian Affirmation.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Refresh University-wide orientation program for full-time and adjunct new faculty	Evaluation of orientation	Phase 2 - Recommendations from faculty development committee to refresh Full time faculty orientation	Provide resources for new faculty during an initial orientation, as well as digital resources for future use.	Recommendations from faculty development chairman and will be incorporated into planned changes for Fall 2024.	Recommendations will be used to redesign faculty orientation for Fall 2024 with an assessment to follow.	Office of Academic Affairs
[2]	Implement Christian Worldview in to nursing courses to fosters an understanding of the biblical underpinnings of the University.	Faculty Evaluation Advisor Evaluation	2022-2023	Strengthened Christian Affirmation and introduce non-believers to Christ.	100% of undergraduate students are enrolled in one to two Christian Worldview courses.	Continue to strengthen and encourage a Christ-Centered focus in all nursing courses.	Nursing Faculty Nursing Advisor Administrative Staff
[4]	Develop and implement a University-wide ongoing professional development program for existing faculty and staff to foster an understanding of the Christian Intellectual Tradition.	Average number of participants attending professional development session.	Professional Development events were planned monthly during the fall and spring of 2023-2024.	A minimum of ten faculty members will participate in each professional development session.	Yes. A minimum of seven faculty members participated in each professional development session.	To determine the effectiveness of the professional development sessions by reviewing attendance patterns; develop a plan for improvement that will encourage other faculty to attend.	School of Education
1.2	Intensify the integration of intellectual Christian tradition throughout the academic disciplines.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Equip students with career and life training through a Christian worldview of their chosen profession	Course evaluations	Yearly	80% Strongly Agree or Agree that they "learned to apply Christian faith and beliefs in my life & career.	SHSS students had 88% of the students strongly agree or agree with a mean average of 4.51 compared to all UM programs mean average of 4.35.	Continue to be intentional about incorporating Christian Worldview into our discussions about our professions	Lori DeLong and All KIN Faculty
[2]	Equip students with career and life training through a Christian worldview of their chosen profession	Course evaluations	Yearly	80% Strongly Agree or Agree that they "learned to apply Christian faith and beliefs in my life & career.	SHSS students had 88% of the students strongly agree or agree with a mean average of 4.51 compared to all UM programs mean average of 4.35.	Continue to be intentional about incorporating Christian Worldview into our discussions about our professions	Lori DeLong and KIN Faculty

[3]	Encourage instructors to emphasize a Christian worldview on course syllabi.	Review of Course syllabi	Continuous	80% of instructors in the College of Arts and Sciences will stress the Christian intellectual tradition in their courses	33% of instructors included a specific statement of Christian worldview in their syllabi.	This measure was not met. The percentage of faculty did not change. The desired outcome will be adjusted accordingly. And, in 2022-2023, CAS will make a concerted effort to include a statement of worldview on syllabi AND review during the course.	College of Arts & Sciences
4]	Encourage instructors to emphasize a Christian worldview on course syllabi.	Review of Course syllabi	Continuous	80% of instructors in the College of Arts and Sciences will stress the Christian intellectual tradition in their courses	75% of instructors included a specific statement of Christian worldview in their syllabi.	While a substantial improvement over the previous academic year (which saw 33%), we did not meet the goal. However, data shows that many of the instructors who failed to do so were adjuncts. CAS will make a concerted effort to encourage adjuncts to stress the Christian intellectual tradition in course syllabi and instruction and maintain the 80% goal for all instructors.	College of Arts and Sciences Faculty
[5]	Introduce students to Christian faith integration into disciplines through Gen Ed courses CST 101 and CST 110.	Review of Course syllabi	Continuous	100% of instructors in the School of Christian Studies will integrate Christian worldview into their course curriculum.	Outcome met. 100% of faculty and adjuncts integrate Christian worldview in every course, not only CST 101 and CST 110.	Though the outcome was met, SCST faculty continue to create and review productive ways to assess and improve Christian worldview integration.	SCST Faculty
[6]	Encourage Nursing faculty to show and share their Christian experiences to encourage and motivate students.	Faculty Evaluations	Each Semester	100% of faculty participation in biblical principles and share their Christian experiences to encourage students.	Faculty prayed and shared scriptures with students each semester. The graduate faculty provide video conferences, and send cards and letters to encourage students.	The faculty will continue to integrate Christian Worldview throughout the curriculum.	Dean, School of Nursing Graduate Dean Undergraduate Chair Faculty Undergraduate Advisor
[7]	Create learning environments that are welcoming and supportive of all students	Evaluations	2022-2023	Enhanced self-awareness. Integrate inclusiveness and equity among all students	Undergraduate nursing students participated in various community service projects each semester.	Community service projects are included in undergraduate courses. The students, faculty, and staff work together; thereby improving community relationships and inclusiveness.	Dean, School of Nursing Graduate Dean Undergraduate Chair Faculty Undergraduate Advisor
[8]	Integrate Christian Worldview throughout the nursing curriculum	Student evaluations Faculty evaluations Colloquium attendance	2022-2023	Christian Worldview is fully integrated in all nursing courses	Christian Worldview is fully integrated in all nursing courses	The faculty will continue to promote the message of Jesus within all nursing courses.	School of Nursing Faculty

[9]	The School of Education will participate in a minimum of two community projects each semester.	Task completion and average number of students participating	At least two projects per fall and spring semesters in 2022-2023	An average of 15 students will participate in each project.	Yes. An average of 20 students participated in each project. <u>Fall projects:</u> 1) Booktalks; 2) Mums sale fundraiser; 3) Literacy boxes assembled and delivered to k-4 students and six teachers at Chickasaw Early Learning Center. <u>Spring projects:</u> 1) Read-A-Louds; 2) Plant sale	This information will be shared with the ALSDE (Alabama State Dept. of Education) and CAEP (the national accrediting agency for Educator Preparation Providers [EPP]). Both of these organizations expect EPPs to be highly engaged with community stakeholders.	School of Education
[10]	School of Education instructors of methods courses include lessons on how to incorporate Fruits of the Spirit activities into teaching (Early Childhood, Elementary, and Collaborative Special Education methods courses)	Students' Dispositions Assessments	Fall and Spring semesters of the 2022-2023 academic year	Methods students will have a better understanding of how to incorporate the Fruits of the Spirit in public/private school settings.	Yes. All students enrolled in the methods courses acquired a better understanding of how to incorporate the Fruits of the Spirit in public/private school settings as determined by the Students' Dispositions Assessments.	Because student comments were very positive about the Fruits of the Spirit activities, we will continue to use these activities as a way to show students who to use their spiritual gifts when they become teachers.	School of Education
[11]	Integrate faith in teaching and learning	EBI Question 2	2019-2023	Mean score of 5 or more on EBI	Average result for this questions for 2022-2023 was 5.77. This was an insignificant increase from the previous year's results, but a decrease from the 2020-21 results.	Faculty will regularly present best practices to incorporate faith and learning in faculty meetings.	Grace Pilot School of Business

1.3	Broaden opportunities to communicate the Christ-centered story of University of Mobile.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Communicate the Christ-centered focus of the University in all published materials presented to internal and external audiences	Archives	Duration	90% or more of the published stories have Christ-Centered focus	90% or more of the published stories during this period have a Christ-Centered focus	Strategy was successfully completed and we will continue this practice in 2023-2024	Led by VP for Marketing and Public Relations

