



UNIVERSITY
of MOBILE

Higher Education for a Higher Purpose

***Many Partners--One Mission 2022 Strategic Plan
Core Values and Strategies***

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

STRATEGIES

- 1.1 Cultivate a strengthened conviction among the faculty and staff to the University's Statement of Christian Affirmation and preservation of religious liberty
- 1.2 Broaden opportunities to share the Christ-centered story of University of Mobile
- 1.3 Intensify the integration of Christian Intellectual Tradition throughout the academic disciplines
- 1.4 Develop and implement a University-wide orientation program for new faculty and staff that fosters an understanding of the biblical underpinnings of the University
- 1.5 Develop and implement a University-wide ongoing professional development program for existing faculty and staff to foster an understanding of the Christian Intellectual Tradition
- 1.6 Develop an onboarding process for Board of Trustees, Committee Members, and Board of Regents
- 1.7 Communicate the Christ-centered focus of the University in all published materials presented to internal and external audiences
- 1.8 Foster the ongoing partnership with Alabama Baptist State Board of Missions and Christian institutions of similar focus
- 1.9 Establish avenues to enhance partnerships with Baptist churches
- 1.10 Advance Christ-centered racial reconciliation throughout the University and in partnership with the community
- 1.11 Further describe the core values with a narrative that explains the desired achievement of the University and students

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

STRATEGIES

- 2.1 Modify current environments as available to cultivate a community atmosphere among the students
- 2.2 Grow the number of meaningful student-life activities that promote service to the community and nurturing of student life
- 2.3 Complete a feasibility study and potentially develop Christ-centered student life communities on campus to promote cross socialization across disciplines.
- 2.4 Establish additional avenues by which students in resident halls grow a relational community
- 2.5 Enhance student life opportunities to foster community enrichment for commuter students
- 2.6 Provide opportunities for 75% of the traditional enrolled students to be engaged in at least one fellowship opportunity at a faculty or staff member's home during their tenure as a student at the University
- 2.7 Expand the services of the Student Success Center in providing additional counseling services, student success support activities, health services, and tutoring services in Ram Academy
- 2.8 Develop opportunities for formal and informal interactions between students and faculty members in providing mentoring opportunities for students
- 2.9. Establish a collaborative process between the Student Government Association (SGA) and President's Office to understand and support the initiatives of the SGA and student body when possible

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

STRATEGIES

- 3.1 Complete and submit the 5-year SACS-COC mid-accreditation report with successful final SACS-COC findings
- 3.2 Develop and distribute internal reports of activities and success to be shared with the Board of Trustee
- 3.3 Develop and distribute external annual reports to be shared with interested parties and other colleges/universities
- 3.4 Reestablish some of the previous traditions such as homecoming and other new traditions for the University
- 3.5 Enhance relationships and serve as needed in supporting other faith-based initiatives
- 3.6 Establish professional development learning opportunities to support the enhanced delivery of excellent customer service
- 3.7 Consolidate current University manuals into 1-2 guiding manuals for the University
- 3.8 Examine the feasibility of reestablishing the University Foundation

Business and Human Resources - Establish a long-term healthy financial state for the University that includes:

- 3.9 Effectively manage current financial resources that provide a balanced budget on an annual basis
- 3.10 Evaluate the restructuring of long-term debt service
- 3.11 Establish a financial model to reducing long-term debt
- 3.12 Strive to consistently improve financial composite indicators
- 3.13 Eliminate the use of advancement supporting funds from the operational budget
- 3.14 Establish a 4% contingency savings plan per year based on net revenue budget as an emergency fund
- 3.15 Designate 0.5% of operational budget per year for addressing deferred maintenance
- 3.16 Formalize the process of stacked scholarships for students
- 3.17 Update HR and Business Services software to promote efficiency and accuracy
- 3.18 Establish a 3-year budgeting process for University
- 3.19 Perform an in-depth analysis of faculty/staff salaries, employing a strategic plan to realign with other similar educational institutions
- 3.20 Establish a concierge business model in enhancing the communications between enrollment, financial aid, and business services in better serving the students
- 3.21 Gain a Moody rating

Enrollment – Increase avenues to broaden the recruiting reach and venues for attracting prospective students

