

# **Annual Report of the Strategic Planning and Resource Council**

**Nancy B. Reese, Chair  
September 2014**

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## **SPARC Annual Report**

The Strategic Planning and Resources Council (SPARC) was established in its current form 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 for academic year 2013-14 (Fiscal year 2014).

### **Strategic Planning and Resource Council Executive Committee**

The Executive Committee of SPARC was composed of the following members during the majority of 2013-14:

Nancy B. Reese, SPARC Chair  
Charles Watson, President Faculty Senate  
Lindsey Osborne, President Staff Senate  
Adam Price, President Student Government Association

On June 1, 2013, the presidents of the Senates and Student Government Association (SGA) transitioned, so the new membership of the SPARC Executive Committee for 2014-15 was as follows:

Nancy B. Reese, SPARC Chair  
Don Bradley, President Faculty Senate  
Chad Hearne, President Staff Senate  
Ashley Ross, President Student Government Association

In addition, an incoming Chair of SPARC, Dr. Tammy Rogers, was named to begin the training year on June 1, 2014. Dr. Rogers will take over as SPARC Chair on June 1, 2015.

The SPARC Executive Committee met at least monthly during 2012-13 with work centered around coordinating and guiding tasks of the SPC and SBAC (see list of accomplishments for these committees under the next two sections of this report). A list of key tasks completed by SPARC and its constituent committees during 2013-14 is provided in Appendix 1. Key tasks and deadlines for 2014-15 for the SPARC, SPC, and SBAC are provided in Appendix 2.

### **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 for 2013-14 is provided in Appendix 3. 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

During 2013-14, the Strategic Planning Committee made numerous accomplishments. Among those accomplishments were:

- Assessment of progress toward the strategic plan during 2012-13
- Participation by members of the Strategic Planning Committee in the HLC focused visit
- Comprehensive review of the 2010 Strategic Planning Initiatives and evaluation of their continued applicability to the UCA Strategic Plan
- Administration of the Shared Governance and Communication Survey (SGCS) for a third year
- Comparison of the results of the SGCS across its three years of administration and distribution of a report of that comparison to the campus community
- Hosting eleven campus-wide forums to solicit input on the strategic plan from the campus community in February 2014
- Development of proposed revisions to the Strategic Plan based on input from the February forums

Additional accomplishments of the SPC may be found in the Key Task Lists for 2013-14 (Appendix 1). In August 2014, the SPC completed an assessment of the 2013-14 progress toward the strategic plan. This progress report is contained in seven parts as follows:

Overview of Progress	Appendix 4a
Detailed Progress – Goal 1	Appendix 4b
Detailed Progress – Goal 2	Appendix 4c
Detailed Progress – Goal 3	Appendix 4d
Detailed Progress – Goal 4	Appendix 4e
Detailed Progress – Goal 5	Appendix 4f
Detailed Progress – Goal 6	Appendix 4g

## Planning for 2014-15

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2. Also contained in the table are deadlines and a summary of results for completed activities. Of particular note is the submission of proposed revisions to the Strategic Plan (Appendix 5) to the UCA Board of Trustees in October 2014. These revisions are those that resulted from campus input during the forums held in February 2014.

## Strategic Budgeting Advisory Committee

### Charge

The Strategic Budgeting Advisory Committee (SBAC), a sub-division of the Strategic Planning and Resources Council (SPARC), is charged with the following responsibilities:

- Collaborate with the Strategic Planning Committee as part of SPARC
- Review changes and updates to the university budget in light of the strategic plan
- Make recommendation, in support of the university's mission and strategic plan, concerning new proposals from unit heads and salary requests from the Staff Senate Compensation Committee and the Faculty Salary Review Committee
- Conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds
- Present its concerns to the president and the university campus as a whole

A list of the current membership of this committee is provided in Appendix 6.

#### Accomplishments

During 2013-14, the SBAC made numerous accomplishments that included:

- Reviewing university financial statements, including the “Statement of Cash Position” and the “Operating Summary”, on a monthly basis
- Providing input to the Strategic Planning Committee on proposed changes to the UCA Strategic Plan
- Issuing a call for new funding proposals for FY 15
- Posting all received new funding proposals to myUCA for review and comment by the campus community
- Conducting an open forum at which new funding proposals were presented
- Discussing and ranking 14 proposals for new funding and forwarding the top 10 proposals to the Office of the President (Appendix 7)
- Making inquiries and receiving reports regarding:
  - Athletic Budgeting (report from Dr. Brad Teague in February)
  - Changes to the Shared Governance Survey (task force established in April)
  - Funding for Disability Support Services (task force established in April)
- Passing recommendations including:
  - Recommendation to faculty and staff senates that they should, in the future, develop a joint proposal to SBAC regarding salary issues
  - Recommendation to change initial appointment and termination dates of SBAC membership to allow all SPARC members to begin new terms in the same month
- Participating in the HLC Focus Visit process

Additional accomplishments of the SBAC may be found in the Key Task Lists for 2013-14 (Appendix 1) and 2014-15 (Appendix 2).

#### Planning for 2014-15

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2. Also contained in the table are deadlines and a summary of results for completed activities. Of particular note is the call to the campus community for new funding proposals on September 12, 2014 with budget hearings scheduled for November 13, 2014.

**Appendix 1: Key Task List 2013-14, Completed**

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Progress reports on 2013 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2013	Request for progress reports sent to all responsible parties on 7/12/13.
Progress Reports on 2013 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2013	Final reports received by deadline
Final SPC recommended changes to Strategic Plan forwarded to Faculty Senate, Staff Senate, and SGA and posted on SPARC website	SPARC, SPC	SPARC Chair, Director of Web Development	August 2, 2013	Changes posted on website and reviewed by Faculty and Staff Senates and SGA
Progress Report on 2013 Actions compiled	SPARC		August 16, 2013	Report completed on 09/03/13
Proposed revisions to Strategic Plan reviewed by Faculty Senate, Staff Senate, and SGA, and further revisions transmitted to SPARC	SPARC	Faculty Senate, Staff Senate, SGA	August 30, 2013	Proposed revisions reviewed by all groups with no further changes made.
Instructions for Budget and Salary Requests for FY 2015 Developed	SPARC	VP for Finance and Administration	August 30, 2013	Instructions developed
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	September 1, 2013	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases
Final version of Strategic Plan revisions reviewed and approved by SPC	SPC		September 5, 2013	All revisions approved
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 5, 2013	Report completed and approved

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 12, 2013	Report completed and approved
Budget and Salary Request Instructions Approved by SBAC	SBAC		September 12, 2013	Instructions reviewed, revised, and approved by SBAC on 09/12/13
SPC Annual Report submitted to SPARC	SPC	SPARC	September 15, 2013	Report submitted
SBAC Annual Report submitted to SPARC	SBAC	SPARC	September 15, 2013	Report submitted
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 16, 2013	Call issued, forms and instructions sent to all division heads and salary committees on 09/13/13
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2013	Report submitted to Faculty Senate, Staff Senate, and SGA and posted on SPARC website on 09/19/13
Review and revision of “Shared Governance” questionnaire complete	SPC, SBAC	VP for Finance and Administration	October 10, 2013	Review completed October 2013
Revisions to Strategic Plan reviewed by UCA BOT	SPC, SPARC	President’s Office, UCA Board of Trustees	October 11, 2013	Revisions reviewed and approved
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 25, 2013	Requests received by deadline
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2013	Report presented to all entities by deadline
Action Steps and Assessment Plan for Fiscal Year (FY) 2014 and 2015 set and distributed to campus community; posted on UCA Website	SPC, SPARC	VP for University and Government Relations	October 31, 2013	Actions posted on website

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 31, 2013	Budget and salary requests posted to SPARC channel by deadline
“Shared Governance” survey distributed to campus community	SPARC		November 1, 2013	Survey distributed in December 2013
HLC Visit	SPARC	SPC, SBAC	November 11-12, 2013	Members of SPARC heavily involved in interviews during HLC visit
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 14, 2013	Hearings held on 11/14/13
IRC / Progress Report on Strategic Plan to President’s office for Dec BOT meeting	SPARC, SPC, SBAC	Associate Provost and Chief Information Officer, Director of IR, VP for Finance and Administration	November 15, 2013	Progress report provided to President’s office in time for December BOT meeting
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2014	Recommendations from SBAC submitted to President in December 2013
Results of “Shared Governance” survey analyzed; report comparing results of 2011-12, 2012-13, and 2013-14 surveys complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	January 31, 2014	Results of survey analyzed; comparison report distributed to campus community in April 2014
Campus-wide Strategic Plan update forums held to add / modify initiatives for FY 2016 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Faculty and Staff Senates, SGA	January and February 2014	Eleven Strategic Plan Forums held in February 2014
Unit Strategic Plan update meetings held to add / modify initiatives for FY 2016	SPARC, SPC	Unit Heads	January and February	Eleven Strategic Plan Forums held in



<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
and to identify long range targets for achieving UCA Vision			2014	February 2014
FY 2015 Budget recommendation complete		VP for Finance and Administration	March 2014	Budget recommendation completed
Update of Strategic Plan for FY 2016 completed by SPC and transmitted to President and campus community	SPC	President, VP for University and Government Relations	April 2014	Changes in Strategic Plan approved by SPC on July 3, 2014
FY 2016 Strategic Plan on BOT agenda	SPARC	President	Early May 2014	Delayed due to delay in approval process by SPARC
FY 2015 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2014	Budget approved
Departments & Unit Planning Retreats: Develop Action Steps to Address Strategic Plan FY 2016 Initiatives	Assessment Committee, SPARC	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	May 2014	Delayed until progress report on 2013-14 actions complete and FY 2016 Strategic Plan approved by BOT
Electronic Submission of Annual Reports Containing Progress Toward FY 2014 Strategic Plan	Assessment Committee	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	July 1, 2014	Still awaiting small number of reports

### Appendix 2: Key Tasks, 2014-2015

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	June 1, 2014	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases.
Final version of Strategic Plan revisions reviewed and approved by SPC	SPC		July 3, 2014	All revisions approved.
Progress reports on FY 2014 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2014	Request for progress reports sent to all responsible parties on 6/18/14.
Progress Reports on FY 2014 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2014	Final reports received by deadline.
Final SPC recommended changes to Strategic Plan forwarded to Faculty Senate, Staff Senate, and SGA and posted on SPARC website	SPARC, SPC	SPARC Chair, Director of Web Development	August 1, 2014	Changes posted on website and reviewed by Faculty and Staff Senates and SGA. Forwarded as information item on 9/8/14.
Progress Report on FY 2014 Actions compiled	SPARC		August 16, 2014	Report completed on 09/3/14.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 4, 2014	Report completed and approved on 9/4/14.
Instructions and forms for Budget and Salary Requests for FY 2016 Reviewed	SPARC	VP for Finance and Administration	September 5, 2014	Instructions and forms reviewed and revised by SPARC Executive Committee