[2]	Further describe the core values with a narrative that explains the desired achievement of the University and students	Update website with new content.	Continuous	Update the website to include extra content. Utilize social media.	Additional content has been added to the website and social media used to highlight the desired achievements of the university and students.	We will continue to regularly assess the website to keep content current and consistent with the university's core values and student achievement.	Led by VP for Marketing and Public Relations
[3]	Develop and distribute internal reports of activities and successes to be shared with Board of Trustees	Distribution of report	Fall 2023	Resources needed to publish an annual report.	An Annual Report was published and distributed to the Board of Trustees in October 2022.	We will continue to publish an Annual Report for Trustees and share with relevant audiences.	Led by VP for Marketing and Public Relations
[4]	Create diverse interpersonal experiences across the curriculum at program, college and community level that promote inclusion and respect for diversity	Student evaluation Faculty observations	2022-2023	Students will effectively engage with other students, faculty, and staff across a range of cultural, racial, ethnic and spiritual backgrounds to promote diversity and inclusion.	UM nursing students are from diverse backgrounds and cultures. 100% of nursing faculty, staff, and advisors promote inclusion, diversity, and respect for all students.	Improvement is ongoing and effective in promoting community inclusion and diversity.	Dean, School of Nursing Graduate Dean Undergraduate Chair Faculty Undergraduate Advisor
[5]	Develop and distribute internal reports of activities and successes to be shared with Board of Trustees	NCLEX scores, Nursing annual strategic plan	2022-2023	100% NCLEX pass rate, 2022 100% of the FNP students passed the licensure exam, 2022	Unit exams, quizzes, and Integrated exams/ remediation and other strategies were used.	Continue improving NCLEX and FNP preparation, whether face-to-face or virtual.	SON Nursing Faculty Dr. Julie Hughes, Simulation Coordinator and Testing expert for Undergraduate students.
[6]	Engage with Lesa Moore, the Vice President for Marketing and Public Relations · University of Mobile on a monthly basis to discuss how to disseminate information about the Christian perspective in the School of Education	Number of stories that are published about the School of Education by UM's Marketing Department	2022-2023	Excellent engagement with Lesa and her staff. Several stories were published about SOE faculty members and/or students.	Met	Continue to meet with Lesa on a monthly basis during the Fall and Spring semester of 2023-2024.	School of Education
1.4	Foster and enhance the partnership with the Alabama Baptist State Board of Missions, the Southern Baptist Convention, and Christian institutions as well as the Baptist churches.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Establish avenues to enhance partnerships with Baptist churches.	Speaking Engagements at Baptist churches, association meetings, and related events	22-23 Academic year	Speak at least 15 Baptist churches, associations, or related events	Spoke at 10 Baptist churches; 2 associational meetings	Continue to seek ways to enhance partnerships with the ABSBOM, the SBC, Christian institutions, and Baptist Churches	Office of Advancement, President, Executive Director of Center for Christian Calling
[2]	Sustain a strong partnership with the Alabama Baptist State Board of Missions and Southern Baptist Convention.	Attend Southern Baptist Convention and State Board of Missions meetings	22-23 Academic year	Attend at least 5 ASBOM and SBC Events	Attended the SBC convention; AL Baptist Annual Meeting; 6 SBOM meetings	Continue to seek ways to enhance partnerships with the ABSBOM, the SBC, Christian institutions, and Baptist Churches	Office of Advancement, President, Executive Director of Center for Christian Calling

[3]	Enhance relationships and serve as needed in supporting other faith-based institutions	Foster outreach opportunities with faith-based institutions	22-23 Academic year	Participate in programs involving other faith-based institutions	Hosted community sunrise service; Partnered with 2 Christian schools; Sponsored 1 charity event table; Spoke at 2 men's groups	Continue to seek ways to enhance partnerships with the ABSBOM, the SBC, Christian institutions, and Baptist Churches	Office of Advancement, President, Executive Director of Center for Christian Calling
[4]	Maintain ministry partnerships with Baptist and Christian organizations		On-going	Develop and maintain ongoing network partnerships with Baptist and other Great Commission ministries and agencies	Alabama State Board of Aid, AL State Board of Missions, Friends of Nazareth, International Gospel, Lebanese Society for Educational & Social Development, Mobile Baptist Association, Nazareth Baptist School, North American Mission Board	Recognized a significant need for a Ministry Advisory Council to provide practical assessment of ministry programs, networking for recruitment and financial support for expanding programs.	Executive Director of Center for Christian Calling

1.5	Advance Christ-centered relationships throughout the University and in partnership with the community.
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Student involvement in weekly church ministries	Self-reporting by students weekly	2022-2023	100% of traditional ministry students participating	All traditional students participated in weekly ministry activities during the semester.	Recognized a need for individual student interviews for assessment at beginning and end of semester.	Student Life, Academic Areas, and Executive Director of Center for Christian Calling

1.6	Enhance the organizational structure and programs of the Office for Student and Campus Life to foster opportunities for intentional student spiritual growth and socialization.
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Provide campus opportunities for biblical community and gospel exposure.	Number of participants and frequency of events.	2022-2023	weekly and monthly opportunities for gospel exposure and biblical	multiple opportunities were offered on campus for biblical community	Student feedback from previous years and building upon ministry opportunities that were found to be beneficial.	Student Life
[2]	Continue to enhance the quantity and quality of residential and co-curricular student life activities.	Calendar, NSSE, Ram Rundown	2024	Count of events, evaluations, 2024 NSSE	NSSE to be given Spring 2024	N/A	Student Life

Core Value 2: Promote a Student-Devoted Atmosphere Throughout the University

2.2	Increase the number of meaningful student-life activities that promote service to the University and community.
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
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[1]	Produce an exceptional Christmas Spectacular event for the 20th anniversary	Feedback from community, attendance	Fall 2022	Public relations, increase alumni engagement	Tickets sales were up over last year and the number of social media impressions were also higher than last year.	Feedback from sponsors, students, faculty and President utilized in planning for next event.	ASOTA
[2]	Provide monthly service opportunities	community and university need	On-going	students would play a part in serving the community and university.	A monthly serve day was done throughout the school year.	We are surveying the student participants and service project locations to continue or expand future project opportunities.	Student Life, Academic Areas, and Executive Director of Center for Christian Calling
[3]	Implement strategies to offer alternative ways to promote student events and programs.	# of events	On-going	Build Community by multiplying the type and frequency of events	We hosted 284 student life, ministry & rez life events. We offered activities for 11 intramural sports. We introduced 16 new type of events.	We added to our overall events and saw greater attendance at new type events. We will continue the successful new events and build on the 284 total events. Pushing to 300 next year.	Student Life

2.3	Provide enhanced opportunities for mentoring and fellowship among faculty, staff, and students.						
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Provide opportunities for traditional enrolled students to be engaged in at least one fellowship (or study group) opportunity during their tenure as a student at the University	Student feedback from Praxis Reading Test study sessions and passing rate on the Praxis Reading Test	Fall and spring semesters during 2022-2023	SOE students who are required to take the Teaching Reading Praxis Test will attend at least one study session and will pass the test.	Multiple study sessions were offered by Dr. Karen Dennis to help students study for the Teaching Reading Praxis Test. All students who were required to take the test attended at least one study session and passed the Praxis Reading Test.	Students were appreciative of the mentoring sessions regarding the Foundations of Reading Praxis. Comments from students regarding the mentoring sessions will help mentoring sessions become even more successful in the future. SOE faculty will continue to monitor Praxis results in an effort to identify areas of weakness in students. We will use this information to improve instruction.	School of Education Faculty
[2]	Develop opportunities for formal and informal interactions between students and faculty members in providing mentoring opportunities for students	Number of advising sessions	Fall and spring semesters during 2022-2023 and summer semester as needed	Advisors will meet with their advisees a minimum of one time during each semester.	All advisors met with their advisees at least once per semester. Advisors often met with advisees even more frequently.	SOE advisors will continue to be available to students throughout each semester.	School of Education Faculty

