

BOARD OF TRUSTEES
The University of West Alabama
Teleconference Meeting
Wednesday, September 2, 2015, 10:00 a.m.

A G E N D A

- I. Call to Order *(Mr. Terry Bunn)*
- II. Roll Call *(E. Lindsey)*
- III. Discussion of the Proposed UWA Strategic Plan *(Dr. Tucker, Dr. Edwards, & Angel Jowers)*
- IV. Other *(Mr. Bunn)*
- V. Adjourn *(Mr. Bunn)*

NOTE: For those calling in for the meeting, please dial 205/652-3902 at 10:00 a.m. and identify yourself. Thanks.

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I. Call to Order

Mr. Terry Bunn called the meeting to order.

II. Roll Call

Mrs. Lindsey called the roll. Other than Mr. Bunn, members attending were: Mrs. Jean Anderson, Mr. Thomas Ballow, Mr. Hal Bloom, Mrs. Sheila Cloud, Mr. John Northcutt, Mr. Willie B. O'Neil, Mr. Thed Spree, and Mr. Victor Vernon. Absent: Mr. Jerry Groce, Mr. Randall Hillman, Mr. Jerry Smith, and Mr. Alex Saad. Mrs. Lindsey announced there was a quorum attending. Also attending were: Mr. Mike Kendrick (University's attorney), President Ken Tucker, Dr. Tim Edwards (Provost), Ms. Angel Jowers (Chair of SP Committee), Mr. Ed Enoch (*Tuscaloosa News*), and Earlene Lindsey recording the minutes.

III. Discussion of Proposed Strategic Planning Document

Dr. Tucker reported that after the Strategic Planning team was selected he met with them and gave them their charge for developing the document. He indicated Angel Jowers chaired the team and she would discuss the plan and there would be time for any questions or input from the Board members on the call. Dr. Tucker said the group drafted the initial plan and received input and feedback, adding that it was reviewed by the Faculty and Staff Senates, the Deans' Council and the President's Council, as well as each department and division. He said everyone was part of this process. He said another part of the charge was to make this a document that would provide guidance and direction going forward and make it fluid and make sure it would not be put on a shelf somewhere. Dr. Tucker added that he is recommending that this committee become a standing committee for the future and they will review the plan annually and based on the analysis of results and input from all stakeholders, they will make any changes that are needed. He said rather than this plan being a top-down document as it has been in the past, he wants it to be a bottom-up document with inclusion and representation campus-wide, which would facilitate implementation because all would take ownership since they were a real part of the process.

Mrs. Anderson commented that this planning document shows real leadership. Mr. Spree concurred with what she said and added that he did not think this has been done like this in the past. Mr. Northcutt asked Dr. Tucker to say a comment about the article in the *Tuscaloosa News* this morning that Ed Enoch wrote. Dr. Tucker said the article was very positive about the increase in enrollment. He also added that there is about a 20% increase in the freshman class, which is the largest increase in the last 20 years. He thanked Mr. Enoch for writing the article.

Ms. Jowers briefly discussed the objectives and goals in the document, adding that the Committee wanted to be very inclusive in representing all areas on campus. She said one reason for this is that when any new faculty or staff comes in they will feel like they are part of this process. Ms. Jowers said the committee of 10 got together and worked on the planning document, never meeting less than 2 hours each time. She said in addition to the goals, etc., they discussed the timeline and measuring process for going forward with the plan. Mrs. Anderson said she likes the fact that it is a fluid plan of which the group can see what is working and not working, and then make adjustments. She stated she also liked the fact that there can be buy-in from the parents, students, and community in this process.

Ms. Jowers discussed the four goals and objectives, as follows:

- Goal 1:* Address the educational, social, and cultural needs of the overall student body. Objectives include, but are not limited to, the enhancement of the first-year college experience; move towards more personalized advising; improve accessibility of technology; and promote diversity via social/cultural activities across the UWA community.
- Goal 2:* Enhance the culture of communication on campus. Measurable objectives for this goal include implementation of the *iCommunicate* Quality Enhancement Plan; improve communication across the campus; improve customer service; and increase and improve communication between departments and administration.
- Goal 3:* Foster growth across all areas on campus. Measurable objectives for this goal are to increase student enrollment through enhanced recruitment, retention and graduation rates; increase external funding and maximize internal funding;

increase educational outreach; update and implement the University's Facility Master Plan; and hire/retain a diverse and highly qualified faculty and staff.