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
				on 9/5/14.
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 5, 2014	Final review and approval of report by SPARC on 9/19/14.
Formation and charge of Shared Governance Survey Task Force	SPARC	Task Force Members	September 10, 2014	Task Force convened and charge conveyed 9/10/14.
Budget and Salary Request Instructions Approved by SBAC	SBAC		September 11, 2014	Instructions and forms approved by SBAC on 9/11/14.
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 12, 2014	Report completed and approved on 5/8/14.
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 12, 2014	Call issued, forms and instructions sent to all division heads and salary committees on 9/13/14.
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2014	Report submitted to Faculty Senate, Staff Senate, and SGA and posted on SPARC website on 9/22/14.
Revisions to Strategic Plan reviewed by UCA BOT	SPC, SPARC	President's Office, UCA Board of Trustees	October 10, 2014	
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 24, 2014	
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 27, 2014	
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2014	
Action Steps and Assessment Plan for Fiscal Year (FY) 2015 and 2016 set and	SPC, SPARC	VP for University and Government Relations	October 31, 2014	

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
distributed to campus community; posted on UCA Website				
“Shared Governance” survey distributed to campus community	SPARC		November 1, 2014	
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 13, 2014	
IRC / Progress Report on Strategic Plan to President’s office for Dec BOT meeting	SPARC, SPC, SBAC	Associate Provost and Chief Information Officer, Director of IR, VP for Finance and Administration	November 14, 2014	
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2015	
Survey Task Force recommendations submitted to SPARC Chair	Shared Governance Survey Task Force	SPARC Chair	February 27, 2014	
Results of “Shared Governance” survey analyzed; report comparing results of surveys of previous 3 years complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	February 27, 2015	
Solicit campus-wide input on strategic plan through a series of open meetings	SPARC, SPC	Faculty and Staff Senates, SGA	March 2015	
FY 2016 Budget recommendation complete		VP for Finance and Administration	March 2015	
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President’s Office	May 1, 2015	
FY 2016 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2015	

### Appendix 3: Membership List: Strategic Planning Committee, 2013-14

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u> _SPARC
Chair	Nancy Reese	2015
President Faculty Senate	Charles Watson	2014
Vice-President, Faculty Senate	Don Bradley	2014
President Staff Senate	Lindsey Osborne	2014
Vice-President, Staff Senate	Chad Hearne	2014
President of SGA	Adam Price	2014
Vice-President, SGA	Ashley Ross	2014
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2014
Faculty Member	Brian Bolter	2014
Department Chair	Vacant	2014
Non-classified Staff	Meghan Thompson	2015
Classified Staff	Aaron Knight	2014
SGA Representative	Dylan Doughty	2015
SGA Representative	Colby Qualls	2014
Dean	Jonathan Glenn	2014
Vice-President	Shelley Mehl	2014
BOT Member	Victor Green	2014
Community Member	Tab Townsell	2014
Provost Designee	Steve Runge	Permanent
Director of Assessment ( <i>ex-officio</i> )	Wendy Castro	Permanent

## **Appendix 4a: UCA Strategic Plan Progress Report for FY 2014 Overview of Progress**

The UCA Strategic Planning Committee, part of the Strategic Planning and Resources Council, has gathered information regarding progress toward the UCA strategic Plan in 2013-14. 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 2014 (academic year 2013-14). Much more information may be gleaned from the “Progress Report by Goal” where actions taken toward each goal and objective are described along with both the desired and actual results of those actions in FY14.

### **Overview**

The following are some, but certainly not all, of the accomplishments made toward the UCA Strategic Plan in FY2014 by goal.

#### **Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence**

- A mini-conference on Mentoring Students for Success was held by the IDC in Spring 2014.
- The lower division courses of the UCA Core were fully implemented, and 75% of the upper division Core has been implemented.
- Each academic department / unit and college completed and published 5-year strategic plans.
- The mission and learning outcomes of the UCA Core have been published in electronic and print media to all parties of interest.
- The newly formed “Student Success and Retention Council” replaced the former Retention Committee and began meeting in March 2014.
- Policies and procedures to advise freshmen to declare a major before they complete 27 hours have been developed and implemented.

#### **Goal 2: Act With Integrity and Transparency At All Levels**

- Shared Governance and Communication Survey was administered to the campus community for the third year in fall 2013; results were analyzed and compared to those from fall 2011 and 2012; findings were presented in a report to the entire campus in April 2014.
- The abbreviated version of the UCA Mission Statement is now posted in all campus buildings.

- Progress toward the Strategic Plan is reported annually to the campus community via meetings with Senates and SGA and via posting of the SPARC Annual Report on the UCA website.
- UCA Campus Talks continue to be held regularly, providing a venue of communication among faculty, staff, students, and administration.

**Goal 3: Promote Diversity in All Areas**

- The Diversity Advisory Committee has been established and is actively at work.
- Diversity statement has been developed and approved by the Board of Trustees.
- A university diversity website was launched in October 2013.
- The Office of Diversity and Community was established.
- An Affirmative Action Officer for the institution was hired.

**Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support For the University's Mission and Strategic Plan**

- Indicators of financial health of the institution are reviewed routinely by the Board of Trustees and used in decision-making.
- Goal for achievement of extramural funding was exceeded by \$600,000, with \$6.1 million in extramural grant funds secured in FY 2014.
- Goal for private gifts and pledges was exceeded by over \$1,000,000 with \$5.139 million in new private gifts and pledges secured.
- The first phase of the new annual giving program has been created and executed.
- A cost of living adjustment for faculty and staff and an equity/merit pool for faculty were included in the FY15 budget.

**Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology**

- MAP-Works program expanded to include all residential and commuting freshmen to assist in campus-wide retention efforts.
- DegreeWorks has been fully implemented for undergraduate students.
- Significant year-end funds were transferred for technology upgrades and innovation, capital expenses for Lewis Science Center, and to address items on the deferred maintenance list in FY14.

**Goal 6: Increase Engagement with External Partners**

- The strategic plan for the Division of Outreach and Community Engagement has been developed and implemented.

- Five programs were created for racially and socially diverse audiences to participate in university outreach activities.
- A training series for non-profit agencies and aspiring entrepreneurs, including students in UCA's EPIC residential college and the Innovation and Entrepreneurship undergraduate program, has been created.
- The UCA Service-learning program was successfully launched.
- Six bi-monthly Alumni & Friends Connect e-newsletters and three Significant Breaking News emails were delivered to over 23,000 alumni and friends of the university.
- A comprehensive Alumni membership campaign was kicked-off in June 2014.
- A Director of Annual Giving was hired.



**Appendix 4b: Detailed Progress – Goal 1**

Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

Objective A: Sustain a learner-focused environment.

Objective B: Build and maintain a culture of continuous improvement.

Objective C: Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.

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

Objective E: Promote research, scholarship, and creative productivity among faculty, staff, and students.

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.A1.</b> Review adequacy of online instructional support and policies.	✓					✓					\$0	Chair of Instructional Technology Group ICW: Associate Provost for Instructional Support, Chief Technology Officer	<b>D:</b> Online instructional needs determined and consistent online class policies in place. <b>A:</b> Comprehensive review performed of online instructional support and policies; report generated and shared with Provosts and Faculty Senate; action steps established and recommendations made; further activity temporarily on hold, in light of upcoming online growth initiative and new CTO's development of campus technology plan	

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.A2.</b> Implement first-year seminars as part of the new UCA Core	✓					✓					\$0	Director of UCA Core ICW: Provost, Council of Deans, Department Chairs, Faculty, Instructional Development Center	<b>D:</b> First-Year Seminars required for freshmen beginning Fall 2013 <b>A:</b> All freshmen were required to enroll in a first-year seminar during the Fall 2013-2014 academic year. 113 First-Year Seminars were offered with a total enrollment of 2,483. 62 instructors have received first-year seminar training prior to teaching the course for the first time. Action revised for 2015.		
<b>G1.A3.</b> Ensure that Promotion and Tenure Guidelines recognize faculty advising and mentoring of undergraduate and graduate students.	✓					✓					\$0	Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty	<b>D:</b> Faculty advising and mentoring included in all departmental P&T Guidelines. <b>A:</b> Work in progress- will need to continue development in 2015		
<b>G1.A4.</b> Develop guidelines for determining and clearly communicating the distribution of teaching, scholarship, and service activities in faculty workloads.	✓					✓					\$0	Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty	<b>D:</b> Guidelines for determining and communicating faculty workload distribution developed. <b>A:</b> Work in progress – will continue development in 2015		

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.A5.</b> Develop and implement faculty workshops on mentoring students	✓					✓	✓	✓	✓		TBD	Director of the IDC ICW: Provost, Associate Provost for Instructional Support	<b>D:</b> Offer a faculty workshop or discussion group in Spring 2013 focused on mentoring students <b>A:</b> The IDC sponsored in January, 2014 a Mini-Conference on Mentoring Students for Success with sessions on student research, professional organizations, and transitional students. Twenty-eight faculty attended this workshop and rated the effectiveness of the event as 4.6 (on a 5 point scale). In addition, a book discussion group was offered during the Spring 2014 semester. Four faculty participants read and discussed the book, <i>Mentor</i> , by L. Daloz. Action revised for 2015.	

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.A6.</b> Assess and support the objectives of University College.	✓					✓	✓	✓	✓		TBD	Associate Provost for Instructional Support ICW: Provost, Director of University College	<b>D:</b> Create and implement University College Assessment Plan. Fund facility and equipment upgrades to University College classrooms, and professional development for University College faculty. <b>A:</b> University College faculty continued to develop a Continuous Improvement Process (CIP) plan for University College, and will submit a CIP plan in Fall, 2014. Main Hall 001 was converted into a 40 seat computer lab. In FY 2014, 17 UC faculty members attended 5 professional development conferences.	
<b>G1.B1.</b> Review and implement Upper-division and Capstone course proposals of UCA CORE.		✓				✓					\$0	Director of UCA Core ICW: Associate Provost for Instructional Support, General Education Council, Provost	<b>D:</b> All courses of UCA CORE reviewed and implemented <b>A:</b> Lower division core fully implemented. Upper division core 75% implemented. Remainder to be reviewed by Core Council this Fall, approved by Spring 2015, and fully implemented by Fall 2015.	

