UCA Strategic Plan Progress Report
For
FY 2012

Preamble

The UCA Strategic Planning Committee, part of the Strategic Planning and Resources Council, has gathered information regarding progress toward the UCA strategic Plan in 2012. What follows is our report on that progress. The report is divided into two sections: "Overview" and "Progress Report by Goal". The "Overview" provides highlights of accomplishments toward the Strategic Plan during fiscal year 2012 (academic year 2011-12). Much more information may be gleaned from the "Progress Report by Goal" where actions taken toward each goal and objective are described along with the both desired and actual results of those actions in FY12.

Overview

The following are highlights of the accomplishments made toward the UCA Strategic Plan in FY2012 by goal.

Goal 1: Focus on Integrity at all levels of action

- Monthly "Campus Talk" events held where President and senior staff responds to questions from the campus community
- Measures instituted to increase transparency in budgeting including timeline for budget development, public presentations of new budget proposals and ranking by Strategic Budget Advisory Committee (SBAC), and public discussion of budget at Board of Trustees (BOT) meeting a month before vote on budget occurred.
- Shared Governance and Communication Survey administered to campus community in fall 2011, identifying issues surrounding trust and communication and providing baseline against which future survey results will be compared
- Five-year salary plans developed by faculty and staff salary committees and presented to SBAC and then Executive Committee in open process
- UCA Board members assigned to divisional groups to improve communication and knowledge of Board members regarding issues on campus

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

- SmartEval system for on-line course evaluation purchased and implemented with a student response rate for 2011-12 of 46-49%
- University College faculty transitioned to division of Academic Affairs
- Formal assessment plans developed for all non-Academic Affairs areas
- UCA accepted to Higher Learning Commission (HLC) Assessment Academy and 6-member team from UCA participated

Goal 3: Provider a Learner-Focused Environment for All Students

- National Survey of Student Engagement (NSSE) administered in spring 2012 providing baseline data on one measure of institutional effectiveness
- Focus groups held with students and employers of UCA graduates and responses used by General Education Task Force during process of recommending revision to General Education program
- Name for General Education program (UCA Core), along with mission and primary learning outcomes for the program, adopted by General Education Council

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

- Development of Campus Technology plan initiated
- Carryover accounts established for academic and non-academic areas for use on capital needs
- Comprehensive campus facilities master plan adopted by BOT

Goal 5: Increase Engagement with External Partners

- University speaker's bureau established
- Meetings with out-of-state alumni and friends increased by 73% yielding over $46,000 in donations to UCA Foundation
- Overall alumni giving increased by over 28%
- Successful Institute for Community and Economic Development complete in August 2012

Goal 6: Promote Diversity in All Areas

- Diversity statement for UCA publications approved by BOT
- Diversity plans developed for all colleges and units across campus
- "Exploring Our World" speaker series implemented fostering increased appreciation and respect for other cultures
- Monthly student-led forums held designed to enhance campus climate of diversity
- Diversity Advisory Committee approved by UCA BOT

UCA Strategic Plan FY2012
Progress Report by Goal

Goal 1: Focus on Integrity at all levels of action

Objective 1a: Continue support of faculty/staff/student input into decision-making, thus improving shared governance.

Objective 1b: Make decisions based on data, evidence, and appropriateness to the university's vision and mission; make those acts clear so that stakeholders can understand and respect decisions.

Objective 1c: Ensure that all units continue to share information in comprehensive and readily accessible ways – up and down the University's administrative chain and also laterally (I.E., across departments and colleges and other units), thereby fostering a campus-wide sense of trust, shared purpose, and high morale.

Objective 2: Make sure that the current SPARC efforts are pursued, assessed, re-evaluated, and part of ongoing dialogue. As current initiatives are accomplished, move others from campus forums into high priority.

