B. Strategic Goals and Objectives, 2012–2017

Following review of the 2011-16 UCA Strategic Plan and conversations with many members of the campus community, the Executive Committee of SPARC unanimously voted to propose the following revisions to the Goals and Objectives of the UCA Strategic Plan. In summary, these revisions:

- *Consolidate Goals 2 and 3 from the 2011-2016 Strategic Plan into a single Goal 2 for 2012-2017,*
- *Add a new Goal 3 and four new objectives for 2012-2017 addressing fiscal issues of the university, and*
- *Move Initiative 3 under Goal 3 from the 2011-2016 Plan to become Objective B under Goal 6 for the 2012-2017 Plan.*

In addition, the SPARC Executive Committee and the Strategic Planning Committee recommend that the terminology for the Strategic Plan become Goal, Objective, Action rather than the previously used Goal, Initiative, Action Step.

Proposed for review by SPARC Executive Committee 2012-09-06.

Goal 1: Focus on Integrity at All Levels of Action

A. Act with transparency at all levels of the University, recognizing that if we don't practice and model integrity, we can't meet our other five goals. With that fact in view,
   1. Continue support of faculty/staff/student input into decision-making, thus improving shared governance.
   2. Make decisions based on data, evidence, and appropriateness to the university's vision and mission; make those facts clear so that stakeholders can understand and respect decisions.
   3. 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.

B. 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.

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

A. Provide a learner-focused environment for all students.

B. 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.

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

D. 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.
E. 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.
F. Become increasingly competitive in recruiting and retaining excellent faculty and staff.

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

A. Financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) will be maintained at or above established target levels.
B. A plan will be developed and implemented to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
C. Faculty, staff, and student research and development funds will be established or augmented to provide sufficient annual funding for travel, development, and research support.
D. Increases will occur in extramural funding by 42% (from $6 million to $8.5 million) and new private gifts and pledges by 62% (from $4.32 million to $7 million) by 2017.

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

A. 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.

Goal 5: Increase Engagement with External Partners

A. 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.
B. Strengthen communication, coordination, and prioritization of fundraising efforts and needs across campus.

Goal 6: Promote Diversity in All Areas

A. 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.
B. Enrich global-oriented learning environment.