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.B2.</b> Publish academic strategic plans.		✓				✓						\$0	Associate Provost for Instructional Support ICW: department/unit administrators	<b>D:</b> Complete and publish 5-year strategic plans for each academic department/unit. <b>A:</b> Each academic department/unit and college entered five-year strategic goals into Digital Measures as part of their 2013 administrative annual reports. Action completed and will roll off.	
<b>G1.B3.</b> Evaluate reinstatement of ETS Proficiency Profile as one tool for assessing the General Education program.		✓				✓						\$9,250 (depending on study of ideal sample size)	Associate Provost for Instructional Support ICW: Director of UCA Core, General Education Council, University Testing	<b>D:</b> Decision made regarding use of ETS Proficiency Profile for assessment of General Education program. <b>A:</b> The ETS Proficiency Profile was not administered during the 2013-2014 academic year due to past difficulties in achieving adequate, representative samples. In 2014, the UCA Core Council determined that the ETS Proficiency Profile did not assess the learning outcomes of the new UCA Core, and voted to remove it as an assessment instrument, opting for the rubrics currently being developed and piloted. Action completed and will roll off.	

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.B4.</b> Complete review and implementation of assessment plans for all learner outcomes in degree and certificate programs.		✓				✓					\$0	Assoc. Provost for Instructional Support ICW: Departmental assessment coordinators Assessment Committee	<b>D:</b> All assessment plans reviewed and implemented <b>A:</b> 92% of degree and certificate programs have submitted a Continuous Improvement Process (CIP) plan. All but one CIP plan has been reviewed and approved by the Assessment Committee.		
<b>G1.B5.</b> Assessment plans for non-Academic Affairs areas will be fully implemented.		✓				✓	✓	✓	✓		\$0	Assoc. Provost for Instructional Support ICW: Vice Presidents, Directors	<b>D:</b> All non-Academic Affairs areas monitor effectiveness annually and use data to promote continuous improvement. <b>A:</b> 77% of non-Academic Affairs areas submitted a Continuous Improvement Process (CIP) plan. All CIP plans have been reviewed and approved by the Assessment Committee.		

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.B6.</b> Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.		✓				✓					\$0	Assoc. Provost for Instructional Support ICW: Provost, Deans, Chairs, Directors	<b>D:</b> All non-instructional Academic Affairs areas adopt plans to monitor effectiveness and promote continuous improvement. <b>A:</b> Only 31% of non-instructional programs/areas in Academic Affairs have submitted a Continuous Improvement Process (CIP) plan. All but one CIP plan has been reviewed and approved by the Assessment Committee.		
<b>G1.B7.</b> Build faculty expertise in program assessment.		✓				✓	✓	✓	✓	✓	TBD	Assoc. Provost for Instructional Support ICW: Academic Assessment Committee, members of the faculty, academic administration	<b>D:</b> Faculty from all departments on campus are trained in program assessment. <b>A:</b> Action was not completed. Carry action to 2015		
<b>G1.B8.</b> Participate in HLC Academy for Assessment of Student Learning (Year 3)		✓				✓					\$10,000	Assoc. Provost for Instructional Support ICW: Director of UCA Core, and other Academy participants	<b>D:</b> Participants complete third phase of workshop. <b>A:</b> Bi-annual progress reports submitted to the HLC Academy for the Assessment of Student Learning on August 31, 2013, and March 31, 2014.		

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.C1.</b> Implement Strategic Enrollment Management Plan			✓			✓					TBD	Provost ICW: President, college deans	<b>D:</b> Strategic Enrollment Management Plan fully implemented. <b>A:</b> Implementation begun, development on-going. Action revised for 2015.		
<b>G1.C2.</b> Communicate mission and learning outcomes of UCA Core to students, parents, and faculty.			✓			✓	✓	✓	✓	✓	\$0	Director of UCA Core ICW: General Education Council, Academic Advising Center, Admissions, IDC	<b>D:</b> Mission and learning outcomes of approved Core publicized in electronic and print media to all parties. <b>A:</b> The mission and learning outcomes of the UCA Core were published in the 2013-2014 Undergraduate Bulletin ( <a href="http://uca.edu/ubulletin2013/general-policies-information/uca-core/">http://uca.edu/ubulletin2013/general-policies-information/uca-core/</a> ), on UCA's General Education website ( <a href="http://uca.edu/gened">http://uca.edu/gened</a> ), and in the 2013-2014 Bear Book distributed to all incoming freshmen.		



Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.C3.</b> Replace the Retention Committee with the Retention and Student Success Committee.			✓			✓						\$0	Provost ICW: Faculty Senate, COD, Student Success and Retention Council	<b>D:</b> A new Retention and Student Success Committee with a new charge and membership will be established to replace the Retention Committee as recommended in the Strategic Enrollment Management Plan.  <b>A:</b> The Student Success and Retention Council, established by approval of the Faculty Senate at its meeting on February 11, 2014, began meeting in March 2014. The new council was formed as a reorganization of UCA’s Retention. See <a href="http://uca.edu/ssrc/">http://uca.edu/ssrc/</a> for membership, minutes, and scheduled meetings. Action completed and will roll off.	
<b>G1.C4.</b> Develop and implement programs to advise freshmen to declare a major before they complete 27 credit hours.			✓			✓						TBD	Assoc. Provost ICW: Assistant VP for Housing & Contract Services, Academic Advising Center, Career Services	<b>D:</b> Programs to assist freshmen in choosing a major developed and implemented.  <b>A:</b> Part of the academic advising checklist that advisors use with all freshman. Action completed and will roll off in 2015.	

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.C5.</b> Increase tutoring services and programs (e.g., supplemental instruction).			✓			✓	✓	✓	✓	✓	TBD	Assoc Provost for Academic Services and Student Success ICW: Director of Student Success Center and Director of the Writing Center	<b>D:</b> More tutors and supplemental instructors hired to support students in high attrition/high failure courses. <b>A:</b> Supplementary Instruction expanded for Fall 2014. The program will potentially impact 1,800-1,900 students in 2014-2015, with plans to increase its reach the following year. OSS has submitted its application for certification to the College Reading and Learning Association's International Tutor Training Program. Tutors already complete required training for this certification; review of the application for certification of the program itself may take 10–12 months, but individual tutors are considered certified during that review period provided they are trained under the guidelines submitted. Action revised for 2015.	

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.D1.</b> Discuss procedures for increasing the SmartEval response rate.				✓		✓					\$0	Assoc. Provost for Instructional Support ICW: Student Evaluation of Teaching Committee	<b>D:</b> Make recommendation to Provost and Faculty Senate regarding incentives for completing SmartEval. <b>A:</b> Not completed. The Associate Provost for Instructional Support will make a recommendation to the Provost and the Faculty Senate in FY 2015	
<b>G1.D2.</b> Increase response rate of instructor evaluations using SmartEval system.				✓		✓	✓	✓	✓		\$14,995 / year	Assoc. Provost for Instructional Support	<b>D:</b> Increase response rate to 68% in 2014 with target of 75% by 2015. <b>A:</b> Not completed. Action should be removed until recommendation (see G1.D1) is made to Provost and Faculty Senate	
<b>G1.D3.</b> If recommendations approved, implement incentives to increase SmartEval response rate.				✓		✓	✓	✓	✓		TBD	Assoc. Provost for Instructional Support ICW: Provost, Deans, Chairs, Directors	<b>D:</b> Significant increase in SmartEval response rate. <b>A:</b> Not completed. Action should be removed until recommendation (see G1.D1) is made to Provost and Faculty Senate	

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.E1:</b> 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.					✓	✓					\$0	President, Provost, Director of Human Resources	<b>D:</b> Unless required annually by law, institutionally-mandated training sessions for faculty and staff required every three years. <b>A:</b> Charlotte Strickland addressed the Council of Deans and inquired if the deans would be interested in college-wide faculty training sessions at the beginning of the school year in addition to the current online and live training opportunities offered throughout the year. The Deans will solicit opinions from Department Chairs regarding this possibility We will continue to have mandated training sessions in order to comply with state and federal laws. Such sessions will be either in-person or on-line to provide maximum flexibility for faculty and staff.	

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.E2:</b> 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.					✓	✓	✓	✓	✓	✓	TBD	Director of HR ICW: President, VPFA	<b>D:</b> At least one professional growth opportunity included in each employee’s annual development plan. <b>A:</b> Status unknown	
<b>G1.E3:</b> Promote regular technology training for staff employees and others whose work requires proficiency in changing technology applications.					✓	✓	✓	✓	✓	✓	TBD	Chief Technology Officer	<b>D:</b> Schedule for provision of regular technology training offerings established and implemented. <b>A:</b> Not completed, roll to 2015. Revised action step.	

Actions	Objective					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>															<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.E4.</b> Investigate the feasibility of a Student Research Week to showcase and recognize student research and scholarship at UCA.					✓	✓					\$0	Graduate Dean ICW: Provost, Council of Deans	<b>D:</b> Recommendation for Student Research Week presented to Council of Deans. <b>A:</b> Conversations initiated and ongoing between Graduate Dean and College/Honors-College Deans regarding implementation of Research Week.		
<b>G1.E5.</b> 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.					✓	✓					\$0	Graduate Dean ICW: Provost, Council of Deans	<b>D:</b> Recommendation for a facility to support student and faculty research presented to Council of Deans. <b>A:</b> Need to conduct needs analysis of equipment demands for the production of presentation posters, space requirements, types of data collection equipment, and computing needs. Revise action for 2015.		

Actions	Objective					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 1 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>														<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.E6.</b> Increase student travel grants to present research.					✓	✓	✓	✓	✓	✓	TBD	Graduate Dean ICW: Provost, Council of Deans	<b>D:</b> Greater number of students awarded travel funds to present research. <b>A:</b> Enhance communication between research related groups (STOPS), URC, RAC, college deans and student affairs to seek additional funding for student travel related to research presentations. Establish a dedicated budget line for graduate student travel and research. Revise action for 2015.	

**Appendix 4c: Detailed Progress – Goal 2**

Goal 2: Act with Integrity and Transparency at all Levels

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

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

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

Actions	Objectives			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 2 - Act with integrity and transparency at all levels</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.A1.</b> BOT to complete review and update of Board Policy 202, President Search Process.	✓			✓					\$0	President; Board of Trustees	<b>D:</b> Recommended edits approved; policy updated. <b>A:</b> Continue to monitor.
<b>G2.A2.</b> Review the role and membership composition of all University committees in light of UCA’s mission.	✓			✓					\$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, Staff Senate Appointments Committee, SGA	<b>D:</b> Reviews of the role and composition of all committees are completed and revised where warranted. A centralized location will be created to post University committee information. <b>A.</b> Work in progress primarily by Faculty Senate. Revised action for 2015.