[3]	Enhance the mechanism(s) of student mentoring to foster the retention and success of students	Use of long-range plans during advising sessions	Fall and spring semesters during 2022-2023 and summer semester as needed	Advisers will include additional mentoring during their advising sessions by discussing long-range plans with advisees.	Advisers discussed long-range plans during advising sessions.	Advisers will use self-evaluation to improve their mentoring efforts.	School of Education and Academic Affairs
[4]	Develop KIN club lunch and learns and volunteer activities where students and faculty can learn and serve together	Schedule two lunch and learns and two volunteer activities per academic year	2022-2023 year	Have 60% participation from KIN majors	The KIN Club started slow in the fall but rebounded in the spring with a Lunch & Learn with a local Chiropractor/Physical Therapist in January, Health Fair in March, and KIN Club newsletters throughout the semester. An application for Exercise is Medicine Initiative for UM campus was submitted.	Officers were elected at the end of the spring semester to start planning activities for fall and spring.	Lori DeLong Heather Smith
[5]	Provide student with semester by semester and course progression by spring of sophomore year until graduation	Electronic degree sheet with semester by semester progression for graduation	Spring of Sophomore year	100% of students will be provided electronic degree sheet and progression to graduation	100% were provided the electronic degree sheet and 90% a progression their sophomore year	Ensuring that all students have a course progression to know semester by semester plan for graduation by beginning of junior	KIN Advisors
[6]	All faculty will be available to advise students specific to their area of expertise.	Student evaluations of faculty advisement	Per academic year	100% of faculty will score 3.0 or higher on 5 point scale	100% did score 4.0 or higher	The response rate for academic advisors campus wide was horrible. Only 18 majors of the 123 possible in SHSS responded to the survey.	Lori DeLong and KIN Advisors
[7]	Request degree audit during spring advising of junior year for each junior student	Degree Audit from Registrar	Junior year	100% of second semester juniors will have a degree audit from registrar	100% of second semester junior level students had a degree audit requested for graduation. Since we changed to a new system (Self-Service), the registrar is having to change their degree audit format. Once that is accomplished then students will receive their audits.	Ensure that all have received a degree audit by updating the advising roster each semester	KIN Advisors

[8]	Faculty in the College of Arts and Sciences will host off-campus events for students	Number of off-campus events; SSI item 43	Per academic year; SSI administered in Spring of even years	Number of off-campus events will increase each year; Importance/satisfaction gap of < 0.50 on SSI item 40	CAS hosted two off-campus events, both specifically for the UM Honors Program.	While the number of off-campus events did increase (especially given the lack of events during COVID), the events were limited to a subsection of the student population. CAS will reevaluate this goal to determine whether it should carry over.	College of Arts and Sciences Faculty
[9]	The College of Arts and Sciences will sponsor the Ram Legacy program for first generation students	Number of participants in Ram Legacy events	Per academic year	Number of participants in Ram Legacy will increase by 20%	Ram Legacy averaged 12 students per meeting, an increase of 25%.	Ram Legacy had one of its best years with a significant increase in participation. This year, leadership will transition from Mme. Brousseau to the Student Success Office, so we will hope to maintain that success moving forward.	College of Arts and Sciences Faculty
[10]	All College of Arts and Sciences faculty will be available for advising students	Student evaluations of faculty advisement; SSI items 10, 16, 21, and 38.	Per academic year. SSI given in Spring of even years.	100% of faculty will score at 4.0 or higher on a 5 point advising evaluation scale; Importance/satisfaction gap of < 0.50 on SSI items 10, 16, 21, and 38	No data collected this cycle.	While no data was available from the SSI, advisor evaluations were overwhelmingly positive (4.79/5.0 average). CAS will consult the SSI from Spring 2024 for additional data.	College of Arts and Sciences Faculty Advisors
[11]	Provide opportunities for traditional students to be engaged in at least one fellowship opportunity with upper level students to create inclusiveness	Student evaluations	2022-2023	Consistent support is provided to students. Faculty and staff promote professional growth	Upper and low level students participate in UMAN activities	Continue to improve inclusiveness efforts	SON Faculty and Staff
[12]	Orient/support all faculty/staff- new and existing	Faculty evaluations	2022-2023	Professional growth and collaboration in a holistic manner	Orientation is provided to all new faculty.	Continue provide ongoing mentoring of faculty	Dean Department Chairs and Faculty
[13]	Enhance the mechanism(s) of student mentoring to foster the retention and success of students	Student evaluations	2022-2023	Mentoring is provided to nursing students	100% of the SON faculty and staff provide mentoring as needed every semester.	Continue efforts to improve retention through mentoring and other strategies.	Academic Affairs and School of Nursing

[14]	Evaluate, develop, and implement improved models of student advising to achieve students competencies at each level of progression	Student evaluations Faculty evaluations	2022-2023	Achieve a culture of intellectual growth through effective faculty-student, advising, education and mentoring. Increased student	Faculty evaluations were > 4, which is the desired score.	Efforts to improve are ongoing.	School of Nursing
[15]	Evaluate, develop, and implement improved models of student advising	Publish revised student adviser handbook.	Annual	Rewrite handbook	Handbook has been updated and published in Faculty Resources, Canvas site as reference for faculty advisers.	Identified the need to conduct a faculty survey of advisers. Scheduled to be completed in April.	Academic Affairs and Faculty
[16]	Provide opportunities for traditional enrolled students to be engaged in at least one fellowship opportunity during their tenure as a student at the University	Number of fellowship opportunities offered during the academic year	2019-2023	At least 50% of currently enrolled Business majors will attend the events during the year	During Fall 2022, the annual Trim the Tree event was held where more than 75% of enrolled Business majors participated. During Spring 2023, the	Whereas the Fall event occurs over several days, the cookout is a one-day event and is dependent on students' class schedules. While this difference was noted the last two	Grace School of Business

2.4	Expand the services of the Student Success Center.						
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Keeping the needs of our students at the center of our decisions and actions	Student Evaluations	2022-2023	100% satisfaction	Faculty evaluations were acceptable	Continue to improve efforts to keep the students at the center of decisions and actions	SON Faculty Dean
[2]	Equip Schools & Colleges with better instructions and purpose of data. Revamp Grad Fair. Change promotion strategies	Survey Response Rate	2023	Increase in First Destination Response Rate	The responses increased from 2022 to 2023 by 73%. The response rate from 2022 to 2023 increased from 33% to 55%	Continue to work with Deans to improve the response rate.	Career Services

Core Value 3: Deliver a Distinctively-Driven Process for the University

3.1	Implement a business and human resources model that ensures the long-term financial stability of the University.						
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Effectively manage current financial resources to provide a balanced budget on an annual basis	Budget/Board minutes	Annual	Proposed budget with revenues in excess of expenses	Balanced budget approved by BOT with revenues over expenses	Use variances in budget to assist in make adjustments for next cycle.	Led by President
[2]	Establish a financial model to reduce long-term debt	Debt reduction on balance sheet	2025	Reduce University debt to reduce interest expenses	Reduced debt by 3.9 million over last three years.	In 2025, we will be able to restructure the bonds and further reduce debt.	VP for Business Services
[3]	Strive to consistently improve financial composite indicators	Composite score calculated by the Department of Education	Annual	Improved DOE Financial Responsibility Composite Scores	Maximum Score is 3.0. 2019 1.6 2020 2.9 2021 3.0 2022 3.0* 2023	Scores indicate improved and sustained financial stability.	VP for Business Services

[4]	Update HR and Business Services software to promote efficiency and accuracy	Go live	2023	Complete set-up and go-live	Transition to Ellucian completed September 2023.	Improved efficiency.	VP for Business Services
[5]	Develop business opportunities that generate non-tuition revenue for the University	Increase in non-tuition revenue	On-going	Evaluate Timber Management Program; Develop income stream	Engaged timber management company July 2023.	Reduced risk of forest fire damage and eventual revenue from sale of timber	Led by VP for Business Services
[6]	Maximize the management and efficiency of University-based contracts	Maintain or decrease contract related overhead expenses	On-going & annual	Decrease the budget impact of increase contract expenses.	In November 2022, we moved security from a contract service to a University function.	Continue to monitor expenses, and labor market issues, realign reporting structure.	Led by President
[7]	Staff training for business positions	Other staff able to complete tasks for each position.	2023	Cross training for all positions in the Business Office	In process.	Confidence in continued operations in times of possible illness or other absence of	By VP for Business Services.
[8]	Identify new recruitment markets, new program opportunities and collaborations to grow enrollments as the college resource reallocation process allows	Student evaluations	2022-2023	Increased Enrollment Increased Recruitment and Marketing Stakeholders Input New Program Development	A New Associate Degree Program started Fall, 2022	Continue to improve efforts to recruit, enroll, and retain students.	VP for Enrollment Services and Student Life, VP for Academic Affairs, and Marketing