Actions	**Objectives**				**Cost**	**Responsibility**	**Results**	**Responsive Action**
Goal 1 – Focus on integrity at all levels of action	**1a**	**1b**	**1c**	**2**			**A: Actual Results** **D: Desired Results**	
G1.A. Establish monthly "Campus Talk" event: President and senior staff respond to questions from the campus community; BOT members also encouraged to attend.			◆		$0	President and senior staff. Faculty, staff and students will have the responsibility to be involved.	A: Complete and ongoing. At least 50 UCA employees and students are in attendance at each campus talk event. All questions answered.	Continue monthly "Campus Talks" for FY 2013.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	**1a**	**1b**	**1c**	**2**			**A: Actual Results** **D: Desired Results**	
G1.B. Develop a plan for improvement of UCA's Web pages for clarity and accuracy.			◆		$0	VP for University and Government Relations, Web Development Team	D: Plan will be in place to ensure that web pages will be accurate and easy to navigate. A: Carry Forward. Three ways we have moved forward in this area: 1) Homepage refresh - took the upper levels of the website and using analytics, updated links and information for site visitors; 2) Identified key content for reuse on website; 3) Implemented system that allows reuse of key content on website.	Continue in FY 2013. Action: Continue improvement of UCA's Web pages for clarity and accuracy.
G1.C. Establish a timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.	◆	◆			$0	Subcommittee of the Strategic Budgeting Advisory Committee	A: Complete. Timeline developed and approved by SBAC. Annual budget recommendations sent to Executive Staff. BOT discussed budget at a public meeting in April prior to vote on budget in May.	Standardize use of timeline in FY 2013 and beyond. Action: Standardize timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	**1a**	**1b**	**1c**	**2**			**A: Actual Results** **D: Desired Results**	
G1.D. Maintain the information quality initiative – Data Standards and Information Access.		◆			$0	Chief Information Officer, DSIA groups	D: Facilitate timely access to consistently reliable university information over time. A: Carry Forward. On-going process, with significant progress this year. Business process analysis needs additional attention in future.	Continue this action for FY 2013 and beyond.
G1.E. Appoint a consultant to review IR operations to determine staffing needs and procedures.		◆			$3,000	President	A: Complete. Consultant's report received; recommendations are being implemented as appropriate. Work is ongoing to implement a plan to ensure that IR can meet the needs of internal and external clients.	Complete and implement plan to ensure IR meets needs of internal and external clients.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	**1a**	**1b**	**1c**	**2**			**A: Actual Results** **D: Desired Results**	
G1.F. Campus surveys on campus communication and shared governance			◆		$0	Faculty Senate, Staff Senate, and Executive Staff	A: Complete and ongoing. Shared Governance and Communication Survey administered during Nov and Dec 2011. Data from 209 respondents analyzed, concerns identified, and baseline established. Survey will be administered annually and results compared to determine resolution of identified issues.	Action for FY 2013: Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.
G1. G. Develop manual for Faculty Senate Executive Committee outlining lines of communication.			◆		$0	Faculty Senate Executive Committee	A: Complete. Manual completed, lines of communication will be institutionalized and standardized lines of communication adopted.	Institutional and standardize lines of communication.
G1.H. Conduct survey of faculty and staff salary goals.	◆	◆			$0	Faculty Salary Review Committee and ad hoc staff salary committee	D: Committees will recommend 5-year plans to address faculty and staff salary goals A: Complete. Surveys completed and recommendations from staff and faculty salary committees presented to SBAC in January 2012.	Continue into FY 2013. Action to be developed.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	**1a**	**1b**	**1c**	**2**			**A: Actual Results** **D: Desired Results**	
G1.I. Clearly define the role and function of the Academic Council.	◆		◆		$0	Provost, Chairs, Associate Deans, Faculty Senate	D: Role and function of the Academic Council is now clearly defined. A: Carry forward. Faculty Senate declined to recognize body as official entity. Clarification of role will continue in FY2013.	Continue action as written for FY 2013.
G1.J. 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.	◆		◆		$0	BOT Chair and President	D: Each functional division will have an active committee that meets quarterly with their Board member liaison. A: Complete and ongoing. Each Board member assigned to divisional group, meetings ongoing.	Monitor effectiveness of linkages in FY 2013. Action to be developed.
G1.K. Reorganize Strategic Planning and Resources Council to comprise two committees, Strategic Planning and Strategic Budgeting Advisory (superseding current Budget Advisory)				◆	$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, SGA presidents, current SPARC chair	A: Board of Trustees approved reorganization at May 2012 meeting. New council began functioning in Fall 2012.	Develop and implement framework and processes for all responsibilities of SPARC as reorganized.