Actions	Objectives			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 2 - Act with integrity and transparency at all levels</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.A3.</b> Clearly define the role and function of the Academic Council.	✓			✓					\$0	Provost ICW: Academic Council	<b>D:</b> Role and function of the Academic Council clearly defined and distributed. <b>A:</b> The Academic Council meets regularly, has by laws, and keeps minutes, but it is not officially recognized as a standing university committee. Action complete, will roll off for 2015.
<b>G2.A4.</b> Senates and SGA continue to be able to ask questions during Board of Trustee meetings	✓			✓	✓	✓	✓	✓	\$0	Faculty Senate, Staff Senate, SGA, Board of Trustees	<b>D:</b> All constituent groups will understand an action agenda item before the Board votes. <b>A:</b> On-going.
<b>G2.B1.</b> Maintain the information quality initiative – Data Standards and Information Access.		✓		✓	✓	✓	✓	✓	\$0	Associate Provost for Academic Services and Student Success ICW: DSIA groups	<b>D:</b> Timely access to consistently reliable university information facilitated over time. <b>A:</b> Accomplished, on-going. Training no longer considered an issue with this initiative so no cost at this time.
<b>G2.C1.</b> Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.			✓	✓	✓	✓	✓	✓	\$0	Faculty Senate, Staff Senate, Executive Staff, SPC	<b>D:</b> Results compared to previous year will show more effective shared governance and communication. <b>A:</b> Completed. Action revised for 2015.

Actions	Objectives			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 2 - Act with integrity and transparency at all levels</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.C2.</b> Post abbreviated mission statement campus wide.			✓	✓	✓	✓	✓	✓	\$0; TBD for publication	SPARC, University and Government Relations	<b>D:</b> Abbreviated mission statement posted in all campus buildings. <b>A:</b> Completed
<b>G2.C3.</b> Continue 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.	<b>D:</b> At least 50 UCA employees and students are in attendance at each campus talk event. All questions answered. <b>A:</b> Campus Talks will continue to be held during 2015.
<b>G2.C4.</b> Post all university-wide committee meeting minutes on centralized website.			✓	✓	✓	✓	✓	✓	\$0	Faculty Senate, Staff Senate	<b>D:</b> All university committee minutes are posted on centralized website. <b>A:</b> On-going, but not consistently done.
<b>G2.C5.</b> Review UCA organizational chart			✓	✓					\$0	Faculty Senate, Staff Senate, Executive Staff	<b>D:</b> All groups and their administrative relationships are appropriately represented at various levels of organization. <b>A:</b> Done and will continue to monitor.

Actions	Objectives			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 2 - Act with integrity and transparency at all levels</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.C6.</b> Continue improvement of UCA’s Web pages for clarity and accuracy.			✓	✓	✓	✓	✓	✓	\$0	VP for University and Government Relations, Web Development Team, departmental website managers	<b>D:</b> Web pages will be consistently accurate, up-to-date, and easy to navigate. <b>A:</b> The Director of Web Development is constantly working to ensure the quality of our website. A company has also been hired to check for spelling and grammatical errors as well as broken links.
<b>G2.C7.</b> Continue implementation of polices that ensure data and corresponding e-communications are properly managed, stored, and branded.			✓	✓	✓	✓	✓	✓	\$0	Director of Advancement Communications and Director of Advancement Research.	<b>D:</b> Policies implemented to assure constituent confidence, maximize impact and maintain brand integrity. <b>A:</b> All email blasts to alumni and friends sent through Advancement Communications were in compliance with email best practices and honored opt out requests. Partnered with campus communities regarding email and data requests as opportunities presented themselves. Reviewed and revised the data Confidentiality Policy in spring 2014. Scanned all existing confidentiality agreements and developed a mechanism for ensuring agreements are renewed annually for applicable staff.

Actions	Objectives			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 2 - Act with integrity and transparency at all levels</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.C8.</b> Assess extent to which strategic Objectives have been implemented.			✓	✓	✓	✓	✓	✓	\$0	SPARC	<b>D:</b> Progress towards implementing the strategic plan Objectives will be documented. Institutional Report Card issued no later than November 15 each year. <b>A:</b> SPARC Progress Report presented to Faculty, Staff, and Student Senates by established deadline. Institutional Report Card presented to BOT by established deadline. Complete.

**Appendix 4d: Detailed Progress – Goal 3**

Goal 3: Promote Diversity in All Areas

Objective A: Attract and support a diverse student, staff, and faculty populations.

Objective B: Enhance interaction and understanding among diverse groups.

Objective C: Cultivate enriched learning opportunities in a global community.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 - Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A1.</b> Appoint a UCA diversity committee, and prepare a strategic plan for diversity.	✓			✓					\$3,000	President, Board of Trustees, Diversity Advisory Committee	<b>D:</b> Diversity Committee appointed and active; strategic plan in place. <b>A:</b> The Diversity Advisory Committee is active with six, initial sub-committees; data assessment, funding for diversity initiatives, gender-neutral restrooms, non-discrimination statement for UCA, recruitment, retention, and development of diverse faculty, and strategic planning. The non-discrimination statement sub-committee has completed its work. During AY 2014-15, the Diversity Strategic Plan will be the focus.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A2.</b> Publish diversity statement in the <i>Faculty Handbook, Staff Handbook, and Student Handbook.</i>	✓			✓	✓	✓	✓	✓	\$0	Diversity Advisory Committee, President, Board of Trustees, Faculty and Senate Handbook Committees, and SGA executive council	<b>D:</b> A coordinated diversity statement will be found in each handbook, as well as other references to diversity and in other locations. <b>A:</b> The Diversity Advisory Committee submitted a draft of the diversity statement to the President. The statement was adopted by the BOT and will be added to handbooks. Action completed and will roll off 2015.
<b>G3.A3.</b> Develop diversity plans in each college and unit on campus	✓			✓					\$0	Diversity Advisory Committee	<b>D:</b> Diversity plans completed in all units. <b>A:</b> The Diversity Advisory Committee received each college’s diversity plans. The Diversity Advisory Committee will review each plan in conjunction with the development of the Diversity Strategic Plan. Also, created academic college and non-traditional student positions on SGA.
<b>G3.A4.</b> Develop university diversity website to post ongoing diversity events.	✓			✓					\$0	Diversity Advisory Committee ICW: VP for University and Government Relations	<b>D:</b> Diversity events visible and accessible from the university’s main page. <b>A:</b> The initial diversity website launched in October 2013. The Office of Institutional Diversity will work with University Relations and Creative Services to enhance and update the site during AY 2014-15.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A5.</b> Conduct search for VP for Institutional Diversity and office staff.	✓			✓					\$150,000	President	<b>D:</b> Chief diversity officer and secretarial staff member selected. <b>A:</b> Completed and will roll off in 2015.
<b>G3.A6.</b> Establish Office of Institutional Diversity.	✓			✓					(See above)	President, Diversity Advisory Committee	<b>D:</b> Office of Institutional Diversity established. University diversity guidelines established. Implementation of procedures and processes related to diversity initiated. Assistance in establishing diversity goals provided to programs. <b>A:</b> The vision for the Office of Institutional Diversity has two dimensions: 1. UCA Business - Dimension 1 aspires to increase the recruitment, retention, and graduation rates of diverse students and to increase the recruitment, retention, and development/performance of diverse faculty. 2. Individual Enrichment - Dimension 2 seeks to enhance each person’s UCA experience and to cultivate a campus climate of inclusive excellence. Action completed and will roll off in 2015.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A7.</b> Develop a scholarship funds criteria matrix that identifies the groups served by the current scholarships available.	✓			✓					\$0	VP for Advancement	<b>D:</b> Advancement will have a visual aid to evaluate current scholarship fund diversity. This will enable advancement to identify groups not currently represented (or under represented) and identify potential prospects to fund new scholarships for these groups, which in time could enhance enrollment as well as giving. <b>A:</b> Implemented web-based online application which includes the ability to identify gaps in needed scholarships. Also includes a review process for all private scholarships awarded through the UCA Foundation and Alumni Association Board. Application process allows each applicant to answer questions related to scholarship criteria. Action revised for 2015.
<b>G3.A8.</b> Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.	✓			✓	✓	✓	✓	✓	TBD	Dean of CLA ICW: College deans, college diversity committees, faculty, staff	<b>D:</b> Each college will have diversity plans implemented, evaluated, and results reported. <b>A:</b> On-going with new person in charge of said activities.



Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A9.</b> Monitor volunteer board membership for improved diversity	✓			✓	✓	✓	✓	✓	\$0	VP for Advancement	<b>D:</b> Alumni Board and UCA Foundation will be representative of the alumni demographics <b>A:</b> UCA Foundation Board demographics are: 19% African American, 43% Female. UCA Alumni Association Board demographics are: 13% African American, 40% Female. Overall UCA Alumni demographics are: 11% African American, 64% Female. Advancement research partnered with Institutional Research to load ethnicity data into Rasier's Edge for classes in the '90s and early '00s which resulted in increased ethnicity information on alumni records to 54.99% of living alumni of which 80.60% were White; 11% were Black or African American; 1.24% were Asian; and 1.21% were Hispanic. 64% of living alumni were female and 36% male.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A10</b> University-Diversity Assessment model developed and implemented. Each college reviews annual and five-year plans, reestablishes goals and objectives. Colleges develop and/or designate diversity courses for general education.	✓			✓	✓	✓	✓	✓	\$1,000	VP for Institutional Diversity, Diversity Advisory Committee, College Diversity Committees, faculty, staff	<b>D:</b> University wide assessment of diversity success and problems is completed, results tabulated, and decisions made in sync with the strategic plan. Diversity courses in general education for each college finalized. Courses are required. <b>A:</b> The Office of Institutional Diversity is positioning itself to provide systematic gathering, analysis, interpretation, and reporting of assessments and planning processes for the university as it relates to diversity efforts. Additionally, the team is setting up systems to evaluate and assess specific diversity initiatives, programs, and service areas for targeted diverse populations.
<b>G3.A11.</b> Role of Affirmative Action Officer clarified; office merges with other units reporting to the VP for Institutional Diversity.	✓			✓					\$120,000 to \$130,000 including travel budget and materials.	VP for Institutional Diversity, Human Resources, Search Committee	<b>D:</b> Affirmative Action Office develops website; establishes workshops for both students and faculty; sets timetables for mission, goals and objectives. <b>A:</b> Hired Affirmative Action Officer – Kandi Hughes. Action completed and will roll off.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.A12.</b> Secure membership in major ethnic and cultural groups and organizations, especially African American, Hispanic, and Native American.	✓			✓					\$5,000	VP for Institutional Diversity and staff	<b>D:</b> Major cultural groups and organizations identified and membership secured in those entities. <b>A:</b> Awaiting Report
<b>G3.A13.</b> Update Diversity Ledger Plan process and finalize form, goals and objectives as to students, faculty, and staff.	✓			✓					\$0	VP for Institutional Diversity	<b>D:</b> Diversity Ledger approved by President, COD, Faculty Senate, Staff Senate, SGA and posted on the website. <b>A:</b> Awaiting Report
<b>G3.B1.</b> Establish revenue pool for under - represented faculty and staff hiring.		✓		✓					\$200,000	President, VP for Institutional Diversity, VP for Finance and Administration, SBAC	<b>D:</b> Be competitive in the job market for said faculty and staff. <b>A:</b> Funding has been allocated for a number of initiatives related to diversity. At this time a designated pool has not been established.
<b>G3.B2.</b> Assist General Education Council in the development of diversity course assessment plan.		✓		✓					\$0	VP for Institutional Diversity	<b>D:</b> General Education diversity course assessment plan finalized. Assessments begun. <b>A:</b> Awaiting Report