3.2 Develop a business model to support the enhanced delivery of excellent customer service.

Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Improve onboarding and orientation process for new employees	Views	Fall 2022	Develop a webpage for onboarding new employees	Research was conducted to assess the onboarding needs of various departments.	Research was used to develop an outline for an onboarding process to implement by Fall 2023.	VP for Marketing
[2]	Keeping the needs and desires of members and those we serve at the center of our decisions and actions	Evaluations	2022-2023	Customer service, 100% satisfaction	Faculty Evaluations were > 4, which is the desired outcome	Continue to improve efforts and keep students at the center of decisions and actions	School of Nursing Dean/ Faculty
[3]	Develop faculty training content for advisers based on advisers evaluations completed by students vs. survey of advisers completed by faculty advisers	Evaluation results	2023-2024	Analysis that will be used to inform faculty development committee and QEP committee	Completed adviser survey in Spring 2023. Implemented the BCSE and made plans to conduct faculty training for the tool.	Continuing to use results for Fall and Spring Ignite conferences. Making results available to Faculty Development Committee for planning purposes.	Academic Affairs

3.3 Establish an enrollment strategy that allows for increased enrollment while improving the academic profile of students and supporting student achievement goals.

Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Increase avenues to broaden the recruiting reach and venues for attracting prospective students	# of students recruited from out of area	Ongoing	Increase prospects and enrolled from areas outside of Alabama	Enrolled 81 FF from Outside of Alabama, a 36% increase over FA22	Use enrolled students to identify possible schools to target next year.	Enrollment Services and Student Life
[2]	Hosting events for high schools to visit campus	# of students visiting with high schools	Annual	Increase the number of seniors visit to campus	Increased # of visitors to campus by 1% over 2022	Begin to determine what can be done to increase our capacity to handle additional visits	Enrollment Services and Academic Affairs

[3]	Broaden reach of recruitment processes for traditional students through external consulting and partnerships	% of prospects that applied and matriculate	Ongoing	Partner with consultants to score students on likelihood to enroll and analyze recruiting strategies	Partnered with RNL Forecast plus for model scoring. Increased Matriculation rate by less than 1%	Continue use of this service	Enrollment Services
[4]	Strengthen relationships with churches and recruit more students from churches	# of visits	Ongoing	Added back church visits and a stackable ministry scholarship	Continued to visit churches via president, ASOTA, and providing lunch for seniors in youth groups	Begin to determine what can be done to increase our capacity to handle additional visits	Enrollment Services Center for Christian Calling
[5]	Strategically establish an enrollment plan that allows for increased enrollment while increasing the average ACT and GPA of first-time freshmen	Average ACT and average g.p.a	2023	Continue average ACT increase	Began test optional admission in FA20 and have continued for FA23.	Investigate options to study the reliability of high school grades	Enrollment Services
[6]	Establish and implement transfer articulation agreements with community colleges with evidence of increased enrollment of transfer students	# of students	On-going	Stronger relationship with local community colleges	Transfer enrollment increased by 34 students (42.5%) from FA22 to FA23	This may become more attainable with addition of certain programs. Keep goal for next year.	Enrollment Services
[7]	Increase dual enrollment opportunities for high school students	# of students	On-going	Increase partnerships/enrollment	Increased Dual Enrollment from 490 to 505	We have encountered some competition for students but continue to look for new partners	Academic Affairs and Enrollment Services
[8]	Increase undergraduate new students	# of students	On-going	Increase in numbers	Saw an increase of 60 students	Use data to continue to enhance our retention strategies. Assemble faculty and staff focus groups, IR to formulate new strategies.	Enrollment Services
[9]	Increase graduate student enrollment	# of students	On-going	Increase in numbers	Saw a decrease of 14 students	Restructured some staff members job assignments in enrollment to be able to give more attention to graduate recruitment.	Enrollment Services
[10]	Increase first time freshmen	# of students	On-going	Increase in numbers	Increase of 6 students	New programs, better retention may give us a boost next year. Utilize new scholarship program targeted to local students.	Enrollment Services
[11]	Increase recruitment of international students	# of students	On-going	Increase in numbers	Held flat in international enrollment	Consider recruiting travel and targeted publications, social media.	Dean of School of Christian Studies/Director of Global Engagement and Enrollment Services
3.4	Establish a process to effectively guide students and parents through the Financial Aid process						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party

[1]	Receive sufficient training to use ARGOS reporting tool for Colleague	Reporting on demand	22-23	Ability to extract custom data sets from Colleague	Ability to use ARGOS is not going to be viable solution because of the depth of training and experience required. IT found a provider to help provide this service. Implementation is forthcoming.	Although the original outcome was not met , other solutions are being used to fulfill this need. Awaiting implementation and training.	Financial Aid
[2]	Implement Self-service portal	Use of portal by students to complete financial aid process	22-23	Receive positive feedback from students having an easier time completing the financial aid process.	Raise awareness and promote student use. Increase call volume from students who are needing assistance trouble-shooting issues related to their information.	Lots of positive feedback from students. System works well at getting students to the next step in the process, individualized to them and their circumstances. As a result we are in the beginning stages of eliminating a form that had been used in the previous process. So we continue to see efficiencies and improvements in making the financial process easier to navigate for students.	Financial Aid
[3]	Award letter formatting	Professional image award letters at level of quality available pre-Colleague.	22-23	Resume ability to print quality award letters on letterhead.	No progress.	Reviewing how other universities are producing award letters. Only option involves considerable	Financial Aid
[4]	Review website for updates	Student focus group	Annual	Information that accurately reflects current policies and services	Website updated, fresh organization	Made changes to reflect most frequently asked questions during office visits and phone calls	Financial Aid
[5]	Increase the utilization of Board of Aid & POTTS Scholarship	Student counts	2024	Experience steady increase in number of students receiving	77 students received BOA funding with average award totaling \$5800 37 students received A Earl Potts funding with average award of \$3052	Funds helped to meet financial needs of students	Recruitment, Center for Christian Calling
3.5	Establish a strategic plan for the effective delivery of information technology (IT) services						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party

[1]	Create a consolidated data store that will enable self-service for data insights and decision-making to analyze, visualize data	Software go-live	2022-2023	Begin Insights Implementation	The Insights platform was successfully implemented and users are currently being trained.	Improved data reporting and an increase in the number of users on campus who are able to use the reporting tool	IT and Academic Affairs
[2]	Implement hr., software and updated related documentation processes related to audit.	Software go-live, with all aspects functioning as intended	Fall 2023	Complete transition to Electronic Time Card Entry	Completed	Improved efficiency.	Business Operations VP
[3]	Complete a budgeting cycle using new features	Complete budget cycle	Fall 2023	Complete transition to Ellucian for budgeting and fixed asset modules	Completed	Improved efficiency.	Business Operations VP

