



UNIVERSITY OF
CENTRAL
ARKANSAS[™]

UNIVERSITY OF CENTRAL ARKANSAS

Strategic Plan

FY 2017-2022

Adopted by the Board of Trustees May 13, 2016
Based on recommendations of the Strategic Planning Task Force February 18, 2016

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CHANGE LOG

When changes are made to this plan, they will be recorded here.

THE STRATEGIC PLAN

Following the work of a Strategic Planning Task Force during AY 2015-2016, the Board of Trustees approved a new strategic plan for the next five years, Fiscal Years 2017-2022.

Documents in this new series will be designated by <20160513> in the filename. For previous Strategic Plans and associated documents, see <http://uca.edu/sparc/archives/strategic-plan-archive/>. For information about the Strategic Planning Task Force, see <http://uca.edu/sparc/strategic-planning-task-force-2015-2016/>.

The Strategic Plan, as revised in 2015–2016, comprises four *Foundational Documents* and four *Strategic Goals*.

A. Foundational Documents

1. Vision Statement

The Vision Statement expresses UCA's aspirations for the future.

The University of Central Arkansas aspires to be a premier learner-focused public comprehensive university, a nationally recognized leader for its continuous record of excellence in undergraduate and graduate education, scholarly and creative endeavors, and engagement with local, national, and global communities.

2. Mission Statement

The Mission Statement articulates what UCA currently does.

The University of Central Arkansas, a leader in 21st-century higher education, is committed to excellence through the delivery of outstanding undergraduate and graduate education that remains current and responsive to the diverse needs of those it serves. The university's faculty and staff promote the intellectual, professional, social, and personal development of their students through innovations in learning, scholarship, and creative endeavors. Students, faculty, and staff partner to create strong engagement with the local, national, and global communities. The University of Central Arkansas dedicates itself to academic vitality, integrity, and diversity.

In carrying out this mission, the university is guided by the following core values.

3. Core Values

The Core Values Statement asserts the University community's institutional and ethical standards in fulfilling its mission.

a. Intellectual Excellence

We believe in lifelong intellectual development of students, faculty, and staff. We are committed to the free pursuit of knowledge and continuous growth in learning and teaching.

- Educated Citizens:** We believe in student success and in preparing students to engage complex issues and express informed opinion through critical thinking, writing, and

speech. Given our institution's historical roots in teacher education, this foundation inspires all of our colleges to work together to ensure that our faculty and students collaborate to promote instructional excellence and lifelong learning.

- Scholarship:** We believe that students and faculty should engage in professional development and scholarly endeavors that promote the creation and application of knowledge in all disciplines.
- Cultural Competence:** We believe that students should experience cultural activities as they grow in their appreciation for the diversity of ideas and peoples, both inside and outside the classroom.
- Learning Environment:** We believe that an outstanding physical infrastructure, along with a culture of excellence in all of our endeavors, provides an environment in which our students and faculty can thrive personally and intellectually. We further believe in providing state-of-the-art learning spaces.

b. Community

We value and respect as our greatest asset the people who make up our community – students, faculty, and staff, as well as the people connected to us through ties to our local community and region, the state of Arkansas, our nation, and the world. That is, we believe people are the focus of our institution.

- Collegiality:** We believe in processes of shared decision making based on productive synergistic interactions among our students, faculty, and staff, and disciplines in the pursuit of institutional goals.
- Partnerships:** We are dedicated to promoting outreach activities, community education, and partnerships with surrounding entities. We believe in collaborating with the citizens of our region, the state, the nation, and the world as well as those organizations and constituents with whom we work.
- Safe and Healthy Environment:** We promote a safe, healthy, and sustainable environment where our community members can flourish personally and socially as whole beings with obligations to improve their environment.
- Service:** We believe in sharing our academic and cultural resources and expertise with the public, educational institutions, businesses, cultural centers, and public and non-profit agencies, when appropriate. We work to enable students to integrate into the larger world to promote a commitment to public service through experiential education. Faculty and staff serve our state and local constituents by sharing their energy, talents, and experience.

c. Diversity

We are dedicated to attracting and supporting a diverse student, faculty and staff population and enhanced multicultural learning opportunities. We value the opportunity to work, learn, and develop in a community that embraces the diversity of individuals and ideas, including race,

ethnicity, religion, spiritual beliefs, national origin, age, gender, marital status, socioeconomic background, sexual orientation, physical ability, political affiliation, and intellectual perspective.