UCA Strategic Plan FY2012
Progress Report by Goal

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

Objective 1: Create a culture of internal assessment through which assertions of excellence are made demonstrable. Each program takes responsibility for meaningfully assessing itself through maintenance of relevant professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g., CPA, teacher accreditation) and exit exams, and through individual college and program strategic planning.

Objective 2: Foster life-long learning by providing faculty and staff with ongoing professional growth opportunities, which require adequate, reliable resources for professional training and participation in conferences and other scholarly meetings.

Objective 3: Become increasingly competitive in recruiting and retaining excellent faculty and staff.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence	**1**	**2**	**3**			**A: Actual Results** **D: Desired Results**	
G2.A1. Establish a consistent budget line for funds to support faculty/staff development/travel.		◆		Amounts depend upon the budget process. This year: - added $210,000 for faculty travel, development - added $16,664 for staff development	VP for Finance and Administration, and Provost and VP for Academic Affairs ICW: Associate Provost for Finance & Administration	A: Carry forward. Funds for faculty development provided on interim basis for FY12; staff funds in base budget for FY12. Funds also available on competitive basis from professional development endowment administered by the Staff Senate..	Requests to increase professional development budgets will be presented to and ranked by SBAC in FY13

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence	**1**	**2**	**3**			**A: Actual Results** **D: Desired Results**	
G2.A2. Create a plan for classified and non-classified staff development.		◆		$0	VP for Finance and Administration, Provost, Staff Senate	A: Carry Forward. Requests to increase professional development budgets will be included in the budget process in the form of a budget request. These requests will be evaluated and ranked by the SBAC.	Requests to increase professional development budgets will be presented to and ranked by SBAC in FY13
G2.B. Complete and implement enrollment management plan.	◆			$386,000 (reallocated from advertising funds)	VP for Enrollment Management	A: Carry forward. SEM Works engaged in December 2011. Assisted in environmental scan, SWOT analysis, and creation of Customer Relationship Management (CRM) recruitment plan. Contract with SEM Works not renewed. Instead we will utilize EMAS software for our CRM in Enrollment Management for the coming year for recruitment efforts. Comprehensive plan to be developed by Division of Enrollment Management	Action for FY 2013: Complete and implement Strategic Enrollment Management Plan

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence	**1**	**2**	**3**			**A: Actual Results** **D: Desired Results**	
G2.C. Purchase and implement SmartEval system.	◆			$14,995 / year	Director of Assessment	D: Response rate of instructor evaluations rises, with a target of 80%. A: Complete and ongoing. Response rate in 2011 was 49% and in Spring/Summer 2012 was 46%. Recommend that action steps be added to FY 2013 - 2014 to increase SmartEval response rate.	Continue into FY 2013 with a focus on increasing response rate. Action to be developed.
G2.D. Develop a plan to transition University College Faculty into the academic division.			◆	$0 for the plan	Associate Provost for Instructional Support, ICW: Provost, VP for Enrollment Management	D: The relocation of University College faculty to the academic division is completed. A: Complete. As of Spring 2012, University College faculty and program began reporting solely to Office of the Provost through Associate Provost for Instructional Support. With beginning of FY2013, a full-time Interim Director was in place, replacing previous half-time Director who returned to full-time duties as Associate VP for Enrollment Management.	Action complete – no response required.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence	**1**	**2**	**3**			**A: Actual Results** **D: Desired Results**	
G2.E. Develop formal assessment plans for non-Academic Affairs areas.	◆			$0	Vice Presidents, Directors, Associate Provost & Chief Information Officer	D: All non-Academic Affairs areas have plans to monitor effectiveness and promote continuous improvement. A: Complete.	New Action for FY 2013: Assessment plans for non-Academic Affairs areas will be fully implemented.
G2.F. Apply for HLC Assessment Academy and participate if accepted.	◆			$20,000 (estimated for planning session and workshop)	Director of Assessment, Director of General Education	A: Complete. Application submitted (2/2012) and accepted (3/12/2012); 6-member team from UCA participated in the first workshop (the Assessment Roundtable)	New action for FY 2013: Participate in HLC Academy for Assessment of Student Learning (Year 2)