3.6	Broaden the reach in sharing the stories and successes of the University.						
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Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Broaden the reach in sharing about the stories and successes of the University with other Universities through annual reports and quarterly magazines	Publication of annual reports and magazines	Throughout 2022	Annual Report and quarterly magazine	An annual report was produced in October 2022. In order to provide resources needed to publish the annual report, the quarterly magazine was moved to an annual publication.	We will continue to assess the availability of resources in determining any changes to the publication schedule of the magazine	Led by VP for Marketing and Public Relations
[2]	Enhance internal communication to faculty/staff to strengthen marketing culture	Dissemination of weekly Campus Connection email newsletter with marketing messaging	2022-2023	Faculty/staff will be exposed to current marketing messaging and terminology	Marketing messaging was incorporated into the Campus Connection to strengthen the marketing culture		Led by VP for Marketing and Public Relations and President
[3]	Expand community partnerships to deepen our commitment to preparing students to positively impact health outcomes of our community	Student Survey	2022-2023	Mutually beneficial partnership to improve health outcomes of individuals, families and the community served.	Scholarships continue to be provided by stakeholders for undergraduate nursing students for the 2022-2023 academic terms.	Students accepting the scholarships also have guaranteed employment. The SON will continue improving efforts and solicit other stakeholders' financial support.	University's President Dean, School of Nursing Vice-president for Academic Affairs
[4]	Broaden the reach in sharing about the stories and successes of the University with other Universities through annual reports and quarterly magazines	Number of stories that are published about the School of Education by UM's Marketing Department	2022-2023	Excellent engagement with Lesa and her staff. Several stories were published about SOE faculty members and/or students.	Met	Continue to meet with Lesa on a monthly basis during the Fall and Spring semester of 2023-2024.	School of Education

[5]	Achieve recognition and maximize value of recognition from Niche and US News & World Report, etc. rankings	Rankings	2021-2022	Utilize positive ranking results for marketing exposure	UM earned Top 10 Rankings in Alabama from Niche. Com for a variety of academic areas including nursing, business education, history and psychology. And was also recognizes for dorms and safe campus.	Carnegie Classification change will impact our rankings, expect less recognition	VP Marketing
3.7	Broaden the University's donor base through strategic initiatives involving organizational structure, annual giving, alumni relations, planned giving, major gifts, and outreach events.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Reestablish some of the previous traditions, such as homecoming, and develop new traditions for the University	Review annual event-planning and scheduling to insure the inclusion of events that meet the strategic directive, and event follow-up to record feedback.	Throughout each semester and after each event	The addition of events that may expand traditions and foster opportunities for broadening the university's donor base.	The potential donor base was broadened with the full return of both annual fundraising events (Leadership Banquet, Golf Tournament), and reestablishment of Homecoming. New events added (Christmas Spectacular donor and Alumni receptions, Spring Spectacular reception, UM Give Day, and Bienville Bites). New events added include the Endowed Scholar's Luncheon and the Pastor's Appreciation Conference breakfast.	Feedback received from the patrons of the events was collected and used to adjust future event planning and scheduling.	Office of Advancement
[2]	Collaborate with Office for Advancement to build and grow University-wide corporate partners providing internships and event sponsorships	Review Advancement staff outreach outcomes for corporate relationship growth and measure ongoing results.	Monthly	The addition of partnerships that would produce financial sponsorships for UM events.	A gain in corporate interactions was realized, resulting in increased financial sponsorships.	Adjustments in process were made on the results of Advancement staff efforts.	Office of Advancement

[3]	Reevaluate and reorganize non-tuition, room and board revenues are accounted for through the Office for Advancement	21-22 Audit	Daily, as warranted. Annually.	Accurate placement of all fundraising (non-tuition, room and board) revenues into correct UM accounts, with proper donor-assignment given to each funding source for each contribution, and timely receipting of said gift.	Review by auditors, no findings.	Quality control measures put in place for continued appraisal and improvement. Consider purchase and integration of a different database management software package that will improve efficiency.	Office of Advancement
[4]	Broaden the University's donor base through annual giving, alumni relations, planned giving, major gifts, and an outreach auxiliary	– Review results of advancement efforts in each of the areas of annual giving, alumni relations, planned giving, major gifts, and the outreach auxiliary (Torch Society, President's Advisory Council).	2022-2023 academic year	Broaden the university's donor base in each area.	The donor base was broadened by varying degrees in each area other than outreach auxiliary Torch Society	– Results were evaluated to determine best-practices, and the individual solicitation strategies were adapted to reflect and incorporate those practices where relevant. The auxiliary outreach Torch Society was discontinued.	Office of Advancement
[5]	Develop a stewardship process consisting of first-time giving recognition, loyalty donor (have given three years in a row) recognition, lifetime donor recognition, and giving societies	Evaluate current stewardship process across donor profiles to insure appropriate donor recognition	Monthly	Employ a comprehensive stewardship process that responds to donors who meet specified criteria (first-time, consistent three-year donors, lifetime donors, and giving societies) by recognizing their specific level of giving with a strategic acknowledgement.	Further developing of the stewardship process, expanding the process to include more donor-level recognition. A donor recognition luncheon was added to the process.	Continued improvement in donor-level identification and communication	Office of Advancement
[6]	Continue planning for a significant four-year capital campaign	Evaluate ongoing steps necessary to develop a comprehensive four year capital campaign	2020-2023	Develop a fully realized capital campaign strategy and the tactical steps necessary to launch such a campaign	A determination was made that the capital needs of the University had changed since the beginning of the process, and a new approach and strategy was necessary in order to proceed.	Redefine campaign objectives resulted in a reassessment of the campaign strategy, with a greater consideration of expectations based likelihood of donations.	Office of Advancement
3.8	Evaluate athletic programs in regards to facility needs.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party

[1]	Examine the feasibility of developing a designated location for a University of Mobile Hall of Fame museum	Designation of location	On-going	Identify a prominent location for alumni and prospective students	No progress.	Continue seeking input	Athletics
[2]	Replace gym bleachers	Project funded and approved to proceed	2022-2023	Project completed	Project completed and new bleachers installed	Continue identifying other capital upgrades needed	Athletics
[3]	Maintain a winning attitude on the field and on the classroom among the different athletic teams	#of students receiving first, second team, all conference, and all-freshman teams	2022-2023		Just over 50 athletes received awards	Show athletes with a little hard work rewards come and to show those who didn't receive an award, hard work pays off	Athletics
[4]	Hire a 2nd SID	Position approved/filled	2022-2023		Hired a 2nd SID as of 7/1/2023	Improvement to athletic social media, athlete interaction and managing games	Athletics
[5]	Each team will complete a minimum of 2 service projects	Projects completed by team	2022-2023		All teams completed at least 2 service projects	Athletes learned about giving back to the community and helping others	Athletics

3.9	Maintain accreditation with SACCOC and discipline-specific agencies.
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	Unit Strategy	Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	CAATE self-study	Site visit	Spring 2023	Favorable review	Hosted visiting team Feb. 2023. Accreditation confirmed.	Accreditation confirmed. Expansion of faculty planned for 2023-24.	School of Health and Sports Science.

[2]	Successfully address recommendations from the Alabama State Department of Education State Review Team by submitting Follow-up Report	Materials submitted	2022-2023	Commendations and recommendations from the ALSDE concerning State Review Materials	The review is scheduled for Nov. 28th	The School of Education will continue to comply with all directives and initiatives required by the Alabama State Department of Education. The SOE adheres to the notion of <i>continuous improvement</i> and consistently reviews collected data to improve upon its Educator Preparation Program (EPP).	School of Education
[3]	Complete and submit the CCNE accreditation self-study report with successful final CCNE findings	CCNE report	2022-2023	Approval, with minimum or no revisions required	The 2021 CCNE report required more proof of evidence	School of Nursing utilizes feedback from accrediting agencies to improve outcomes for our students.	Dean, School of Nursing Graduate Dean
[4]	Use strategic planning and annual reporting to support ongoing quality improvement and accreditation readiness	Faculty evaluations	2022-2023	Improved data sets for enrollment, progression, and retention in all programs	The School of Nursing Strategic Plan is reviewed and revise annually.	Continue to improve and maintain accreditation for the Associate Degree Program and other nursing programs	Dean, School of Nursing Graduate Dean
[5]	Complete and submit the ACEN accreditation self-study report for the Associate Degree Program	Student Evaluations Faculty Evaluations	2022-2023	Improved data sets for enrollment, progression, and retention	The School of Nursing Strategic Plan is reviewed and revise annually.	The ACEN application and Candidacy Report were accepted and approved. Next is the site visit in spring 2024; the final report is due before the accreditation process is complete.	Dean, School of Nursing Undergraduate Chair
[6]	Fill position opening In Academic Affairs for accreditation support personnel position	Position filled	Fall 2022	To regain sufficient personnel to complete the SACS Self Study	Dr. Debra Chancey returned to the Office of Academic Affairs as Associate VP for Institutional Effectiveness	This position in Academic Affairs remained unfilled for 6 months which created a backlog of accreditation-related activities. Very thankful to be fully staffed. Debra's experience is invaluable.	VP Academic Affairs
[7]	Complete NASM site visit and receive official notification of action.	Visit and action report received.	Fall 2002 for visit, TBD on action report	Receive official notification of NASM approval for current membership renewal	Visit completed Fall 2022. Received official notification of action from Fall 22 visit in July, 2023.Current membership renewed.	Submit additional information requested by October 1, 2023. Review suggestions and recommendations from NASM to be included in updates to the 23-24 strategic plan and subsequent planning years, as appropriate.	ASOTA