- Recruitment and Retention:** We actively pursue and seek to retain a diversified student body, faculty, and staff.
- Support:** We maintain the highest academic quality and ensure that our programs remain innovative and responsive to the ever-changing and diverse needs of those we serve.
- Knowledge:** We seek to enhance interaction and understanding among diverse groups and cultivate enriched learning opportunities in a global community.

d. Integrity

We are committed to ethical and responsible behavior in our own actions and to developing the same commitment in our students, thus fostering individuals who will have the skills, knowledge, and ability to engage positively with a diverse and changing world. Our commitment extends to all levels of our campus to foster a climate of ethical conduct, respect, responsibility, and trust.

- Ethics:** We believe in acting with honesty, courage, and trustworthiness.
- Respect:** We support a community and climate of respect and thoughtfulness among students, faculty, staff, and the people of our community, state, nation, and the world.
- Responsibility:** We commit to being responsible and accountable in our operations at all levels of the institution, including continuous assessment of our academic programs and transparency in our fiscal and operational proceedings.
- Trust:** We value and continually seek to earn the public's trust in all of our actions and words.

4. Institutional Distinctiveness

The Institutional Distinctiveness Statement describes what UCA is and the features that distinguish it from peer institutions.

The heart of UCA's distinctiveness is its campus-wide commitment to providing the strongest learning and living environment possible, founded on a comprehensive array of outstanding academic programs that focus on individual student success. Complementing this atmosphere are the university's beautiful campus; its location in a collegial, vibrant, and affordable community that is part of the state's largest metropolitan area, which provides enhanced intellectual, cultural, and economic resources; and its close proximity to the Arkansas River Valley and the Ouachita Mountains, which offer natural splendor and myriad outdoor activities.

B. Strategic Goals and Objectives, Fiscal Years 2017–2022

Recommended by the Strategic Planning Task Force on February 18, 2016, and approved by the University of Central Arkansas Board of Trustees on May 13, 2016.

Goal 1: UCA will support and empower students to succeed. Actions to improve retention and graduation rates to the levels already specified by the Board in the KPIs must be UCA's first order of business.

- A. Every student will be afforded guidance and support for her/his development of the knowledge and skills necessary to achieve academic and personal success.
- B. Every student will have available to her/him the information, the access to resources and services, and the opportunities to engage successfully in the UCA community.
- C. Every undergraduate student will be afforded a common educational experience through the UCA Core.
- D. The Board's KPIs represent the appropriate goals and timetable for achieving goal 1 (see <http://uca.edu/ir/kpi/>).

Goal 2: Each UCA student will be prepared to effectively compete in the marketplace upon graduation and demonstrate continued involvement in and contribution to the UCA community after graduation.

- A. The university will create an institution-wide emphasis on aspects of "Campus Life" which are critical in building student affinity for the institution and developing interpersonal skills.
- B. The university will provide students with career development during their time at UCA.
- C. The university will develop appropriate feedback mechanisms for alumni and employers.
- D. The university will provide alumni access to career development and planning resources.
- E. The university will facilitate opportunities for alumni networking.

Goal 3: UCA will use clearly defined guidelines to evaluate emerging opportunities for strategic growth and retrenchment.

Criteria for Evaluating the Desirability of Strategic Growth and Retrenchment

Each smart growth opportunity recommended by any unit on campus should reflect at a minimum the following considerations:

- A. Demand/interest as defined by the ability to attract diverse, academically strong students, faculty and staff
- B. Need as demonstrated by the ability to meet state, regional, national and global needs

- C. University resources availability as demonstrated by the ability to deliver programs by taking advantage of existing university resources and/or new resources
- D. External resources availability as demonstrated by the ability to attract external resources

Goal 4: UCA will effectively implement the strategic plan.

- A. The Office of the President will be the administrative point of coordination, accountability, and budget authority to implement the strategic plan. The authority to execute the strategic plan can be exercised or delegated by the President in consultation with the Board of Trustees. Achieving the Board's KPI retention and graduation goals is integral to the continued success of the University of Central Arkansas. While current efforts have begun to improve success and retention, executive-level coordination of critical activities across many organizational and budgetary lines is needed to produce results quickly enough to meet the KPI's goals.
- B. The university must revamp the strategic budgeting process to be more timely and effective.
- C. The university will develop a process for review of strategic growth and retrenchment opportunities in a timely manner using the criteria outlined in Goal 3.