B. **Strategic Goals and Objectives 2013-2018**

**Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence**
A. Sustain a learner-focused environment.
B. Build and maintain a culture of continuous improvement.
C. Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.
D. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
E. Promote research, scholarship, and creative productivity among faculty, staff, and students.

**Goal 2: Act With Integrity and Transparency at All Levels**
A. Support faculty/staff/student input into decision-making.
B. Base decisions on data, evidence, and appropriateness to the university’s vision, mission, and strategic plan.
C. Share information in comprehensive and readily accessible ways with all university constituencies.

**Goal 3: Promote Diversity in All Areas**
A. Attract and support a diverse student, staff, and faculty population.
B. Enhance interaction and understanding among diverse groups.
C. Cultivate enriched learning opportunities in a global community.

**Goal 4: Develop And Manage The Fiscal Resources Necessary To Provide Ongoing Support For The University's Mission And Strategic Plan.**
A. Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) at or above established target levels.
B. Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
C. Establish or augment faculty, staff, and student research, development, and travel funds.
D. Significantly increase extramural funding and new private gifts and as established by university key performance indicators.
E. Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

**Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology**
A. Develop and implement a comprehensive, centralized strategic plan for campus technology.
B. Annually review and update, as needed, the campus master plan to guide property acquisition, campus land use, and construction of new facilities.
C. Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.
Goal 6: Increase Engagement with External Partners

A. Serve the public and UCA’s students by establishing and maintaining local, regional, national, and global partnerships.

B. Strengthen communication, coordination, and prioritization of outreach and development.