UCA Strategic Plan FY2012
Progress Report by Goal

Goal 3: Provider a Learner-Focused Environment for All Students

Objective 1: Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.

Objective 2: Implement reliable, sustainable, meaningful student evaluations of teaching, as well as peer-to-peer and other forms of teaching/course evaluation that develop growth and trust. Procedures for student evaluations must be developed that produce a high rate of response.

Objective 3: Enrich global-oriented learning environment.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 3 – Provide a Learner-Focused Environment for All Students	**1**	**2**	**3**			**D: Desired Results** **A: Actual Results**	
G3.A1. Complete revision of learner outcomes to facilitate assessment in all programs, including general education.		◆		$26,000	Director of Assessment ICW: Departmental assessment coordinators, Academic Assessment Committee, General Education Council	D: Learning outcomes and assessment rubrics adopted. The adoption of measurable learning outcomes, rubrics, and procedures for evaluation is ongoing. A: Carry forward. The General Education Task Force began the development of rubrics for use in assessing all UCA Core classes. Other programs are ongoing in FY 2013.	Action for FY 2013: 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.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 3 – Provide a Learner-Focused Environment for All Students	**1**	**2**	**3**			**D: Desired Results** **A: Actual Results**	
G3.A2. Begin to develop a new *Assessment Handbook* for Academic Assessment		◆		$0	Director of Assessment ICW: Academic Assessment Committee, Associate Provost for Instructional Support	D: *Assessment Handbook* under development. A: Complete and ongoing. Handbook is under development.	Action for FY 2013: Complete development of *Assessment Handbook* for Academic Assessment
G3.B. Continue periodic administration of the NSSE (every three years).		◆		$6,300 / administration	Director of Assessment	D: NSSE will be administered and data analyzed and disseminated in Spring 2012. A: Carry forward. NSSE was administered in Spring 2012, and data will be analyzed and disseminated in Fall 2012.	Continue into FY 2013. Action to be developed.
G3.C. Create strategic plans in all academic programs with assessment plans that link to the UCA Strategic Plan.		◆		$0	Associate Provost for Instructional Support ICW: Department/unit administrators	D: Strategic and assessment plans complete and a standardized reporting system adopted. A: Carry forward. Standardized forms adopted and posted on PandA website.	Continue into FY 2013. Action to be developed.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 3 – Provide a Learner-Focused Environment for All Students	**1**	**2**	**3**			**D: Desired Results** **A: Actual Results**	
G3.D1. Initiate student focus groups for General Education (Business and Liberal Arts in FY12)		◆		$7,180	Director of General Education, General Education Council	D: Focus group meetings and surveys completed, responses analyzed, and recommendations summarized. A: Complete. Focus group responses used by the General Education Task Force in the process of recommending revisions.	Action for FY 2013: Continue student focus groups for General Education assessment. (for remaining academic colleges)
G3.D2. Conduct focus groups with employers of UCA graduates		◆		$200	Director of General Education, General Education Council	D: Information on desired employee skills and extent to which UCA graduates meet skills expectations gathered, analyzed, and reported. A: Complete. Focus group responses used by the General Education Task Force in the process of recommending revisions.	None required.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
Goal 3 – Provide a Learner-Focused Environment for All Students	**1**	**2**	**3**			**D: Desired Results** **A: Actual Results**	
G3.E. Implement use of ETS Proficiency Profile as one tool for assessing the General Education program.		◆		$4,625	Associate Provost for Instructional Support ICW: Director of Assessment, Director of General Education, General Education Council, Council of Deans, University Testing	D: Student reading, writing, critical thinking, and quantitative reasoning skills measured (250 seniors tested). A: Carry forward. Because of a late start only 105 seniors were tested. Remaining 145 tests purchased will be used to test a portion of the freshmen sample in FY 2013. Discussion is ongoing on how to increase sample of seniors.	Action for FY 2013: Continue and evaluate use of ETS Proficiency Profile as one tool for assessing the General Education program.
G3.F. Communicate mission and learning outcomes of General Education to students, parents, and faculty.	◆			$0	General Education Council and VP for Enrollment Management ICW: General Education Council	D: A name for General Education program adopted (UCA Core), the revised mission and primary learning outcomes publicized to prospective students, current students, parents, and faculty. A: Complete and ongoing. Mission and learning outcomes for UCA Core was approved by the General Education Council and posted on the UCA website (http://uca.edu/gened/files/2012/06/uca_core_final.pdf).	Action carried forward into FY 2013 as written.

