UCA Strategic Goals, Objectives, and Actions 2013-2018

Goal 1: Act With Integrity and Transparency at All Levels

Objective A. Support faculty/staff/student input into decision-making.

* + Hold campus wide forums to discuss Board Policy 202, President Search Process and recommend any needed changes to the policy based on discussions.
	+ Review the role and membership composition of all University committees in light of UCA’s mission.
	+ Clearly define the role and function of the Academic Council.
	+ Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.
	+ Senates and SGA continue to be able to ask questions during Board of Trustee meetings
	+ Complete review of current grievance processes and recommend appropriate changes
	+ Standardize timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.
	+ Create better linkages between the Board members and the campus by establishing BOT member liaisons with divisional groups made up of faculty, staff, and students

Objective B. Base decisions on data, evidence, and appropriateness to the university’s vision, mission, and strategic plan.

* Include mission statement in Student, Staff, and Faculty Handbooks
* Publish and post abbreviated mission statement campus wide
* Maintain the information quality initiative – Data Standards and Information Access.
* Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.
* Complete review of current grievance processes and recommend appropriate changes
* Standardize timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.
* Demonstrate that the UCA budget fully supports the strategic plan

Objective C. Share information in comprehensive and readily accessible ways with all university constituencies.

* + Continue monthly “Campus Talk” event: President and senior staff respond to questions from the campus community; BOT members also encouraged to attend.
	+ Hold campus wide forums to discuss Board Policy 202, President Search Process and recommend any needed changes to the policy based on discussions.
	+ Publish and post abbreviated mission statement campus wide
	+ Create a web-based location to post all university-wide committee meeting minutes
	+ Review UCA organizational chart
	+ Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.
	+ Senates and SGA continue to be able to ask questions during Board of Trustee meetings
	+ Create better linkages between the Board members and the campus by establishing BOT member liaisons with divisional groups made up of faculty, staff, and students

**Goal 2: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence**

1. Sustain a learner-focused environment.
* Implement first-year seminars as part of the new UCA Core.
* Develop and implement programs to advise freshmen to declare a major before they complete 27 credit hours
* Increase tutoring services and programs (e.g., supplemental instruction)
* Develop and implement a new sophomore experience program
* Assess and meet the needs of University College
* Identify a Chief Retention Officer to coordinate the university’s efforts to increase retention and graduation
* Investigate changing the charge and membership of the Retention Committee.
* Increase student travel grants to present research
* Create an RSO for student researchers
* Develop and implement faculty workshops on mentoring students
* Investigate the feasibility of a Student Research Week to showcase and recognize student research and scholarship at UCA
* Investigate the possibility of a central location for student and faculty research support (e.g., Center for Research & Creative Excellence) including data collection, analysis, and poster printing equipment
* Ensure that Promotion and Tenure Guidelines recognize faculty advising and mentoring of undergraduate and graduate students
* Develop guidelines for determining and clearly communicating the distribution of teaching, scholarship, and service activities in faculty workloads
* Increase the Instructional Development Center’s (IDC) resources and training that targets learner-centered education
* Allow greater faculty/staff time for job-relevant and job-embedded professional growth that motivates and revitalizes employee work lives. Correspondingly, reduce the employee time dedicated to institutionally-mandated training sessions (e.g. sexual harassment, diversity) by requiring participation once every three years rather than annually
* Provide greater incentives and rewards for professional development that enhances faculty/staff career growth and professional prominence at the state, regional, and/or national levels (versus professional development that serves UCA’s immediate institutional management needs only)
* Incorporate specific employee professional growth goals and plans in the annual employee supervision and evaluation process, including provision for all full-time faculty and staff to have at least one professional growth experience per calendar year (minimum three hours), as mutually agreed by the individual employee and his/her immediate supervisor
* Promote regular technology training for staff employees and others whose work requires proficiency in changing technology applications
* Finish revising specific outcomes based on the mission statement and basic outcomes of the UCA Core adopted in 2012; review and implement program change proposals made by the General Education Task Force of Summer 2012.
* Continue and evaluate use of ETS Proficiency Profile as one tool for assessing the General Education program.
* Review adequacy of online instructional support and policies.
* Appoint head/director for University College
1. Build and maintain a culture of continuous improvement.
* Increase response rate of instructor evaluations using SmartEval system.
* Publish academic strategic plans.
* Assessment plans for non-Academic Affairs areas will be fully implemented.
* Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.
* Complete development of *Assessment Handbook* for Academic Assessment
* Participate in HLC Academy for Assessment of Student Learning (Year 2)
* Participate in HLC Academy for Assessment of Student Learning (Year 3)
* Participate in HLC Academy for Assessment of Student Learning (Year 4)
* Build faculty expertise in program assessment.
* Complete revision of all learner outcomes in degree and certificate programs.
* Continue student focus groups for General Education assessment
* Continue and evaluate use of ETS Proficiency Profile as one tool for assessing the General Education program.
* Review student evaluation instrument.
* Evaluate participation in Voluntary System of Accountability (VSA)
1. Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.
* Complete development of Strategic Enrollment Management Plan
* Finish revising specific outcomes based on the mission statement and basic outcomes of the UCA Core adopted in 2012; review and implement program change proposals made by the General Education Task Force of Summer 2012.
* Communicate mission and learning outcomes of UCA Core to students, parents, and faculty.
* Appoint head/director for University College
1. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
2. Promote research, scholarship, and creative productivity among faculty, staff, and students.