[8]	Successfully address requirements for CAEP accreditation. Earning CAEP accreditation is required by the ALSDE in order to continue working as an EPP (Educator Preparation Provider).	Meeting all of the requirements established by CAEP, the national accrediting agency for EPPs.	Spring 2022-January 2023	All ALSDE and CAEP standards are to be met.	The outcome will not be determined until Jan. 2024. The initial submission by the SOE was well-received. The SOE will revise its submission according to comments by CAEP in preparation for a January 2024 site visit by CAEP.	The CAEP accreditation process has helped the SOE revise and or replace many documents and processes that were used in the past. CAEP requirements will help the SOE move effectively into the future.	School of Education
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Core Value 4: Expand the Academically-Focused Environment within the University

4.1	Develop new graduate and undergraduate academic programs that support the University mission, serve the market needs of the community, and increase enrollment						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Evaluate and revise, where necessary, the academic policies to promote the success of the student and abide by accreditation standards	Catalog changes	2022-2023	Encourage programs to consider adjustments in the core requirements that	Example, change proposed to revise the Worship Leadership degree program. During review faculty noted that WL 110 course is no longer needed because it was offered as an equivalency to CIS 101. CIS 101 requirement was discontinued thus the justification for the change (Academic Affairs Minutes (5.18.22)	Continue to remind programs to determine if adjustments to programs are needed when there is a general education adjustment.	Academic Affairs
[2]	Evaluate and revise, where necessary, the academic policies to promote the success of the student and abide by accreditation standards	Catalog changes	2022-2024	Encourage programs to consider adjustments in the core requirements that	Example, change proposed to revise the Worship Leadership degree program. During review faculty noted that WL 110 course is no longer needed because it was offered as an equivalency to CIS 101. CIS 101 requirement was discontinued thus the justification for the change (Academic Affairs Minutes (5.18.22)	Continue to remind programs to determine if adjustments to programs are needed when there is a general education adjustment.	Academic Affairs
[3]	Develop healthcare academic programming as a significant discipline for the University	Letter of approval from COA to increase class size.	2022-2023	Submit application requesting increase in class size	Council on Accreditation approved the increase in the program class size from 12 to 15 students	Continue to monitor student achievement in evaluating adequate resources to support additional increases in class size.	Nurse Anesthesia Program

[4]	Review and revise, as needed, the core general education requirements	Meeting minutes	2022-2023	Review proposed course changes and revise assessment plan.	The committee met to consider courses for inclusion in gen. ed. and the committee also approved a new assessment plan and testing company.	Committee will need to meet to review the results from the new assessment plan.	Academic Affairs
[5]	Develop a KIN curriculum map to chart progress through KIN programs	A curriculum map of all Kinesiology courses	2022-23 Academic year	Assessed and revised curriculum map with course outlines of assignments	Curriculum map was updated through the Watermark PLO development. Due to our SHSS faculty PLO meeting, some assignments were changed to track introduction, practiced, and evaluated progression in courses.	KIN 211 will continue to be used to introduce oral, written, and critical thinking competencies early in students' academic course work. KIN 351 was chosen to implement case studies to utilize the critical thinking competency into assignments to gain understanding before senior year.	Lori DeLong and all KIN faculty
[6]	Develop Sport Administration internship sites	Establish willing administrators who will allow students to complete internship	2022-2023 Academic Year	Contact with other universities and high school administrators in sports programs	The first internships for Sport Administration will begin in the fall of 2023.	Continue to seek out sport administrators to assist in our students getting real world experience	Lori DeLong and KIN 405 Faculty
[7]	Develop the Health and Wellness aspect of the Exercise Science Major	Develop Health and Wellness courses and internship sites	2022-23 Academic year	Utilize exercise testing equipment and develop path for certifications and wellness coaching	KIN 350 Health & Wellness conducted surveys and KIN 410 completed exercise testing on clients	Design more hands on labs and opportunities for Health and Wellness while stressing importance of certifications and experience	Lori DeLong Heather Smith
[8]	Continue to refine/ develop relevant and effectiveness of online nursing programs	Student and Faculty evaluations	2022-2023	100% student and faculty satisfaction	The RN to BSN and Graduate programs are online	Continue to improve effectiveness of online programs. The RN to BSN program enrollment was too low to start a new cohort, Fall 2023. The Nursing Education and Nursing Leader programs enrollments were too low as well.	Dean, School of Nursing Graduate Dean Department Chair Nursing Faculty
[9]	Meet enrollment goal for 1st year of the ADN program	Enrollment numbers	Fall 2022	30 students in new ADN program	Met goal	Continue to increase enrollment numbers by 10 each fall	Dean, School of Nursing, Enrollment Services
[10]	Monitor progress of ABSN and TBSN programs	Student evaluation	2022-2023	Continued success of the ABSN program. Increased enrollment and retention rates.	SON students enrollment has been consistent.	Provide continuous over-review of the programs to improve and strengthen the curriculum at all levels.	Faculty Undergraduate Chair Dean, School of Nursing

[11]	Support organizational changes to optimize the growth of our programs	Create and/or fill positions, adjust academic organizational structure	2022-2023		Effective January 2023, Dean of Christian Calling is changed to Executive Director of the Center for Christian Calling, Create Executive Dean of the College of Health Professions role. CHP encompasses UM's School of Nurse Anesthesia, School of Nursing, and the School of Sports. Cr Science. Filled Graduate Dean for School of		President's Office
[12]	Update library technology	Satisfaction surveys	2022-2023	Patrons have access to state of the art hardware and software	New computers for student use installed in the library.	Survey patrons to assure library technology is up to date	Director of library Services
[13]	Library will provide electronic resources in support of the curriculum	Patron satisfaction surveys and user statistics	2022-23	Increase resources available through electronic books and journals	Library e-book and e-journal collections updated and expanded	Use of surveys and usage data to determine if the collection meets the needs of users	Director of library Services
[14]	Library will expand outreach to patrons	Satisfaction surveys	2022-2023	Use of online tools to assist patrons	Expanded library instruction through an increase in the number of online tutorials	Use of surveys to determine if the tutorials meet the needs of users	Director of library Services
[15]	Research Cybersecurity as a possible major	Needs analysis, SWOT, Enrollment	2022-2023	Add cybersecurity	5 enrolled out of 8 CIS majors. Academic Affairs approved a concentration.	Utilized external advisory group, employers, and student interest to research and develop a response to external demand for graduates in this field.	Pilot School of Business

4.2	Promote current academic pedagogy and technology throughout all disciplines.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party