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 3 – Promote Diversity in All Areas</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G3.B3.</b> 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.		✓		✓	✓				\$5,000	Office of Institutional Diversity, Diversity Advisory Committee, and Advancement	<b>D:</b> Awards established and implemented beginning in Spring 2015. <b>A:</b> The Office of Diversity and Community made the following investments in awards for diverse students during academic year 2013-14: Food costs \$4488.62; Graduation stoles \$2444.70; Awards \$614.25; Latino Graduation Ceremony/reception \$386.68, Latino Graduation ceremony/medallions \$185.96, Speaker gifts \$212.03; for a grand total of \$8332.24. No activity from Advancement. Action step revised for 2015.
<b>G3.C1.</b> Continue “Exploring Our World” Speaker Series for campus and “outreach.”			✓	✓	✓	✓	✓	✓	\$11,800	Dean of Liberal Arts	<b>D:</b> Speaker series is expanded to include more colleges and a broader number of faculty to discuss the diversity topics. <b>A:</b> Series being continued.
<b>G3.C2.</b> Establish revenue pool for outreach activities, including company diversity programs, national conferences, workshops, and assessment.			✓	✓	✓				TBD	Office of Institutional Diversity, Diversity Advisory Committee, Staff	<b>D:</b> Diversity network established in companies in the community; attendance at key conferences; outreach workshops developed. <b>A:</b> Awaiting Report

### **Appendix 4e: Detailed Progress – Goal 4**

Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan.

- Objective A: Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) at or above established target levels.
- Objective B: Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
- Objective C: Establish or augment faculty, staff, and student research, development, and travel funds.
- Objective D: Significantly increase extramural funding and new private gifts and as established by university key performance indicators.
- Objective E: Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.A1.</b> The Board will review target levels for financial indicators to direct the actions of the University as they relate to its financial health.	✓					✓	✓	✓	✓		\$0	President, VPFA, BOT	<b>D:</b> Target levels for all financial indicators reviewed and used in decision-making. <b>A:</b> Financial indicators are being reviewed on a regular basis throughout the year. Moody's Rating Services confirmed our A2 rating with a stable outlook for the 2014 bond issue. In addition, the HLC confirmed the health of the financial base for the university in their latest review. The Board approved the change of the Audit committee to Audit and Finance committee to have a more formal process for review.	
<b>G4.A2.</b> Present the Dashboard for the most recent set of indicators to the BOT each spring	✓					✓	✓	✓	✓		\$0	VP Finance and Administration	<b>D:</b> Financial Report Card presented to BOT each Spring and used to guide decisions involving financial issues. <b>A:</b> The financial report card is shared regularly throughout the year to various stakeholders.	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.B1.</b> Gather comparative data through analyses of existing data sources, surveys of other institutions (where necessary), and metro region for staff comparisons.		✓				✓					TBD	Staff Senate, Faculty Senate	<b>D:</b> Data will be available to the campus community and utilized in the creation of the Comprehensive Compensation Plan. <b>A:</b> Compensation plan developed by Staff Senate Compensation Committee and presented to Board in FY14.	
<b>G4.B2.</b> 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.		✓					✓				\$0	Staff Senate	<b>D:</b> Survey results will be available for review by the University community. The document will be used by the Staff Senate to make recommendations toward the Comprehensive Compensation Plan. <b>A:</b> Compensation plan developed by Staff Senate Compensation Committee and presented to Board in FY14 including representation from Classified and Non-Classified employees.	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.B3.</b> Develop targets for faculty and staff salaries		✓				✓					\$0	Staff Senate, Faculty Senate, President, Provost, VPFA, Human Resources	<b>D:</b> A report/dashboard will be created to demonstrate UCA's position relative to those of our peers and aspirant institutions and to UCA salary targets. <b>A:</b> Compensation plan developed by Staff Senate Compensation Committee and presented to Board in FY14	
<b>G4.B4.</b> 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 prudence. This may include the importance of appropriate spending to allow for carry over funding for the divisions and the university.		✓				✓					TBD	Staff Senate, Faculty Senate, President, Provost, VPFA	<b>D:</b> Plan will be presented to the SBAC in October 2013 for consideration for the FY 2014-15 budget. <b>A:</b> Compensation plan developed by Staff Senate Compensation Committee and presented to Board in FY14	



Actions	Objectives					Year					Cost	Responsibility	Results
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18			<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>													
<b>G4.B5</b> Address the Comprehensive Compensation Plan as resources warrant and fiscal prudence in mind.		✓					✓				TBD	President, VPFA, Provost	<b>D:</b> Upward movement in compensation based on the plan in a fiscally prudent manner. <b>A:</b> The university continues to make every effort to provide increases and adjustments. A salary increase and equity/merit adjustments were approved for FY2014 and for FY2015
<b>G4.C1.</b> Evaluate the current status of funding to support travel, professional development and research for both the faculty and staff.			✓			✓					TBD	Faculty Senate, Staff Senate, Provost and VPFA	<b>D:</b> A document will be available to share with faculty and staff. <b>A:</b> Staff Senate Professional Development Committee funds numerous staff conference travel throughout the year through an application process. Faculty Senate has not done this, but it is a high priority.

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.C2.</b> 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.			✓			✓					\$0	VP for Finance and Administration, and Provost, Faculty Senate and Staff Senate.	<b>D:</b> A comprehensive plan will be developed that will be inclusive of necessary resources, considerate of financial prudence <b>A:</b> Staff Senate Professional Development Committee funds numerous staff conference travel throughout the year through an application process. Faculty Senate has not done this, but it is a high priority	
<b>G4.C3.</b> Present plan (to support the travel, professional development and research needs of the faculty and staff) and funding request to SBAC at the Fall 2013 meeting to be considered in the FY 2014-15 budget.			✓			✓					\$0	VP for Finance and Administration, Provost	<b>D:</b> Plan will be reviewed by the SBAC at their October 2013 meeting for consideration in the FY2014-15 budget. <b>A:</b> Status unknown. Continue to monitor.	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.C4.</b> Create a Graduate Student Association. The GSA will work to create a more collaborative, interactive graduate education environment and work with the RAC to initiate student research opportunities as well as outreach and development.			✓			✓					TBD	Graduate Dean	<b>D:</b> DSA created and functioning as described. <b>A:</b> Initial planning for GSA complete. Proposal to be presented to programs and College Deans. Final approval of GSA as RSO to occur in 2014-15. Revised action for 2015.	
<b>G4.C5.</b> Create a Research Advisory Council. The RAC will discuss & develop university research priorities & directions for students and faculty as well as a plan for enhancing UG and Graduate research collaborations across disciplines.			✓			✓					TBD	Graduate Dean	<b>D:</b> RAC created and functioning as described. <b>A:</b> Role of RAC redundant to URC. Removed action for 2015.	

Actions	Objectives					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>															<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D1.</b> Sponsored Programs will develop interactive website with up to date access to relevant funding opportunities, provide rapid and easy electronic IRB submissions and forms access, and work with Research Advisory Council to identify mission-oriented research projects and seek funding opportunities.				✓	✓						TBD	Graduate Dean, College Deans Division/Unit Heads	<b>D:</b> Achieve \$5.5 million in extramural funding. <b>A:</b> Website construction underway. Achieved \$6.1 million dollars in extramural funding.		
<b>G4.D2.</b> Resubmit or implement (depending on results of review) Title III Strengthening Institutions Grant.				✓	✓						TBD	Graduate Dean ICW: University College, Associate Provost for Instructional Support, Provost	<b>D:</b> Grant implemented or grant proposal resubmitted. <b>A:</b> The US Department of Education did not have the funding to issue an RFP for new SIP projects in 2014. University College is working with Sponsored Programs to revise the project given the new circumstances. They intend to meet in September, 2014, in hopes that an RFP for new projects will be announced May, 2015.		

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D3.</b> Expand recognition for grant submission and awards through Sponsored Programs newsletter.				✓		✓					\$0	Graduate Dean	<b>D:</b> Newsletter produced and disseminated monthly. <b>A:</b> Research Stream Interest survey for Faculty developed and implemented with new faculty orientation. Newsletter is being developed by SP.	
<b>G4.D4.</b> Sponsored Programs will work with the Research Advisory Council and Student Government Association to meet targeted increase in student submissions.				✓		✓					TBD	Graduate Dean	<b>D:</b> Number of grant submissions by students or student groups increased by 5%. <b>A:</b> Processes are being revised to gather relevant information on student grant submissions. Revise action step for 2015.	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D5.</b> Offer a minimum of two grant writing workshops per year, one general and one targeting a specific funding agency.				✓		✓	✓	✓	✓		TBD	Graduate Dean	<b>D:</b> Two workshops held annually with faculty participation increased by 10% annually. <b>A:</b> Two workshops are under development: one directed toward faculty to discuss the grant process and responsible conduct of research and a second will be a series of videos directed toward department heads, faculty, and administrative assistants to focus on grant processes.	
<b>G4.D6.</b> Secure \$4.425M in new private gifts and pledges.				✓		✓					Existing funds	VP for Advancement	<b>D:</b> Achieve individual and area production fundraising goals as described in KPI Goal document. <b>A:</b> Exceeded the revised goal of \$4.023M with \$5.139M in new gifts and pledges. Number of donors increased by 10.8%	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D7.</b> Implement a comprehensive annual giving plan.				✓		✓					Existing funds	VP for Advancement	<p><b>D:</b> Increase alumni giving participation, annual gift renewals and overall private fundraising as defined by KPI projections for prioritized, unmet academic and programmatic needs. Includes improved donor stewardship and on-campus education efforts as to the impact of private fund raising.</p> <p><b>A:</b> New director of annual giving created and executed the first phase of new annual giving program.</p>	
<b>G4.D8.</b> Secure additional travel funds for field staff (fund-raising personnel).				✓		✓	✓	✓	✓		\$10,000	VP for Advancement	<p><b>D:</b> Increase number of face to face visits with alumni and friends to identify prospects for giving capacity and affinity by an average of 40 visits/year.</p> <p><b>A:</b> While no new travel funds were provided, we were able to reallocate resources to increase face to face visits. Documented 375 face to face meetings by development staff, an increase of 80 over last fiscal year</p>	

Actions	Objectives					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>															<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D9</b> Conduct a campaign feasibility study for UCA's next comprehensive campaign.				✓		✓					Private Funds	President of the UCA Foundation ICW: VP for Advancement	<b>D:</b> The feasibility study will be used to evaluate the fund raising goal, priorities, timing and resources needed to execute a successful comprehensive campaign. <b>A:</b> Feasibility study recommendations will be used to begin the quiet phase of the next comprehensive campaign. The Framework for the Future will be the guiding document for priorities. Campaign goal will be \$30 - \$40M. Action completed and will roll off 2015.		
<b>G4.D10.</b> Engage and assist academic deans and other program leaders with private fundraising.				✓		✓	✓	✓	✓		\$0	VP for Advancement	<b>D:</b> Set annual targets for face to face visits and cultivation progress. Estimate 5-10 visits. <b>A:</b> Deans attempted visits with 10 selected alumni from his/her college. Success was mixed. Meeting scheduled for Deans in July 2015 to evaluate and continue partnership for fund raising.		