UCA Strategic Plan FY2012
Progress Report by Goal

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

Objective 1: Develop a comprehensive, centralized strategic plan for Information Technology. This plan should establish a coherent, dependable roadmap for infrastructure and equipment upgrades across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology	**1**			**D: Desired Results** **A: Actual Results**	
G4.A. Complete data gathering and planning for a campus technology plan.	◆	$0 for the plan	Associate Provost & Chief Information Officer	D: Campus Technology Plan begun, with a target completion date of FY2013. A: Carry forward. Work underway; target completion date remains FY2013.	Action for FY 2013: Complete campus technology plan.
G4.B. Implement processes and governance structures for proposing and prioritizing technology projects/initiatives.	◆	$0	Associate Provost & Chief Information Officer, Faculty Senate Committee on Committees, Executive Staff	D: Committees and processes in place and operational during the Spring semester 2012. A: Carry forward. Governing structures in place, but processes are being worked out in development of technology plan (G4.A.).	Continue into FY 2013. Action to be developed.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology	**1**			**D: Desired Results** **A: Actual Results**	
G4.C. Create academic carryover accounts for use on capital needs.	◆	$200,000 assigned to the colleges	VP for Finance and Administration ICW: President, Provost, and COD	D. Establish and fund carryover accounts for use on Capital Needs for each college and the Provost. A: Complete. Funds established at end of FY2011 with additional funding at end of FY2012, bringing balance to $250,000. In addition, all non-academic divisions received a capital carry-over account of $10,000 each at end of FY2012.	None required.
G4.D. Adopt a comprehensive campus facilities master plan.	◆	$160,000	President, VP for Finance and Administration	D: Campus facilities master plan adopted. A: Complete. Plan officially adopted at 02/24/12 BOT meeting. Plan reviewed further at 08/03/12 BOT Retreat, where Board members took a tour to see impact of master plan first hand.	Action for FY 2013: Review approved campus master plan with the Board of Trustees each year at the retreat. Validate property acquisitions and building placements linked to the plan.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology	**1**			**D: Desired Results** **A: Actual Results**	
G4.E. Develop a plan to ensure facilities are maintained and updated as necessary.	◆	$1.3 million	President, VP for Finance and Administration ICW: Provost; campus participates in prioritizing	D: Allocations will be made to ensure facility maintenance schedules are based on designated priority. A: Complete and ongoing. At end of FY12, ranked capital priorities presented by divisions then evaluated by Executive Staff to develop combined rankings. Once Planned Transfers were completed and funding established, rankings were reviewed to determine capital projects to be funded.	Action for FY 2013: Review the master deferred maintenance list, at minimum, on an annual basis. Provide list to the Board of Trustees at the annual retreat.

UCA Strategic Plan FY2012
Progress Report by Goal

Goal 5: Increase Engagement with External Partners

Objective 1: Serve the public and UCA's students by partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.