[1]	Further the use of technology and current pedagogy in the classroom	The number of adoptions of new technology and introductions of new pedagogy per academic year	2019-2023	At least one new technology will be adopted or one new pedagogy introduced each academic year	Three members of the Grace Pilot School of Business participated in the Faculty Learning Community during the year and learned about and incorporated Universal Design for Learning (UDL) into aspects of their various courses.	These faculty members shared with other faculty the easy and effective methods for incorporating UDL into their courses. These suggestions were incorporated by several other faculty members.	Grace Pilot School of Business
[2]	Equip College Woods Center with equipment needed to provide a quality student experience in Technical Arts and Theatre.	Utilization of College Woods by Technical Arts, Facility Survey, Course Evaluations	2022-2024	Expect to be able to show that College Woods Center has improved opportunities for hands-on practical learning in ASOTA	Both Theater and Technical Arts students have gained more hands-on practical learning experiences because of the renovation to College Woods Center as well as the installation of lighting, video, and audio equipment.	Additional gear is needed to increase the quality of theatrical performances and increase the hands-on experience for Technical Arts Students.	Alabama School of the Arts
[3]	Continue to add/upgrade the School of Health and Sports Science testing equipment	Budget Expenditures	Yearly	Purchase equipment for lab use	Physical Education program has upgraded their equipment to meet today's physical activities and Exercise Science is utilizing the Iworx and lactose testing equipment.	Exercise Science treadmill needs maintenance and increase use of ECG for students' experience	Lori DeLong and all KIN faculty
[4]	Increase usage of the SHSS lab in courses and outside student assignments	SHSS lab calendar and course credit hour calculations	Yearly	Continue to add assignments for hands-on learning	All faculty were able to incorporate hands on practical experience into their classes again.	Continue to incorporate as many hands on labs as possible in courses	Lori DeLong and all KIN faculty
[5]	Program Coordinators within the College of Arts and Sciences faculty will use Watermark to assess program learning outcomes.	Review of Watermark self-planning by dean	Per academic year	100% of College of Arts and Sciences program coordinators using Watermark to effectively assess PLOs.	100% of CAS program coordinators used Watermark to assess PLOs.	While all program coordinators used Watermark, the quality of PLO assessment is varied. CAS will work through Departmental meetings to identify and address those SLOs in need of improvement to more fully reach 100% EFFECTIVE use of Watermark.	College of Arts and Sciences
[6]	Further the use of technology in the classroom, focusing on operational excellence	Student evaluations Faculty evaluations	2022-2023	100% of faculty will fully implement UM technology in classrooms and online to enhance students learning experiences	This strategy has been met AEB the implementation of various technology in face-to-face and online courses.	The results are used to provide a seamless delivery of the course assignments. The technology also Improve efforts of communicating with students.	IT Staff Nursing Faculty

[7]	Continue to refine current online nursing courses to meet the distant learner's needs	Student evaluations Faculty evaluations	2022-2023	100% of students enrolled in online courses will meet or exceed the courses objective	The standards were met. The graduate students are satisfied with their online courses. The faculty is accessible when additional advisement is needed.	Continue to improve efforts of inclusiveness in online courses.	Dean, School of Nursing Graduate Dean Graduate Nursing Faculty
[8]	Further the use of technology in the classroom	Two Technology Proficiency Assessments were developed for Teacher Education students to serve as tools to demonstrate students' proficiency in technology.	The Technology Proficiency Assessments will be administered during 2022-2023.	Students will score at least an average of 3.0 on a 4-point scale on the Technology Proficiency Assessments.	Met goal	Continued professional development in the area of technology will enhance classroom instruction and help SOE students be ready to use technology in their own classrooms in the future.	School of Education
[9]	Foster the development of the faculty in instilling new learning pedagogies	Course evaluations	Fall and spring semesters of 2022-2023	SOE faculty members will use new learning pedagogies in their courses, and the results of course evaluations will be above average.	Met. The average scores on SOE course evaluations were above average regarding faculty use of technology within instruction.	Continued professional development in the area of technology will enhance classroom instruction and help SOE students be ready to use technology in their own classrooms in the future.	School of Education

4.3	Broaden academic opportunities through enhanced missions, study abroad, and global partnership programs.
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	Unit Strategy	Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Create global partnerships for delivering academic programs	Center for Christian Calling report	Annually	Develop at least one new semester or service or study abroad partnership annually for SCST student participation.	Partnerships with Friends of Nazareth and LSESD were established, with two SCST faculty members participating in a trip to Lebanon.	Plans are being made for at least three global partnership projects for May and June 2024.	Executive Director of Center for Christian Calling and faculty traveling abroad
[2]	Equip students with career and life training through a Christian worldview of their chosen profession	Course evaluations	Yearly	80% Strongly Agree or Agree that they "learned to apply Christian faith and beliefs in my life & career.	SHSS students had 88% of the students strongly agree or agree with a mean average of 4.51 compared to all UM programs mean average of 4.35.	Continue to be intentional about incorporating Christian Worldview into our discussions about our professions	Lori DeLong and all KIN faculty

[3]	The College of Arts and Sciences will offer at least one travel abroad opportunity per academic year.	Approval by Academic Affairs Committee of travel abroad program; NSSE item 11d	Per academic year; NSSE given in Spring of odd years	One travel abroad opportunity per year; NSSE score equal to or greater than Carnegie class on NSSE item 11d	CAS offered a travel course in Spring 2023 to New York City.	While the NYC trip was not a travel-abroad course in the traditional sense, it did focus on the melding of cultures in NYC and the international flavor of the city - and given the lingering effects of COVID in Summer 2022 when the trip was planned, it was the "safest" option for travel. CAS will encourage travel abroad now that many COVID restrictions have been lifted.	College of Arts and Sciences Dean and Faculty
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4.4	Increase the number of internships and experiential learning opportunities for undergraduate students
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	Unit Strategy	Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Develop Sport Administration internship sites	Establish willing administrators who will allow students to complete internship	2022-2023 Academic Year	Contact with other universities and high school administrators in sports programs	The first internships for Sport Administration will begin in the fall of 2023.	Continue to seek out sport administrators to assist in our students getting real world experience	Lori DeLong and KIN 405 Faculty
[2]	Increase the available number of internships for students in Kinesiology, Exercise Science, Sport Administration, and MAT. Track how many internships of each profession is completed per academic year.	Track sites for internships/clinicals. Develop health & wellness specific internships and Sport Admin specific internships. Prepare clinical sites for MAT.	Yearly	Identify at least one new site per program	The Internships were broken down into these categories: KIN major/minor - 6. Pre-PT - 7, Pre-OT - 3, Pre-AT - 1, Exercise Science - 10, and Sport Admin -0. Crunch Fitness was a new site in the fall for Exercise Science, Let's Play Therapy Center was a new site for OT in the spring, and Eastern Shore PT was a new site during the summer.	Continue to seek new opportunities for our students - begin to find Sport Admin internships for future students	Lori DeLong, Megan Harper, and KIN 405 Faculty

[3]	CCC upperclassmen will complete internships for at least one summer or one semester	Internships (one semester) completed	Annually	100% of upperclassmen will complete their internships	All internships successfully completed. Alabama State Board of Missions, 3 Circle Church, Children's Ministry; Camp Whispering Pines, Camp Ministry; Cottage Hill Baptist Church, Student Ministry; Crawford Baptist Church, Outreach Ministry; First Baptist Church, Irvington, Worship Ministry; Moffett Road Baptist Church, ESL Ministry; People of Mars Hill Church, Women's Ministry; Redemption Church, Mission Ministry; Spice Pond Baptist Church, Youth Ministry.	Supervisor evaluations will be included in future documentation for PLOs for SCST.	Executive Director of Center for Christian Calling
[4]	Offer a Ministry Residency	Residency certificate (one year) awarded	Fall and spring	Center for Christian Calling will partner with 3 Circle Church to provide practical ministry training, with at least one student completing pilot project.	Pilot project was launched in January 2023, with first residency to be completed in December 2023.	As an outgrowth of the Ministry residency experience, we will begin offering a non-credit certificate in ministry areas to the residency participants and the first completions will be in December 2023.	Executive Director of Center for Christian Calling
[5]	Increase the available number of internships for students	Field experience evaluation forms	Fall and spring semesters during 2022-2023	Increase number (and quality) of field experiences provided to students.	Yes. The number (and quality) of field experiences were increased from previous year.	Because field experiences and internships are very important in the training of teachers, the placement of UM students will continue to be closely monitored. As a result of the evals, curriculum related to emphasis on classroom management were made, monitor field experience feedback to determine if further adjustments are needed in methods class.	School of Education