Actions	Objectives					Year					Cost	Responsibility	Results		
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18					
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>															<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D11.</b> Each development officer would do 100-120 face-to-face visits/year and 12-15 proposals at \$25K and above per year.				✓		✓	✓	✓	✓		\$0	VP for Advancement	<b>D:</b> Achieve the industry standard for face to face visits and proposal requests. <b>A:</b> Face to face visits increased to 375 from 295 last year. Two of four development staff completed individual goals.		
<b>G4.D12.</b> Monitor, identify and report true fund raising cost ratios.				✓		✓	✓	✓	✓		\$0	VP for Advancement	<b>D:</b> Achieve the industry standard for cost/dollar raised for a public, masters level university. <b>A:</b> Developed new fund raising cost ratio charts and graphs. Began reporting cost-to-raise a dollar annually. Cost to raise a dollar for FY13 was \$0.51 for all Advancement departments combined and \$0.32 for the development department. FY14 ratios will be reported once the UCA Foundation fiscal year is officially closed.		

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D13.</b> Create prioritized list of UCA needs in academic and non-academic departments. List will be reviewed and updated annually.				✓		✓	✓	✓	✓		\$0	VP for Advancement	<b>D:</b> Deploy advancement resources to the agreed priorities of need. <b>A:</b> Using UCA's strategic plan and the Framework for the Future, development resources have been focused on capital needs for Lewis Science Center renovation, new nursing facilities, completing the Honors College Naming Campaign and Programs of Distinction.	
<b>G4.D14</b> Review and select appropriate recommendations from Hodge Group Report for implementation				✓		✓					\$0	VP for Advancement	<b>D:</b> Improved overall efficiency and effectiveness of fund raising efforts. <b>A:</b> Implemented many recommendations including the hiring of a director of annual giving, administrative support for development staff and additional travel funds. Action completed and will roll off in 2015.	

Actions	Objectives					Year					Cost	Responsibility	Results	
	A	B	C	D	E	FY 14	FY 15	FY 16	FY 17	FY 18				
<b>Goal 4: Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan.</b>														<b>D: Desired Result</b> <b>A: Actual Result</b>
<b>G4.D15.</b> Sponsored Programs will continue to increase utility of electronic information dissemination and processing of IRBs and grants and will work with Research Advisory Council to specifically seek out cross-campus, interdisciplinary research efforts and funding opportunities.				✓			✓				\$0	Graduate Dean, College Deans Division/Unit Heads	<b>D:</b> Increase funded awards to 6.5 million. <b>A:</b> Secured AR Tobacco Settlement Project, interdisciplinary research project across 4 colleges.	

**Appendix 4f: Detailed Progress – Goal 5**

Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology

Objective A: Develop and implement a comprehensive, centralized strategic plan for campus technology.

Objective B: Annually review and update, as needed, the campus mater plan to guide property acquisition, campus land use, and construction of new facilities.

Objective C: Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 5 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.A1.</b> Complete campus technology plan.	✓			✓					\$0	Chief Technology Officer ICW: appropriate committees and councils	<b>D:</b> Campus technology plan and all processes and structures for its implementation will be in place and operational. <b>A:</b> Not accomplished. Roll to 2015. A draft technology plan is expected in December 2014 with a final plan during Spring 2015.

Actions	Objective			Year					Cost	Responsibility	Results	
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 5 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>												
<b>G5.A2.</b> Purchase and implement a web-based database system for collecting and reporting assessment data and faculty activities.	✓			✓					\$18,562.50 (one-time fee for implementation) \$80,437.50 (fee for three years of use) [Funded from existing budgets.]	Associate Provost for Academic Services and Student Success ICW: Provost, Associate Provost for Finance and Administration, Director of Assessment, COD	<b>D:</b> Purchase three-year contract for Activity Insight by Digital Measures in September 2012. Implement system and train users during fall 2012. Begin electronic reporting in January 2013. <b>A:</b> Digital Measures Activity Insight implemented for tracking faculty performance activities. Digital Measures being used to generate Faculty Annual Self-Evaluation and Planning Reports and Department and College Annual Reports. Digital Measures unable to adequately collect and report assessment data. Action step revised for 2015.	

Actions	Objective			Year					Cost	Responsibility	Results	
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 5 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>												
<b>G5.A3.</b> Expand the MAP-Works Program to all residential freshmen for FY14.	✓			✓					Projected MAP-Works costs for FY 14 is \$45,000, MAP-Works will be funded from the Housing and Residence Life Budget	Director of Housing & BearCard ICW: Assistant VP for Housing & Contract Services, Associate Provost for Instructional Support, Program Coordinator for Academic and Retention Initiatives.	<b>D:</b> Program expanded and success of the MAP-Works program in retaining at-risk residential freshmen monitored. <b>A:</b> Housing & Residence Life has expanded the MAP-Works program to include all residential freshmen. In addition, the department has extended the program to include ALL freshmen who commute as well to assist in our efforts to increase intervention campus-wide. Action step revised for 2015.	
<b>G5.A4.</b> Implement Ellucian’s Degree Works academic advising and degree audit application.	✓			✓					\$48,750 (license) \$90,000 (consulting, training) \$8,775 (first-year maintenance ) [Funded from existing budgets.]	Associate Provost for Academic Services and Student Success ICW: Associate Provost for Finance and Administration, University Registrar	<b>D:</b> Degree Works implemented for undergraduate students and rolled out to departments and advisors for testing for graduate students. <b>A:</b> Partially completed: DegreeWorks is live -- and successful -- for undergraduate students and advisors and faculty. It is not yet ready for graduate students and advisors. Roll to 2015 for completion. Action step revised for 2015.	

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 5 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.A5.</b> Develop specifications and cost information to expand the existing imaging system in the Registrar’s office to Admission and Financial Aid offices.	✓			✓					TBD	Vice President for Finance and Administration	<b>D:</b> Expansion of imaging system funded and implemented. <b>A:</b> Not accomplished. Roll to 2015 with updated responsibility.
<b>G5.A6.</b> Implement a campus-wide system to manage academic advising and facilitate communication among advisors, students, and instructors.	✓			✓	✓				TBD	Associate Vice President / Associate Provost  ICW: CTO and primary use areas	<b>D:</b> Improve communication, enable students and advisors to manage advising responsibilities. <b>A:</b> Progress made in implementing GradesFirst, but not accomplished. Roll to FY 2014-15 and 2015-16 for completion of initial implementation (fall 2014: International, Athletic Advising, Office of Student Success; spring 2015: AAC and Admissions; fall 2015: full implementation campus wide. Action step revised for 2015.

Actions	Objective			Year					Cost	Responsibility	Results
	A	B	C	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 5 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>											<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.B1</b> 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.		✓		✓	✓	✓	✓	✓	\$0	President and VP for Finance and Administration	<b>D:</b> Maintain campus focus and direction on the development of the physical campus. Further to provide a basis for funding decisions and planning. <b>A:</b> The campus master plan is reviewed on a continuous basis as properties become available and as building opportunities are presented.
<b>G5.B2.</b> Review the master deferred maintenance list, at minimum, on an annual basis. Provide list to the Board of Trustees at the annual retreat.		✓	✓	✓	✓	✓	✓	✓	\$0	VPFA and Physical Plant director	<b>D:</b> Maintain an updated rolling deferred maintenance list from which to base funding decisions. <b>A:</b> The list is updated and reviewed on a continuous basis. It is also used to support the year-end transfers for capital improvements. High priority items are addressed with year-end capital funding.



**Appendix 4g: Detailed Progress – Goal 6**

Goal 6: Increase Engagement with External Partners

Objective A: Serve the public and UCA’s students by establishing and maintaining local, regional, national, and global partnership.

Objective B: Strengthen communication, coordination, and prioritization of outreach and development.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A1.</b> 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	<b>D:</b> The Division of Outreach and Community Engagement’s Strategic Plan will be ready for implementation. <b>A:</b> Outreach's strategic plan has been created and is in place. Action completed and will roll off in 2015.