Goal 4: Meet the needs of stakeholders through effective service and outreach. Measurable objectives for this goal are to increase/improve professional development for faculty and staff; enhance safety, security, and emergency preparedness across the UWA community; increase/improve student-friendly amenities and facilities; ensure adequate resources for faculty/staff; centralize human resource functions; enhance community relations; and develop/implement economic development programs.

Dr. Tucker gave Ms. Jowers kudos for leading this discussion. Mrs. Cloud stated this is a great example of leadership and management. She asked if the team has had time to actually decide how the policies would be implemented. Dr. Tucker responded that it is his intention to work on this as soon as the Board gives its approval for the Strategic Plan.

Mr. Spree asked if there is a committee that oversees tuition at the University. Dr. Tucker and Dr. Edwards stated that the tuition rates are reviewed at the administrative level of the University along with the Finance Committee of the Board before the budget is developed each year.

Mr. Northcutt said because the high cost of a college education is on the minds of the public these days, would the Dual Enrollment program help students to move forward in obtaining their degree sooner and at lesser cost to their parents, and if this could be included in this document. Dr. Tucker and Ms. Jowers indicated that dual enrollment is an important part of our recruiting goals and is referenced in the plan. Ms. Jowers further stated that she and Tammy White developed a survey to find out where UWA's students are going after they graduate, i.e. if they are obtaining jobs in their chosen career field, etc. Mr. Northcutt also asked if there are any enrollment goals in this Strategic Plan. Ms. Jowers indicated the team discussed this and decided the specific goals would be better decided between the administration and the Board. Dr. Tucker also noted that the ACT scores and the GPAs are higher this fall. Mrs. Anderson stated that in order for the students to have real life experiences, UWA needs to partner with the community and other business entities in the region to allow students the opportunity to work internships or other jobs so they will know if their chosen educational field is right for them. Dr. Tucker spoke about the University's focus on experiential learning experiences for students and how they are increasing (e.g., internships, co-op programs, job shadowing, etc.). Ms. Jowers indicated there will be an effort to increase internships, which is mentioned in Goal 3, Objective 1.

Mr. Vernon congratulated the SP committee and said he had a couple of comments – one was on Goal 2, and the objective to improve customer service. He said that employers should be included in the approach to customer service, adding that they are customers as well. Dr. Tucker agreed and stated this is included in the plan.

Under Goal 4, regarding the objective to develop/implement economic development programs, Mr. Vernon said he would like for work-force training to be incorporated into this objective to help the employers. He said this would provide more outreach services to the business community. Dr. Tucker and Ms. Jowers agreed and said that was the Committee's intent, but they would make sure the language better reflected inclusion of workforce development.

Mr. Vernon referred to Goal 1 and said it could help the University to know which programs are needed by promoting diversity throughout the areas other than just the University.

Mr. Kendrick said he had an appointment at 11:00 and would have to leave the meeting; however, he did state that in Goal 4, the second objective, there are laws trending whereas this wording might need to be changed to include visitors to the campus when addressing safety, security, and emergency preparedness for the students, faculty and staff across the University community.

Mr. Spree asked if there is a group in place to measure success and how to guide us with the outcome. Dr. Tucker said this is in place.

Mr. Ballow asked how many International students are enrolled in this semester. Dr. Edwards responded that the count is 185, which is an increase of about 30% over the past.

Dr. Tucker asked if there were any other questions. Mr. Ed Enoch asked if the Strategic Plan would be available to the public, and Dr. Tucker responded that it would be available once the Board of Trustees approves the document.

XII. ADJOURN

There were no other questions, and the meeting adjourned at 11:05 a.m.

Respectfully submitted,

Earlene Lindsey