**Goal 3: Develop And Manage The Fiscal Resources Necessary To Provide Ongoing Support For The University’s Mission And Strategic Plan**.

1. Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) at or above established target levels.
* Create a dashboard of financial indicators (CFI, Moody’s, Cash Reserves) with comparisons to peer and aspirant universities
* Hold an educational session with the BOT on the financial indicators – March 2013
* The Board will establish target levels for financial indicators to direct the actions of the University as they relate to its financial health.
* Create an ongoing monitoring plan and reporting mechanism for campus use.
* Present the Dashboard for the most recent set of indicators to the BOT each spring
1. Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
* Staff Senate will survey classified and non-classified staff. Survey will include salary needs/wants as well as non-salary benefits that are important to staff.
* Determine the appropriate institutions to use for peer and aspirant groups. One source will be the SREB.
* Gather comparative data through analyses of existing data sources, surveys of other institutions (where necessary), and metro region for staff comparisons.
* Develop targets for faculty and staff salaries
* Develop a comprehensive plan for all full-time employees that will address cost of living adjustments and increases for merit and equity. The plan will include necessary resources and a position on the plan’s fiscal prudency. This may include the importance of appropriate spending to allow for carry over funding for the divisions and the university.
* Include a Cost of living adjustment in the FY 2013-14 budget.
* Address the Comprehensive Compensation Plan as resources warrant and fiscal prudency in mind.
1. Establish or augment faculty, staff, and student research, development, and travel funds
* Evaluate the current status of funding to support travel, professional development and research for both the faculty and staff.
* Develop a plan by which funding to support the travel, professional development and research needs of the faculty and staff will be determined and made available.
* Present plan and funding request to SBAC at the Fall 2013 meeting to be considered in the FY 2014-15 budget.
* Have a base level of funding in place for the development, travel, and research needs of the faculty and staff.
* Create a Registered Student Organization (RSO) for Student Research
* Identify a Faculty Advisor
* Present funding request to SGA in Spring meeting
1. Significantly increase extramural funding and new private gifts and as established by university key performance indicators.
* Submit Title III Strengthening Institutions Grant to the U.S. Department of Education that targets recruitment and retention of underserved, underrepresented students
* Develop grant-writing goals by college/division to increase grant award portfolio collectively by 8% to 10% annually. Plan reviewed and revises annually,
* Expand recognition for grant submission and awards through Sponsored Programs newsletter.
* Provide information and assistance to student groups (Housing/Residential Colleges, Writing Center) to engage students in obtaining grants to support programs and service activities.
* Offer a minimum of two grant writing workshops per year, one general and one targeting a specific funding agency.
* Secure additional travel funds for field staff (fund-raising personnel).
* Review and select appropriate recommendations from Hodge Group Report for implementation
* Hire a Director of Annual Giving and Administrative Specialist for support of fundraising field staff
* Update alumni and friends’ wealth and analytical data in preparation for UCA's second comprehensive fundraising campaign with an expected public announcement in 2017.
* Engage and assist academic deans and other program leaders with private fundraising.
* Hire an assistant director of development in preparation for next comprehensive campaign.
* Each full time development staff member will conduct 140-150 face to face meetings/year and present 40-50 proposals averaging $25K each
* Monitor, identify and report true fund raising cost ratios.
* Break ground on the Center for Collaborative Healthcare Education, a unique campus-community partnership with a strong community health education emphasis.
* Create prioritized list of UCA needs in academic and non-academic departments. List will be reviewed and updated annually.
* Prepare for the public launch of UCA’s second comprehensive fundraising campaign by hiring a campaign director and production designer to support ongoing campaign needs.
* Develop a specific campaign communications plan that governs the frequency and nature of communication for the duration of the comprehensive campaign.
1. Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

Goal 4: Commit to Ongoing Improvement and Innovation in Facilities and Technology

1. Develop and implement a comprehensive, centralized strategic plan for campus technology.
2. Annually review and update, as needed, the campus master plan to guide property acquisition, campus land use, and construction of new facilities.
3. Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.