Actions	Objectives		Year					Cost	Responsibility	Results	
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>											
<b>G6.A2.</b> Provide opportunities for marginalized and diverse populations to participate in planned university outreach activities.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE	<p><b>D:</b> Create five new programs in FY 2014 for racially and socially diverse audiences including Latino/Hispanic or other undocumented populations, and members of low socioeconomic communities.</p> <p><b>A:</b> Created five programs for racially and socially diverse audiences. 1. Invited students from Conway Adult Education Program to campus for tour and informational session with departments from Enrollment Management Services and Student Services. Conway Adult Education students are non-traditional students from various racial and ethnic backgrounds and low socio-economic backgrounds.</p> <p>2. Developed a teach the teacher course where we helped the ESL instructor at City of Hope Outreach in Conway improve her ESL programming for the Brookside Community, which is 95% Latino. 3. Created a Vocational English course for non-native English speakers, which is designed to help these learners increase their English proficiency for the workforce. 4. Provided training and technical assistance in community and economic development for Black mayors in several rural towns in Arkansas. 5. Created a mentoring program called the UCA D.R.E.A.M. Team, which provided an opportunity for 14 "at risk" youth from the Malvern School District (73% poverty) to engage in a mentoring program at UCA for several months during the academic year. Action completed and will roll off in 2015.</p>	

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A3.</b> Insure faculty, staff and student access to community based/applied research opportunities with external partners.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE	<b>D:</b> Funding sources sought to further develop this program. <b>A:</b> This action item was partially funded through a grant from Winthrop Rockefeller Foundation. Application for a second round of funding has been made but not awarded. The action item is completed and will roll off this fiscal year. Activities completed under this item are below: <ol style="list-style-type: none"> <li>1. Dr. Amy Hawkins, faculty, conducted community based research with external stakeholders on the overall effectiveness of UCA's outreach and engagement activities.</li> <li>2. Amy Whitehead, staff, conducted data analysis of economic indicators of 12 cities in Arkansas. She and her staff conduct this research twice a year and the results are published in Talk Business.</li> <li>3. Craig Lindholm, a student in UCA PhD in Leadership Studies program, conducted research on generative leadership and its effect on leadership change and economic development for Clark County. Action completed and will roll off in 2015.</li> </ol>

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A4</b> Continue outreach and engagement partnerships with academic and non-academic units to engage with local communities.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE	<b>D:</b> Assessment instrument tested, finalized, and disseminated to both campus and off-campus constituents. <b>A:</b> Both assessment instruments have been created and the study with off campus constituents has been completed. The instrument to assess campus constituents is completed but the dissemination and data collection will not occur until Fall 2014.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A5.</b> Provide additional outlets for engagement with the community by matching the community's needs with university expertise and resources. [Based on FY2013 community assessment, existing partnership, and strategic plan]	✓		✓	✓				\$0	Executive Director of OCE	<b>D:</b> UCA responds to community's outreach and engagement needs. Ongoing  <b>A:</b> OCE has created a training series for non-profit agencies and aspiring entrepreneurs including the students in our EPIC residential college and Innovation and Entrepreneurship undergraduate program. The instructors and facilitators for these training programs are UCA faculty and staff and external partners. Action revised for 2015.

Actions	Objectives		Year					Cost	Responsibility	Results	
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>											
<b>G6.A6</b> Evaluate impact of UCA's service learning projects by surveying community partners served.	✓		✓	✓				TBD	Executive Director of OCE	<p><b>D:</b> Performance standards, practices, and guidelines governing service learning completed. <u>Ongoing</u></p> <p><b>A:</b> Performance standards, practices, and guidelines governing service learning have been developed for the pilot year. Updates to the performance standards, practices, and guidelines are ongoing.</p>	
<b>G6.A7.</b> Launch service learning program	✓		✓	✓				\$8,000	Associate Dean of CLA ICW: Provost and VP for Academic Affairs, Executive Director of OCE	<p><b>D:</b> Service-learning program launched</p> <p><b>A:</b> First class of Service-learning Faculty Fellows completed training and taught a service-learning course during the past year. OCE holds successful Awards Reception for faculty, students and community partners in spring 2014. Action on-going for 2015.</p>	

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A8.</b> Implement outreach partnerships to engage alumni in student recruitment and retention.	✓		✓					Existing funds	Director of Alumni Services with cooperation of UCA Alumni Assn Board	<b>D:</b> Increase alumni participation and student enrollment/retention through the partnership with Enrollment Management to host 3 alumni socials each year  <b>A:</b> Partnership between alumni services and enrollment management needs to continue but we need to evaluate the purpose, targeted audience and message. Action revised for 2015.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A9.</b> Promote university outreach programs and initiatives in a state-wide marketing campaign.	✓		✓	✓				TBD	Executive Director of OCE ICW: Associate Provost for Finance and Administration	<b>D:</b> Increased visibility and awareness of university's outreach programs and services. Ongoing.  <b>A:</b> Marketing no longer resides in OCE; the function was moved to a centralized marketing department on campus. Therefore, the marketing campaign has been postponed until FY 2015. Action revised for 2015.



Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.A10.</b> Provide opportunities for UCA faculty, staff and students to expand outreach offerings via online, non-credit learning.	✓		✓	✓	✓	✓	✓	TBD	Executive Director of OCE	<b>D:</b> Three online, noncredit learning communities developed by OCE.  <b>A:</b> The curriculum and instructional design of two of the online learning communities have been completed. The third program is on hold pending funding through an external funding source. Implementation of the online learning communities need to be moved to FY2015
<b>G6.A11.</b> Break ground on the Center for Collaborative Healthcare Education, unique, campus-community partnership with a strong community health education emphasis.	✓		✓	✓				\$40M Private funds	VP for Advancement ICW: Joint Board	<b>D:</b> Leverage CCHE fundraising to “expand the tent” of donors giving to UCA.  <b>A:</b> CCHE partnership was dissolved in FY14. Action revised for 2015.

Actions	Objectives		Year					Cost	Responsibility	Results	
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>											
<b>G6.B1.</b> Hire an Advancement Communications Writer.		✓	✓	✓				\$55k ongoing and 5k onetime	VP for Advancement and Director of Advancement Communications	<p><b>D:</b> Writer hired and providing writing and editing support for primary advancement communications including news releases, campaign materials, annual fund materials, constituency profiles, stewardship letters, special events, alumni materials, annual reports and UCA Magazine.</p> <p><b>A:</b> Communications was consolidated under the President’s office. Writer position has been advertised. Action completed and will roll off in 2015.</p>	

Actions	Objectives		Year					Cost	Responsibility	Results	
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>											
<b>G6.B2.</b> Deliver monthly “campus news alerts” to alumni and friends’ smartphones		✓	✓	✓	✓	✓	✓	Existing funds	VPs for Advancement & Government Relations	<p><b>D:</b> The relationship between UCA and its alumni will be strengthened because UCA will give alumni messages that demonstrate momentum, progress, and relevance in the contemporary world.</p> <p><b>A:</b> Completed conversion from NetCommunity SPARK to iModules. iModules includes a mobile responsive feature for smartphones and tablets. University Relations and Creative Services is working to create a Presidents Report, a UCA Magazine, an events mailer, and numerous videos to let alumni and friends know about campus news and events throughout the year.</p>	

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B3.</b> Develop and distribute an updated UCA magazine.		✓	✓					Existing funds	AVP for Communications	<b>D:</b> Create printed magazine that will complement web presence and electronic communications pieces. By spring 2014, it will be mailed to key constituents and also be available online. <b>A:</b> Work in progress.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B4.</b> Continue the distribution of a bi-monthly email communication containing feature stories (about alumni, friends, donors, students, faculty and staff), significant campus news, updates from the UCA Alumni Association and other items as determined by the Advancement Communications staff.		✓	✓	✓	✓	✓	✓	Existing funds	VP for Advancement	<b>D:</b> Distribution of approximately 5 Alumni and Friends newsletters to Alumni, Former Students and Friends of the University who have an email address available in the Advancement <i>Raiser's Edge</i> database and that have not opted-out of such communications (approximately 23,000). <b>A:</b> Delivered six bi-monthly Alumni & Friends Connect e-newsletters and three Significant Breaking News emails (Framework for the Future, Football Coach Appointment & Tornado Relief Efforts) to over 23,000 alumni and friends. Action revised for 2015.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B5.</b> Continue distribution of a monthly UCA Upcoming Events email communication to our stakeholders that highlight selected events from various areas of campus. Emphasis is placed on official UCA Calendar events and Advancement needs.		✓	✓	✓	✓	✓	✓	Existing funds	VP for Advancement	<b>D:</b> Create and distribute approximately 11 UCA Upcoming Events emails to Alumni, Former Students and Friends of the University who reside in Arkansas, have an email address available in the Advancement <i>Raiser's Edge</i> database and that have not opted-out of such communications. The audience may be expanded to include additional targeted geographic areas based on specific event appeal. <b>A:</b> Created and delivered 13 major event emails (UCA Upcoming Events monthly e-newsletters, Homecoming, Night of Distinction and Family Day) and multiple other smaller targeted event specific communications.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>										
<b>G6.B6.</b> Continue regular data updates including NCOA (National Change of Address), phone and email appends.		✓	✓	✓	✓	✓	✓	Existing funds	VP for Advancement	<p><b>D:</b> The percentage of living alumni with address, phone or email in Advancement's Raiser's Edge database will be as follows: Address greater than 96%; Phone greater than 60%; Email greater than 35%</p> <p><b>A:</b> Continued to update alumni and friend database through regular NCOA updates and phone appends, monitoring of phonathon updates, Google alerts, obituaries, alumni update and remittance forms. Percentage of living alumni with address information was 93%; with phone information was 71%; and with email information was 40%.</p>

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B7.</b> Partner with the Provost's Office to develop and implement a mandatory campus-wide employment/contact form for graduating seniors to assist with assessment, fundraising, alumni and corporate engagement.		✓	✓					Existing funds	VP for Advancement	<b>D:</b> Percentage of living alumni with employment information will increase by 20% <b>A:</b> Developed a new alumni update form and partnered with the Registrar's office to include the new form in the graduation application packet for the spring 2014 graduating class. Action revised for 2015.
<b>G6.B8.</b> Engage an employment data service to append employment information into Advancement's <i>Raiser's Edge</i> database.		✓	✓					\$2,500	Director of Advancement Research	<b>D:</b> Percentage of living alumni with employment information will increase by 20% <b>A:</b> Funding not available for a new employment data append (last one performed in FY13.) Percentage of living alumni with employment information was 38.78% at the end of FY14



Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B9.</b> Augment the UCA Website to reflect best practices; drive traffic to the site via mixed-method communication		✓	✓	✓	✓	✓	✓	✓	TBD VP for University & Government Relations	<b>D:</b> Alumni and friends will view the site as a desirable and worthwhile place to visit and return there with some measurable frequency.  <b>A:</b> The UCA website continues to undergo updates and changes as needed to make it more user-friendly and accurate. A company has been hired to be sure spelling and grammar is correct as well. Links to the website are going out on a consistent basis via social media and email.
<b>G6.B10.</b> Design events to encourage more alumni participation and involvement.		✓	✓	✓	✓	✓	✓	✓	Existing funds Director of Alumni Services with cooperation of UCA Alumni Board	<b>D:</b> Increase event participation by 15% each year. Increase alumni volunteer involvement by 15 or more annually.  <b>A:</b> Increased event participation in events managed by Advancement 5.4% from FY13 to FY14.

