

Report of FACULTY AFFAIRS I committee to the Faculty Senate
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Charge: Review the HLC report in order to create a checklist of academic issues that need to be monitored and create a timeline regarding progress.

“It is essential that the Commission follow up as recommended by the team to address first the creation of a strategic plan through participative processes that supports the mission and second the implementation of that plan through performance measurements, assessment/continuous planning, and transparent budgeting based on strategic directions.” (Assurance Section of HLC report, pg 21)

In the March 2010 report of HLC’s comprehensive evaluation visit, the following recommendations were made by the evaluation team regarding monitoring reports and a focused visit:

1. **Monitoring report** due 5/1/2012 on status of long-range planning, processes, and procedures.
2. **Monitoring report** due 12/15/2012 on finances (financial recovery plan addressing low financial ratios)
3. **Focused visit** in Spring 2014 on implementation of comprehensive long-range plan, including budgeting process that reflects allocations based on strategic priorities.

Moreover, in the 15-page Advancement Section of HLC’s comprehensive evaluation visit report, the HLC evaluation team delineated the following **11 areas of suggested changes and improvements:**

1. Assessment Processes

- a. “Work toward a more consistent or standard reporting process.”
- b. “Consider either separating or pulling out the assessment report from the annual report.”
- c. “Consider splitting the Academic Planning & Assessment Committee into two committees.”
- d. “Use your assessment process to more visibly align your teaching and learning process with the institutional mission.”
- e. “Integrate co-curricular experiential data with the curriculum/assessment data.”
- f. “Integrate scholarly work into our assessment process.”
- g. “Put a University Assessment Coordinator in place.”
- h. “Link curriculum and assessment committees.”
- i. “Build and develop your assessment team.”
- j. “Set in place a process for consistent assessment evaluation of all UCA offices, units, and functions.”

2. Board of Trustees

- a. “..requires continuous training in the proper role of a board . . . needs to understand the right questions to ask in the context of its responsibilities as a public university board.”

3. Business Processes

- a. “..review internal operating policies and procedures to insure fairness and perception of fairness, transparency in governance, and integrity in general.” Examples include hiring, equity pay, grievance, and appeal processes; also academic impropriety and integrity policies.

4. Diversity

- a. “..review and reorganize structures to support effectiveness in building a diverse community, honoring differences, and providing any needed support services.” Specific suggestion is a high profile and active university committee.

5. Information Technology

- a. “..strategic planning process should consider the role of IT . . consider offering guidelines for IT short, medium, and long-term planning across the university.” Examples of concerns are lack of

strategic IT plan, decentralized practice and planning, lack of consistent updating, and limited information storage/capacity.

6. Institutional Recruiting Strategy

- a. "Develop an aggressive and strategic recruitment strategy as part of the master plan, with appropriate benchmarks . . ."
- b. "In collaboration with governance, establish a recruitment policy and recruitment procedure consistent within the institutional framework for the future."
- c. "Build an infrastructure for administering and assessing recruitment progress . . . (see the 6 suggested strategies and processes listed on pg 11 of Advancement Section of HLC report)."

7. Institutional Research

- a. "...strategic planning efforts would be greatly enhanced if the university had available to it both the data to support future planning/decision-making activities and the analytical capacity to apply the data as appropriate." One example is enrollment and enrollment capacity.

8. International and Global

- a. "...review and reorganize structures to support effectiveness in its international and global activities." Specific suggestion is a high profile and active university committee to fit all the existing pieces together.

9. Long-Range Planning

- a. "UCA should move quickly to reaffirm its mission and goals and to develop a long-range planning process that can be a guide to resource allocation."

10. Shared Governance & Centralization/Decentralization

- a. "Given the work that needs to be done . . . there is some danger of reinforcing the highly centralized leadership pattern of the last decade. The rights and responsibilities of faculty, staff, student, and middle-management administration bodies should be recognized, including in the area of access to information, deliberation , voice, and decision-making relative to the other groups and the central administration. There should be full transparency on budgeting and accounting. . ."

11. Training of Faculty & Staff

- a. "should develop a training and professional development program for classified and unclassified professional staff to ensure that UCA is able to keep up with the world in terms of technology and associated skills of its workers. . . such a program should include both on-campus and off-campus training. . . an institutional priority for UCA should be to increase professional development funding for faculty and student research and conference travel."

The Provosts Office has been charged by President Meadors with addressing HLCs concerns related to academic issues. In a meeting on November 19, 2010 between Provost Grahn, Assoc. Provost Glenn, and Faculty Affairs I, discussion focused on the following:

1. Creation of a summary list of issues from the HLC report.
2. The possible role of Faculty Senate, in the spirit of transparency and shared governance, in contributing to and monitoring progress in the areas needing improvement. Specific ideas include the Senate serving as an advisory body to the Provost for purposes of offering input on and prioritization of the issues. A subgroup of the Senate, such as Exec Comm or Faculty Affairs I, could serve as a liason for coordination of information gathering and communication between the Provosts Office and Faculty Senate.
3. In terms of relevance of the issues, all of the issues remain in-play because issues of mission, leadership & decision-making, long-range & financial planning/ recovery, diversity, recruitment, and enrollment all have ties with academic and faculty life at UCA.