- 3.22 Hosting events for high schools to visit campus
- 3.23 Broaden reach of recruitment processes for traditional students through external consulting and partnerships
- 3.24 Create new innovative academic scholarship models, with a strong focus on prospective students of churches, pastors, and other affiliated institutions
- 3.25 Decrease percentage of enrolled students that do not meet the admission criteria from a current 39% to 10%.
- 3.26 Strategically establish an enrollment plan that allows for increased enrollment while improving first-time freshman ACT to 26 (supper score) and GPA (3.75 for high school)
- 3.27 Demonstrate a total unduplicated undergraduate and graduate enrollment of 2000 students by conclusion of strategic plan
- 3.28 Establish and implement transfer articulation agreements with community college with evidence of increased enrollment of transfer students
- 3.29 Increase dual enrollment opportunities for high school students
- 3.30 Create global partnerships for recruitment of international students
- 3.31 Decrease the reported tuition discount rate to 44%
- 3.32 Develop relationship opportunities between enrollment counselors and Board of Regents and Board of Trustees to promote connectively with prospective students
- 3.33 Evaluate the analytics of objective student enrollment marketing processes and implement a strategic enrollment marketing plan

Academics

- 3.34 Create global partnerships for delivering academic programs
- 3.35 Further the use of technology in the classroom
- 3.36 Foster the development of the faculty in instilling new learning pedagogies

- 3.37 Establish academic organizational structures that foster efficiency and leadership development
- 3.38 Evaluate, develop, and implement improved models of student advising
- 3.39 Convert the library to an electronic library with minimal textbooks
- 3.40 Evaluate and revise, where necessary, the academic policies to promote the success of the student and abide by accreditation standards

Information Technology

- 3.41 Establish a strategic plan for the effectiveness of information technology services in serving the internal users of IT services
- 3.42 Increase the speed and band-width availability for users throughout the University
- 3.43 Continue to enhance the digitalization of the University from aesthetic and operative perspectives

Student Success

- 3.44 Enhance the mechanism(s) of student mentoring to foster the retention and success of students
- 3.45 Collaborate with Office for Advancement to build and grow University-wide corporate partners providing internships and event sponsorships
- 3.46 Develop and implement a more robust student support services in the areas of student health clinic, mental health counseling, and academic tutoring
- 3.47 Evaluate the current policies for accuracy and effectiveness in supporting the needs of students
- 3.48 Increase graduation rate to 75%
- 3.49 Increase retention rate to 85%
- 3.50 Decrease attrition rate to 8%
- 3.51 Improve communications throughout the University with a University-wide calendar

Marketing and Public Relations

- 3.52 Broaden the reach in sharing about the stories and successes of the University with other Universities through annual reports and quarterly magazines
- 3.53 Standardize the color schemes and branding for the University
- 3.54 Establish model of ordering, distribution, and usage of marketing materials for the various offices of the University
- 3.55 Develop new University website with continuous enhancements
- 3.56 Enhance signage throughout the University
- 3.57 Enhance internal communication to faculty/staff to strengthen marketing culture

Business Development

- 3.58 Maximize the management and efficiency of University-based contracts
- 3.59 Develop a master campus plan for the University
- 3.60 Develop business opportunities that generate non-tuition revenue for the University

Advancement

- 3.61 Reorganize how revenues are accounted for through the Office for Advancement
- 3.62 Update the software with Raiser's Edge NXT
- 3.63 Complete a feasibility study for a major capital campaign based on recent assessment of Office for Advancement by external consultant
- 3.64 Expand the number of advancement officers within the Office for Advancement and establish major gift officers within the various academic disciplines
- 3.65 Prepare and implement a significant four-year capital campaign beginning July 2018

3.66 Broaden the University's donor base through annual giving, alumni relations, planned giving, major gifts, and an outreach auxiliary

3.67 Develop and implement 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

Student Life

3.68 Enhance the organizational structure of Office for Student & Campus Life to enhance the opportunities for intentional spiritual growth and socialization of students

3.69 Evaluate the current policies for accuracy and effectiveness in supporting the needs of students

3.70 Evaluate need for increased residential student housing by 300 students based on 2,000 student enrollment (53% of traditional students)

3.71 Continue to enhance the quantity and quality of residential and co-curricular student life activities

3.72 Enhance the quantity and quality of Focus Fridays

Athletics

3.73 Examine the feasibility of developing a designated location for a University of Mobile Hall of Fame museum

3.74 Relocate the weight room to a lower level location in the University

3.75 Provide intentional processes to enrich the spiritual life of the students

3.76 Maintain a winning attitude among the different athletic teams

3.77 Complete a feasibility study for entrance into NCAA – Division II

Core Value 4: Provide an *Academically-Focused* Environment within the University

STRATEGIES

4.1 Enhance the presence of the Christian intellectual tradition in courses throughout all disciplines of the University

4.2 Develop healthcare academic programming as a significant discipline for the University

4.3 Develop new undergraduate and graduate academic programs that support the mission of the University, serve the market needs of the community, and increase enrollment

4.4 Broaden the academic opportunities through enhanced missions and study-abroad program offerings

4.5 Review and revise the core general education requirements to align with current educational standards and transfer opportunities of community college students

4.6 Increase the available number of internships for students

Note: An Excel document is also available as a working document to record time frames, desired outcomes, actual outcomes, and use of results for improvements.