[6]	Encourage engagement of SNA students with professional organizations	Attendance at professional conference and student recognition by professional organizations	Annual	Students will attend at least one professional conference	SNA student named 2022 ALANA SRNA Scholarship recipient, SNA Class of 2024 attended the ALANA Spring meeting, SNA student rep attended the AANA Mid-Year Assembly in Washington, D.C., two students attended the ALANA Fall meeting.	Continue strategy.	SNA
[7]	Integrate faith in teaching and learning	EBI Question 2	2019-2023	Mean score of 5 or more on EBI	5.77	While slightly more than the results for 2021-2022, this is far below the results for 2019-20 and 2020-21. Faculty must become engaged with new methods to incorporate faith in the classroom. Best practices will continue to be discussed at regular faculty meetings.	Dean and Faculty
[8]	Increase the available number of internships for students	The number of applied learning and/or internship hours per academic year. These will be benchmarked in 2019	2019-2023	The number of applied learning and/or internship hours will increase year over year.	The number of hours of applied learning and/or internship hours for the academic year of 2022-23	Starting with the benchmark year of 2019-2020 with 42 enrolled hours, there was an increase to 75 hours in 2020-21; which	Grace Pilot School of Business
[9]	Provide experiential learning opportunities for undergraduate students	The number of opportunities provided. These will be benchmarked in 2019	2019-2023	The number of opportunities for experiential learning will be consistent with 2019 amount or increase	The Global Consulting Agency continued to be inactive; The Good Work Agency continued to thrive and even include students with non-business majors. The	The on-going trend has been positive for this element of the strategic plan. However, the faculty are continuing to seek ways to find experiential learning opportunities for students and to	Grace Pilot School of Business
4.5	Develop strategies to improve measurable outcomes of student achievement.						
Unit Strategy		Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party

[1]	Increase 6-year graduation rate	IPEDS 6 year undergraduate graduation rates	Annual	55%	46%	Graduation rates for African-American students (who have comprised between 15 and 24% of UM's total enrollment for the past five years), have been well below our goal. As the University of Mobile continues to grow back toward full capacity – both in size and in processes – the goal of raising African-American student graduation rates is an important priority.	SLT
[2]	Increase freshman to sophomore retention rate	Fall to Fall freshman to sophomore retention rate IPEDS	Fall 2024	68%	72%	For Fall 22, UM significantly revised the orientation course required for all new students to promote relationships between students and faculty early on in their academic careers. The University will be piloting several initiatives aimed at seeing these numbers continue an upward trend.	Student Success
[3]	Maintain pass rate for edTPA	edTpa results	2023	90%	100%	For detailed results see compliance certificate. The University remains in the top percentiles of the state averages. These pass rates reflect effective teaching and development.	School of Education

[4]				100%	100%	The SOE requires a professional development seminar related to prep for the Praxis and a great deal of one-on-one coaching has proven to be effective. For detailed results see compliance certificate. The University remains in the top percentiles of the state averages. These pass rates reflect effective teaching and development.	School of Education
	Maintain pass rate for Praxis exam	Praxis exam scores	2023				
[5]				75%	75%	The first cohort graduated in May 2023 with a retention of 100% and a 75% first-time pass rate. This rate is in line with national averages. The SLT is considering future goals for the exam pass rate.	School of Health and Sports Science
	Maintain pass rate for the MAT	NCE	2023				
[6]		Natinal Counsel Licensure Examination Data reported on Alabama State Board website		100%	100%	The changes made to the nursing curriculum and to the prep course for the NCLEX have demonstrated excellence.	School of Nursing
	Maintain pass rate for first-time NCLEX examinations		2023				

4.6	Promote academic and professional excellence among faculty and students.						
	Unit Strategy	Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1]	Provide student with semester by semester and degree progression by spring of sophomore year until graduation	Students will use Self-Service to access degree progress and degree audits	2023-2024	Students will be able to determine how far they've come in a program and easily identify courses needed to graduate	The degree progression and degree audit tool was rolled out Fall 2023	Improvement in student retention and graduation rate	IT

[2]	Review policies and procedures related to recital hearings.	Faculty and student focus groups	2023	Identify possible issues that could be contributing to unsuccessful recital hearings	Identified that clearer requirements needed to be communicated to students and adjunct applied instructors.	Recital requirements have been updated and clearly communicated to all applied faculty as well as all students required to recital. The requirements are posted in consistently in all applied syllabi as well as in the ASOTA undergrad and grad canvas pages.	ASOTA
[3]	Promote academic and professional excellence among faculty and students.	Budget expenditures, faculty participation, student counts	2023-2024	Facilitate professional development through administration of Lauzon account, working with Collaborative Center for Teaching and Learning, Faculty Development Committee, coordinating awards.	Brain Battle, 130 students from 8 schools in Mobile and Baldwin County competed in Fall and Spring "Brain Battle" scholar's bowl meets. 30 current UM students volunteered to assist with the program, and 15 faculty members from across the university served as moderators. \$17,851 spent to support 30+ faculty to attend professional development workshops and conferences.	While Brain Battle resulted in good cross-campus involvement from faculty and students, we would like broader participation. Faculty will make a concerted effort to publicize the event earlier and to work with faculty in underrepresented schools and departments to encourage involvement. The new formula to allocated funds for each School or College worked well and we were able to fund almost all request.	CAS, in cooperation with other schools and departments. COTL and VP for Academic Affairs
[4]	Participate in the State & regional competition of National Association of Teachers of Singing.	Number of students and faculty that participate and place in State and Regional NATS.	Yearly	ASOTA Faculty have students that compete and place as finalists.	40 students competed in state NATS and 18 placed as finalists. 10 students competed in Regional NATS and 7 placed as finalists.	In the past all voice faculty and students have attended and competed in NATS. Based on results from last year, it is more effective and beneficial for the growth of the student to have a smaller and more strategically chosen group of students compete.	ASOTA

[5]	Evaluate, develop, and implement improved models of student advising	Number of advisees registered for classes each semester	Fall and spring semesters during 2022-2023	All advisees are correctly registered for classes each semester.	Met. Some advisees did not return the following semester; however, advisers contacted their advisees who were not registered.	SOE faculty will continue to use long-range planning in efforts to help students graduate in a timely manner AND to create a long-range plan for faculty teaching schedules.	School of Education
4.7	Preserve academic integrity of our programs.						
	Unit Strategy	Method of Assessment	Time Frame	Desired Outcome	Actual Outcome 2022-2023	Use of Results for Improvement	Responsible Party
[1A]	Oversee the review of employee handbook and catalog to ensure policies are up to date.	Employee handbook, Catalog/website	2022-2023	Update employee handbook and ensure Catalog accurately reflects approved program changes and published information such as website.	Updates have been made.	Policy updates from recent committee and Board minutes are now included. We are now prepared for a more extensive review of our policy manual by the VP's. This needs to be added as a unit strategy in strategic plan.	Academic Affairs and Faculty
[1B]	Conduct monthly academic affairs meetings to ensure accreditation standards and University policy are upheld.	Academic Affairs minutes, Academic Integrity Committee minutes	On-going	Conduct meetings in-line with policy and by-laws.	Meetings have been conducted regularly.	Committee focus on curriculum changes have lead to further development of curriculum change monitoring system in support of the substantive change policy. We also revised the Academic Integrity policy to address unauthorized use of AI, which lead to a workshop offered at IGNITE.	Academic Affairs and Academic Integrity Committee
[2]	Review faculty credentials, monitor budgets and purchasing in academic areas.	(A) Results from SACSCOC visit and (B) auditors.	2022-2023	No recommendations or citations.	in progress.	A variety of adjustments have been made as a result of the compliance review. Awaiting the response from the off-site committee to address any identified areas of concern.	Academic Affairs and Faculty