Objective 2: Strengthen communication, coordination, and prioritization of fundraising efforts and needs across campus.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
Goal 5 – Increase Engagement with External Partners	**1**	**2**			**D: Desired Results** **A: Actual Results**	
A) Establish a university speaker's bureau.	◆		$0	VP for University and Government Relations	D: UCA personnel will speak to civic, business, and other organizations to inform and promote UCA and its programs. A: Complete and ongoing..	Continue into FY 2013. Action to be developed.
B) Ensure key individuals are active in civic and business organizations to promote UCA and its programs.	◆		$0	VP for University and Government Relations	D: UCA employees are visible as members and leaders in civic and business organizations A: Carry forward. Current city council member and out going chamber president are UCA employees.	Continue as written in FY 2013.
C) 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.	◆		$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: The Division of Outreach and Community Engagement's Strategic Plan will be ready for implementation. A: Carry forward. Plan in process.	Continue in FY 2013. Action to be developed.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
Goal 5 – Increase Engagement with External Partners	**1**	**2**			**D: Desired Results** **A: Actual Results**	
D) Secure additional travel funds for field staff (fund-raising personnel).		◆	$10,000	VP for Advancement	D: Increase number of face to face visits with alumni and friends to identify prospects for giving capacity and affinity. A: Complete and ongoing. Out of state meetings increased from 64 in FY11 to 111 in FY12, a 73% increase. We received over $46k in gifts from those 111 out of state alumni.	Continue in FY 2013. Action to be developed.
E) Continue implementation of NetCommunity SPARK		◆	$0	VP for Advancement	D: Assess Honors College pilot program implementation to help ensure smooth implementation in other academic colleges and units. A: Carry forward. Implementation to all colleges accelerated by updating online giving pages, event registration and HTML email communications.	Action for FY 2013: Expand use of NetCommunity SPARK
F) Allocate $50,000 in private funds to phonathon for matching new donor gifts.		◆	$0	Director of Advancement Communications	D: Increase alumni giving participation percentage. A: Alumni giving increased again to 8.28% from 6.43% the previous fiscal year. The use of wealth capacity data for segmentation of appeals and the Legacy Walk promotion also had a significant impact on the increase.	Complete. No action required.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
Goal 5 – Increase Engagement with External Partners	**1**	**2**			**D: Desired Results** **A: Actual Results**	
G) Facilitate a service learning pilot project.	◆		To be determined	Associate Dean of CLA ICW: Provost and VP for Academic Affairs, and Executive Director of OCE	D: Long-term plan for continued service learning initiatives is proposed. A: Carry forward. Plan has been proposed, but a program/pilot based on the plan has not been implemented.	Action for FY 2013: Prepare launch of service learning program.
H) Increase capacity of the Center for Community and Economic Development to service local communities and municipalities.	◆		$10,000	Executive Director of the OCE ICW: Associate Provost for Finance and Administration	D: Increased demand for economic and development activities by civic and business leaders. A: Carry forward. Completed successful institute for Community and Economic Development in August 2012. Need measures of demand for comparison.	Continue in FY 2013. Action to be developed.
I) Maintain and support existing outreach and engagement programs and their evaluation.	◆		$0	Executive Director of the OCE ICW: Associate Provost for Finance and Administration	D: Evaluation completed and reported in FY 2013. A: Carry forward. In progress; will continue into FY2013 (new 2013 action step); Working with Director of Assessment	Continue action as written in FY 2013.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
Goal 5 – Increase Engagement with External Partners	**1**	**2**			**D: Desired Results** **A: Actual Results**	
J) Take campus-wide inventory of existing community outreach and engagement projects and make available online.	◆		$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: Online repository is created and housed at uca.edu/outreach and is accessible from uca.edu (the university's home page); external partners are aware of UCA's outreach and engagement opportunities. A: Carry forward. In progress; will continue to FY2013 (new 2013 action step).	Continue action as written in FY 2013.