Goal 5: Increase Engagement with External Partners

1. Serve the public and UCA’s students by establishing and maintaining local, regional, national, and global partnerships.
* Advertise for director of Outreach and Community Engagement.
* Ensure key individuals are active in civic and business organizations to promote UCA and its programs.
* Complete review of assessment of institutional outreach and develop mechanisms for evaluating those parts not assessed elsewhere.
* Conduct a preliminary assessment for communities need for outreach and engagement programs.
* Prepare launch of service learning program.
* Provide opportunities for marginalized and diverse populations to participate in planned university outreach activities.
* Insure faculty, staff and student access to community based/applied research opportunities with external partners.
* Maintain online repository of all outreach and engagement activities and results of evaluation of these activities.
* Continue outreach and engagement partnerships with academic and non-academic units to engage with local communities..
* Maintain and support existing outreach and engagement programs and their evaluation.
* Take campus-wide inventory of existing community outreach and engagement projects and make available online.
* Break ground on the Center for Collaborative Healthcare Education, a unique campus-community partnership with a strong community health education emphasis.
* Establish a university speaker’s bureau
* Support UCA’s mission to engage with its external community by developing an infrastructure/plan to connect the needs of the community with the resources and expertise of the campus.
* Increase capacity of the Center for Community and Economic Development to service local communities and municipalities.
1. Strengthen communication, coordination, and prioritization of outreach and development.
* Ensure key individuals are active in civic and business organizations to promote UCA and its programs.
* Establish registry of advisory committees and their memberships
* Expand use of NetCommunity SPARK
* Produce print and online versions of the UCA/ UCA Foundation annual report (A limited digital print production to targeted individual stakeholders and a broader online presentation to larger stakeholder groups.)
* Break ground on a facility to function as a campus welcome center for alumni and friends and “home” for all Advancement staff.
* Break ground on the Center for Collaborative Healthcare Education, a unique campus-community partnership with a strong community health education emphasis.

**Goal 6: Promote Diversity in All Areas**

1. Attract and support a diverse student, staff, and faculty population~~s~~.
* Appoint a UCA diversity committee, and prepare a strategic plan for diversity.
* Publish diversity statement in the *Faculty Handbook*, *Staff Handbook*, and *Student Handbook*.
* Develop diversity plans in each college and unit on campus
* Develop university diversity website to post ongoing diversity events.
* Implement SGA-/student-led forums each year to enhance campus climate of diversity
* Conduct search for VP for Institutional Diversity and office staff.
* Establish Office of Institutional Diversity.
* University wide diversity survey developed and implemented.
* Hire Affirmative Action Officer
* Establish and maintain University Diversity Page. Establish University Diversity Ledger for each college and all other units on campus.
* Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.
* Complete University Diversity Plan.
* Monitor volunteer board membership for improved diversity
* Develop a scholarship funds criteria matrix that identifies the groups served by the current scholarships available.
* Secure membership in major ethnic and cultural groups and organizations, especially African American. Hispanic, and Native American
* Update Diversity Ledger Plan process and finalize form, goals and objectives as to students, faculty, and staff.
* Establish revenue pool for outreach activities, including company diversity programs, national conferences, workshops, and assessment.
* Establish diversity campus chats, two each semester. Chats are intended to address any diversity needs that arise on campus
* Establish revenue pool for diversity awards for faculty, staff, and students. These awards are for activity off campus which impact on various ethnic groups and cultures in a positive way.
* Begin audit of Affirmative Action Office and assessment of Office of Multicultural Affairs; determine needs and make adjustments.
* Assess campus outreach relations and impact of diversity outreach on campus.
* Implement college-wide diversity survey of students on diversity issues, such as acceptance, safety, support, degree and adequacy of response, knowledge of different cultures.
* Assessment of Office of Institutional Diversity. Campus-wide survey produced, distributed and tabulated.
1. Enhance interaction and understanding among diverse groups.
2. Cultivate enriched learning opportunities in a global community***.***
* Continue “Exploring Our World” Speaker Series for campus and “outreach.”