Annual Report of the
Strategic Planning and Resource Council
Nancy B. Reese, Chair
October 1, 2012

In Spring 2012, UCA began the process of developing a strategic plan to guide the university over the next four years. Under the leadership of Dr. Michael Schaefer and with the guidance of consultant Dr. David McFarland, the Strategic Planning and Resource Council and its associated task forces drafted the following documents: Planning Assumptions, Driving Forces, Institutional Distinctiveness, Vision, Mission, and Core Values. Six strategic goals were developed by the entire university community in Fall 2010. During the following months, meetings and forums were held to develop specific initiatives aimed at advancing the strategic goals. By May 2011, the complete Strategic Plan (Mission, Vision, Core Values, Six Strategic Goals, and one to three Initiatives per goal) had been approved by the entire university community and the UCA Board of Trustees.

To ensure ongoing monitoring, review, and revision of the strategic plan, the Strategic Planning and Resource Council (SPARC) was restructured in April 2012 to create a SPARC Executive Committee, a Strategic Planning Committee (SPC) and a Strategic Budgeting Advisory Committee (SBAC) with a single Chair serving all three committees. This structure was designed to provide stronger integration between the budget and the strategic plan with a resultant increased emphasis on accomplishment of the strategic goals of the university. As the coordinating body between the Strategic Planning and Strategic Budgeting Advisory Committees, SPARC is charged with providing a summary report of all three committees on an annual basis. This document and its appendices constitute that report.

Strategic Planning and Resource Council Executive Committee
The Executive Committee of SPARC is composed of the following members:
Nancy B. Reese, SPARC Chair
Kevin Browne, President Faculty Senate
Stephanie McBrayer, President Staff Senate
Spencer Sims, President Student Government Association

The SPARC Executive Committee has held three meetings this fall and is currently meeting twice per month – the 1st Friday of each month at 8:00 am, and the 4th Tuesday of each month at x-period. Work of the committee has centered around developing processes for reporting progress on and updating the UCA Strategic Plan, production and timing of the Institutional Report Card (IRC), coordinating the strategic planning and budgeting processes, and communicating the strategic plan to the campus community. A list of key tasks and deadlines for the coming year for the SPARC, SPC, and SBAC is provided in Appendix 1.

Strategic Planning Committee
History and Charge
The Strategic Planning Committee (SPC) was created in April 2012 with the restructuring of SPARC and was constituted in early Fall 2012. A membership list of this committee is provided in Appendix 2. The committee is charged with 1) collaborating with the Strategic Budgeting

Advisory Committee, 2) making recommendations concerning the implementation of the strategic plan initiatives for the next fiscal year, in addition to a five-year period, 3) conducting studies and making inquiries related to the strategic plan and mission of the university, and 4) presenting concerns to the president and the university campus as a whole.

Accomplishments

Although the SPC just began its work in Fall 2012, its first task, that of assessing progress toward the strategic plan, has been completed. The UCA Strategic Plan Progress Report for Fiscal Year (FY) 2012 is provided in Appendix 3. In addition, the Strategic Planning Committee has recommended changes in the Goals and Objectives of the Strategic Plan for FY 2013 – 2017 (Appendix 4). These recommendations have been widely distributed across campus for input from various constituencies (Faculty and Staff Senates, Student Government Association, Council of Deans, President and Executive Staff, Academic Council). Once the final version of the Goals and Objectives for 2013-2017 has been approved, it will be forwarded to the UCA board of Trustees for consideration.

Planning for 2012-13

As noted in the report of the SPARC Executive Committee, Appendix 1 provides a complete list of the planned activities of the SPC as well as those of the SBAC and of SPARC. Also contained in the table are deadlines and a summary of results for completed activities. Of significant note are two items:

- Publication of the Institutional Report Card (IRC) in late Fall 2012. The IRC will provide a summary of UCA's performance on key performance indicators (KPIs) during the preceding fiscal year. The SPC has a significant role to play in the production of the IRC, as a summary of progress toward the strategic plan also will be included.
- Coordination of university wide meetings and forums in Spring 2013. These meetings will occur for the purpose of soliciting input from the university community regarding any revisions needed in the strategic plan for FY 2015.

Strategic Budgeting Advisory Committee

The report beginning on the following page was developed by Dr. Janet Wilson, Chair of the Budget Advisory Committee for 2011-12 and approved by the committee at its April meeting.

Budget Advisory Committee
Annual Report to the Faculty Senate, 2011-2012
Janet Wilson, Chair
April 12, 2012

Charge:
a. To review changes and updates to the university budget.
b. To conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds.
c. To present concerns and recommendations to the president.

A number of changes were instituted this year in an effort to increase shared governance and communication regarding changes to the university's budget. Of particular focus was the linking of new funding requests with the Strategic Plan and responding to budget-related concerns found in the Higher Learning Commission's 2010 report. A summary of key activities are provided below:

- Regularly reviewed UCA's Cash Position and Operating Summary reports
- Reviewed written and oral presentations by unit heads of new funding requests that were tied to the Strategic Plan
- Prioritized new funding requests for FY 13
- Approved memo of prioritized funding requests for FY 13 that was sent to President Courtway and the campus
- Reviewed written and oral presentations from both faculty and staff salary review committees
- Prioritized salary requests relative to new funding requests for FY 13
- Approved memo of prioritized salary requests for FY 13 that was sent to President Courtway and the campus
- Approved memo of multi-year budget requests that was sent to President Courtway and the campus
- Reviewed and made suggestions regarding a timeline that will allow for an assessment of funding needs, presentation of new funding and salary requests, deliberation by committee members, creation of recommendations, funding decision-making by administrators, and deliberations/decision-making by Board of Trustee members (see Appendix 5)
- Reviewed and made suggestions regarding the reorganization of the Strategic Planning and Resource Council (SPARC): Strategic Planning Committee (SPC) and Strategic Budgeting Advisory Committee (SBAC)
- Chair of the BAC and Faculty Senate President participated in the first ever Board of Trustees FY 13 Budget Workshop on April 2, 2012

It is expected that on May 4, 2012, the Board of Trustees will approve the reorganization of SPARC thus institutionalizing the link between the Strategic Plan and the budgeting process. This change also provides a better balance between faculty/staff representatives on the committee. Finally, by identifying a tenured faculty member as Chair for a three year period, providing them with a course reduction each term, and identifying an incoming Chair in the SPARC Chair's third year of service, we are better able to provide for consistent leadership in the position. See Appendix 6 for a copy of SPARC: SPC & SBAC.