UCA Strategic Plan FY2012
Progress Report by Goal

Goal 6: Promote Diversity in All Areas

Objective 1: Increase gender and racial diversity as highest priorities, but seek also socioeconomic, ethnic, linguistic, cognitive, intellectual, and age diversity in student, staff, and faculty populations.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 6 – Promote Diversity in All Areas	**1**			**D: Desired Results** **A: Actual Results**	
A) Employ a consultant to survey campus needs in diversity, appoint a UCA diversity committee, and prepare a strategic plan for diversity.	◆	$3,000	Dean of Liberal Arts	D: Consultant hired, committee appointed, and strategic plan for diversity complete. A: Carry forward. Consultant's report received. Committee appointments in process. Strategic plan for diversity will be ready for implementation in FY 2013.	Action for FY 2013: **.** Appoint a UCA diversity committee, and prepare a strategic plan for diversity.
B) Create a diversity statement for the *Faculty Handbook*, *Staff Handbook*, and *Student Handbook*.	◆	$0	President, Board of Trustees, Dean of Liberal Arts, Faculty and Senate Handbook Committees, and SGA executive council	D: A coordinated diversity statement will be found in each handbook, as well as other references to diversity and in other locations. A: Carry forward. BOT approved Policy 502 in May 2012 that contained statement for inclusion in university publications. Needs to be incorporated in all publications.	Action for FY 2013: Publish diversity statement in the *Faculty Handbook*, *Staff Handbook*, and *Student Handbook*.
C) Develop diversity plans in each college and unit on campus	◆	$0	Dean of Liberal Arts	D: Diversity plans completed in all units. A: Carry forward. This step needs to be monitored until the VP for Institutional Diversity is hired.	Continue as written in FY 2013.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 6 – Promote Diversity in All Areas	**1**			**D: Desired Results** **A: Actual Results**	
D) Establish "Exploring Our World" Speaker Series for campus and "outreach."	◆	$11,800	Dean of Liberal Arts	D: Speakers foster an appreciation and respect for other cultures. A: Complete and ongoing. Speaker series has been expanded to include more colleges and a broader number of faculty to discuss the diversity topics.	Action for FY 2013: Continue "Exploring Our World" Speaker Series for campus and "outreach."
E) Define the UCA diversity mission and adopt 4–6 primary learning outcomes for all courses in diversity.	◆	$0	Associate Provost for Instructional Support ICW: Director of General Education, Director of Assessment	D: Establish 4–6 primary learner outcomes for diversity, and identify courses reflecting those outcomes. A: Carry forward. New UCA Core approved by the General Education Council includes diversity goal from the University Mission. General Education Task Force will propose specific learning outcomes and assessment rubrics for diversity in FY 2013. Action will be revised and included in FY2013.	Continue in FY 2013. Action to be developed.
F) Develop university diversity website to post ongoing diversity events.	◆	$0	Dean of Liberal Arts ICW: VP for University and Government Relations	D: Diversity events visible and accessible from the university's main page. A: Carry forward. Content and direction needed for diversity link. For any event to be visible and accessible from the university's main page, items must be submitted in calendar (open to any UCA employee).	Continue as written in FY 2013.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
Goal 6 – Promote Diversity in All Areas	**1**			**D: Desired Results** **A: Actual Results**	
G) Establish a master list of all groups on campus that contribute to a culture of diversity and inclusiveness, and list their mission, goals, and objectives.	◆	$0	Office of Multicultural Student Services	D: Master list of organizations completed and publicized. A: Complete. This list master list of RSOs is published each year by Student Lifer	Complete. No action required.
H) Establish SGA-/student-led forums each year to enhance campus climate of diversity	◆	$0	SGA President and Director of Multicultural Student Services	D: A plan is in place for implementation of student-led forums. A: Complete. Multicultural Student Services held Monday Forums every 4th Monday & Cultural Celebrations were held 4 times a year	Action for FY 2013: . Implement SGA-/student-led forums each year to enhance campus climate of diversity
I) Establish a student diversity committee and a university wide Diversity Advisory Committee to oversee the college plans and assist all units in adapting their plans to the Strategic Plan. Initially, the committee will meet once a month.	◆	$0	SGA, Staff Senate, Faculty Senate, Board of Trustees	D: Committees appointed and meeting regularly. A: Carry forward. Student diversity committee established and meets regularly. Appointments made to University Diversity Advisory Committee in September 2012.	Action for FY 2013: Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.