

**Strategic Planning and Resource Council (SPARC)**  
**and**  
**Task Force Meeting**  
**3:30 p.m., March 2, 2010**  
**Hall of Fame Room**

Members of SPARC in attendance: Michael Schaefer, Lance Grahn, Venita Jenkins, Carol Daves, Carl Frederickson, John Parrack, Lynn Burley, Clay Arnold, Tammy Benson, Jimmy Bryant, Patrick Desrochers, Art Gillaspy, Bruce Hutchinson, Larry Burns, Dan Gortney, Shannon Maiden, Gary Roberts, Larry James, Brad Teague, Shelley Mehl, Diane Newton, Ronnie Williams, and Jeff Pitchford. Task Force (TF) Members in attendance: Bill Lammers, Jennifer Deering, Judy Corcoran, Kim Hoffman, Rahul Mehta, Lindsay Grifford, Rollin Potter, Kevin Browne, David Kim, Cheryl Lyons, Tim Atkinson, and Marvin Williams.

Schaefer called the meeting to order. Copies of the SPARC membership and the members of the task forces were distributed, along with copies of materials prepared by working groups in February. Schaefer stated that by the end of fall 2010, SPARC and TFs will create a set of goals for the university community that we agree on with resources allocated that will accomplish the goals. What do we really do? What initiatives are needed to meet goals? The meeting today is to break down the process into steps, and then we will focus on one step at a time.

In addressing the four TFs, Schaefer said the first step is identifying the **planning assumptions** we have to make in setting any goals. Planning assumptions are largely about resources that need to be taken into account in shaping them. Identifying the university's **core values**... Articulating or reaffirming the **driving forces**... Discovering or shaping the **institutional distinctiveness**. The best way to get a handle on them is to look at the working groups best efforts in trying to sort out the four things.

Grahn added that there is a need to distinguish between driving forces and planning assumptions. In the working group meetings, driving forces were viewed as external structures and forces; planning assumptions are internal, those things we impose on ourselves.

Bryant asked if his TF should evaluate the working group's list of institutional distinctiveness and make recommendations.

Schaefer confirmed that as a starting point. He said to think about the atmosphere on campus...are those things that really set us apart?

Grahn stated that there are a lot of schools that have pretty campuses. What makes UCA unique? What can we tell the public that sets us apart from other sister institutions in the state?

Desrochers said that the list needs to be supported by examples. We need evidence of what we say.

Schaefer agreed. You may decide we are this or that, but why? This is the first shot that the working groups made at this. We need the collective insight into the area of the group you are on. You were not selected randomly. Largely, this meeting is about questions and clarification.

Mehta asked about scholarship concerns with regard to planning assumptions. Are we taking into account the set funding and how the state is going to look at it? The state would be a driving force, but budgeting is a planning exercise. Schaefer agreed that grey areas may surface between the four TFs.

Schaefer said that MyUCA has group memberships assigned so the task forces can post their work. He asked that work be posted by April 4-9 for review. April 12, we will review and post for the whole community leading up to the campus-wide forum on April 15. The full council will meet again after that forum. The writing committee will draft close-to-final versions and somewhat rougher mission statements and have that done by the end of spring. Then all of those documents will be reviewed in the fall by everyone.

Grahn said that we will use the HLC site visit to help. He pointed out that the current vision statement is that "UCA will be the center of learning." That's not going to cut it. With that said, this is an important process and it struck me how important this process is when the budget crisis hit and we had no guiding principles. We are always going to have to be concerned about the financial situation. We need to adjust our thinking to understand that we are a tuition-driven institution. If we move forward within this framework we need to know where it is that we are going. How do we achieve our reasonable expectations? What will UCA be? We cannot allow our future simply to happen. We need to decide our future. We need to take hold and create our own future rather than letting driving forces and planning assumptions drive our future.

Grahn thanked everyone for agreeing to serve in this important capacity. He said it will be truly meaningful for UCA. This cannot be put aside like the STI. We cannot allow that to happen again. This needs to be implemented.

Schaefer asked for members to serve on the writing committee. The committee will be Schaefer, Parrack, Deering, and Atkinson.

Schaefer said that it might be preferable to have fewer, longer meetings. If any TF has questions, please pass them along to me.

csd