Actions	Objectives		Year					Cost	Responsibility	Results	
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			D: Desired Results	A: Actual Results
<b>Goal 6 - Increase Engagement with External Partners</b>											
<b>G6.B11.</b> 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.)		✓	✓	✓	✓	✓	✓	Existing funds	VP for Advancement and AVP for University and Government Relations	<p><b>D:</b> Produce a communication piece that promotes UCA and provides constituencies a report of the part year’s activities from academics, athletics, advancement, etc. It should be available in multiple media options when funds are available.</p> <p><b>A:</b> Developed new charts and presentations to visualize Advancement and UCA Foundation giving, impact, financial, investment and efficiency data and distributed to volunteer boards and administration. University Relations with the help of CJRW are creating and distributing a President's Report and a UCA Magazine with online components.</p>	

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B12.</b> Hire a director of annual giving and staff support person for development field staff		✓	✓	✓				\$124,000	VP for Advancement	<b>D:</b> Increase alumni giving participation, annual gift renewals and overall private fundraising by a minimum of \$100,000 per year for prioritized, unmet academic and programmatic needs.  <b>A.</b> Total new commitments for FY14 was \$1,318,583 more than FY13. Undergraduate Alumni giving increased from 4.95% to 5.63% using US News and World Report criteria. Donor retention rate increased to 58% from 47%.
<b>G6.B13.</b> Maintain online repository of all outreach and engagement activities and results of evaluation of these activities.		✓	✓	✓	✓	✓	✓	\$0	Executive Director of OCE	<b>D:</b> Online repository maintained.  <b>A:</b> Please remove this action item it is combined with G6.B15

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B14.</b> Transfer new knowledge in entrepreneurship and innovation to the business and education communities through outreach and community development programs.		✓	✓	✓	✓	✓	✓	✓	\$0 Executive Director of OCE	<b>D:</b> UCA fosters improved community vitality. Ongoing.  <b>A:</b> Please remove this action item it is combined with G6.B15
<b>G6.B15.</b> Take campus-wide inventory of existing community outreach and engagement projects and make available online.		✓	✓	✓	✓	✓	✓	✓	\$0 Executive Director of OCE	<b>D:</b> Online repository (hub) 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.  <b>A:</b> This action items is incomplete and needs to be carried over to FY 2015. Pending dissemination of campus wide inventory and marketing support.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B16.</b> Investigate expansion of Buffalo Alumni Hall to function as a campus welcome center for alumni and friends and “home” for all Advancement staff.		✓	✓	✓				Private funds	VP for Advancement	<b>D:</b> Realize proximity-based synergy across Advancement sub-disciplines and provide a comfortable, welcoming place for visiting alumni and friends. Meet goal of 5,000 alumni visits.  <b>A:</b> UCA Foundation board committee met and will continue to investigate the cost benefit analysis of funding the expansion

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B17.</b> Complete implementation of NetCommunity SPARK.		✓	✓	✓				Existing Funds	VP for Advancement	<b>D:</b> Every college will be delivering a targeted e-newsletter to their alumni and friends utilizing NetCommunity SPARK and evaluating results for continuous improvement.  <b>A:</b> Converted from NetCommunity SPARK to iModules, a new online, mobile-responsive solution which offers more flexibility and options for engagement. Included links to college websites in the Alumni & Friends Connect e-newsletter

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B18.</b> Expand use of IModules as replacement of NetCommunity SPARK		✓	✓	✓				Existing funds	Director of Advancement Communications and Director of Advancement Research	<b>D:</b> Improved response through segmented, coordinated communication to targeted groups of alumni.  <b>A:</b> Completed conversion from NetCommunity SPARK to iModules on June 1, 2014. Revised all online giving, registration and membership forms. Worked with Web Development to update all applicable links. Developed new newsletter and event email templates. Improved segmentation methods for emails (Greek Village, Women's Giving Circle, Honor's College, Lifetime Alumni Association members, etc.). Action revised for 2015.

Actions	Objectives		Year					Cost	Responsibility	Results
	A	B	FY 14	FY 15	FY 16	FY 17	FY 18			
<b>Goal 6 - Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.B19.</b> Administer assessment instrument for Office of Community Engagement		✓	✓	✓				\$0	Executive Director of OCE	<b>D:</b> The Division of Outreach and Community Engagement’s Strategic Plan will be ready for implementation.  <b>A:</b> Please delete this action item; it is a duplicate of G6.A1
<b>G6.B20.</b> Hire a second Academic-based Development Officer, a Director of Leadership Giving, and an additional Production Designer to support ongoing campaign needs.		✓	✓	✓				\$193,000	VP for Advancement	<b>D:</b> Increase private fundraising by a minimum of \$200,000 per year for prioritized.  <b>A:</b> Added major gift officer position and aligned development team to support ongoing campaign needs. Cost will be incurred in FY15. Revised action for 2015.
<b>G6.B21.</b> Develop a comprehensive membership campaign through a well-defined recruitment and retention plan.		✓	✓	✓				Private funds	Director of Alumni Services with cooperation of UCA Alumni Assn Board	<b>D:</b> Increase membership by 25% and retention by 100% each year.  <b>A:</b> Campaign kicked-off June 2014



## Appendix 5: Proposed Revisions to the Strategic Plan

### B. Strategic Goals and Objectives, Fiscal Years 2013–2018 2014-2019

*Based on input into the 2013-18 strategic plan by the campus community via eleven public forums held in February 2014, the Strategic Planning Committee recommends the following revisions to the Goals and Objectives of the UCA Strategic Plan for 2014-19. In summary, these revisions:*

- *Add references to the University's Key Performance Indicators (KPIs) where appropriate, and*
- *Add an objective (D) to Goal 2 regarding promotion of a culture of integrity at the university.*

#### Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

- A. Sustain a learner-focused environment.
- B. Build and maintain a culture of continuous improvement.
- C. Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation [as established by university key performance indicators](#).
- D. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
- E. Promote research, scholarship, and creative productivity among faculty, staff, and students.

#### Goal 2: Act with Integrity and Transparency at All Levels

- A. Support faculty/staff/student input into decision-making.
- B. Base decisions on data, evidence, and appropriateness to the university's vision, mission, and strategic plan.
- C. Share information in comprehensive and readily accessible ways with all university constituencies.
- D. **Promote a culture where integrity is expected of students, faculty, and staff.**

#### Goal 3: Promote Diversity in All Areas

- A. Attract and support a diverse student, staff, and faculty population.
- B. Enhance interaction and understanding among diverse groups.
- C. Cultivate enriched learning opportunities in a global community.

#### Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan

- A. Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) ~~at or above established target levels~~ [within target ranges established by the university](#).
- B. Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
- C. Establish or augment faculty, staff, and student research, development, and travel funds.
- D. Significantly increase extramural funding and new private gifts as established by university key performance indicators.

- E. Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

**Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology**

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

**Goal 6: Increase Engagement with External Partners**

- A. Serve the public and UCA's students by establishing and maintaining local, regional, national, and global partnerships.
- B. Strengthen communication, coordination, and prioritization of outreach and development.

## Appendix 6: Membership List Strategic Budgeting Advisory Committee 2013-14

<u>Capacity</u>	<u>Member</u>	<u>TermExpires</u>
SPARC Chair	Nancy Reese (V if tie)	2015
President Faculty Senate	Charles Watson (V)	2014
President Staff Senate	Lindsey Osborne (V)	2014
President of SGA	Adam Price (V)	2014
Faculty Representatives		
Health and Behavioral Sciences	Shawn Charlton (V)	2014
Education	Terry James (V)	2014
Fine Arts and Communication	Ken Burchett (V)	2014
Business	Keith Atkinson (V)	2013
Natural Sciences and Mathematics	Barbara Clancy (V)	2015
Liberal Arts	Tom McInnis (V)	2013
Unaffiliated/at-large	Renee LeBeau-Ford (V)	2014
Non-classified staff		
Psychology	Stephanie McBrayer (V)	2014
University Police	Arch Jones (V)	2015
Instructional Technology Support	Vicki Parish (V)	2015
Classified Staff		
Instructional Development Center	Sylvia Childers (V)	2014
Financial Accounting	Tracy Spence (V)	2015
Financial Accounting	Erica Ruble (V)	2014
Director of Academic Unit (Provost)	Diana Pounder (V)	2014
Athletic Administration designee	Darrell Walsh (V)	2014
President-elect, Faculty Senate	Don Bradley (NV)	2014
Vice-President, Staff Senate	Chad Hearne (NV)	2014
Vice-President, SGA	Ashley Ross (NV)	2014
VP for Finance and Administration	Diane Newton (NV)	Permanent
Director, Institutional Research	Amber Hall (NV)	Permanent
Controller, Business Office	Jeremy Bruner (NV)	Permanent
Director of Budget	Terri Canino (NV)	Permanent
Secretary	Megan Bennett (NV)	Permanent

V = Voting member

NV = Non-voting member

**Appendix 7: SBAC Ranked New Funding Priorities for FY 2015**

<b>Rank</b>	<b>Proposal</b>	<b>Division</b>	<b>Strategic Plan Goal</b>	<b>Total Cost FY15</b>	<b>Revenue FY15</b>	<b>Total Cost 5-Year Period</b>	<b>Revenue 5-Year Period</b>	<b>Net Revenue FY15</b>	<b>Net Revenue 5-Year Period</b>
1	Salary Increases - Faculty*	Faculty Senate	4.B.	(\$1,572,000)	\$0	(\$8,345,962)	\$0	(\$1,572,000)	(\$8,345,962)
1	Salary Increases - Staff*	Staff Senate	4.B.	(\$1,485,000)	\$0	(\$8,043,239)	\$0	(\$1,485,000)	(\$8,043,239)
3	M&O Increases	Academic Affairs	4.E., 5.A., 5.C.	(\$535,777)	\$0	(\$7,681,179)	\$814,110	(\$535,777)	(\$6,867,069)
4	Faculty Promotion and	Academic Affairs	1.D., 4.B.	(\$171,200)	\$0	(\$2,673,059)	\$0	(\$171,200)	(\$2,673,059)
5	Transfers for Deferred Maintenance / Capital Projects	VP for Finance and Admin	5.A.,B.,C.	(\$1,000,000)	\$0	(\$10,000,000)	\$0	(\$1,000,000)	(\$10,000,000)
6	New Staff and Faculty Positions - Academic Affairs	Academic Affairs	1.A.,B.,C., D.,E., 2.B., 3.A.,C., 4.A., 6.A.,B.	(\$776,295)	\$629,383	(\$17,843,601)	\$22,590,710	(\$146,912)	\$4,747,109
7	Student Advisors for Colleges	Academic Affairs	1.B.,C.	(\$309,600)	\$0	(\$5,666,000)	\$1,309,800	(\$309,600)	(\$4,356,200)
8	Disability Support Services	VP Student Services	1.A.,C. 3.A.,B.	(\$380,684)	\$0	(\$1,810,816)	\$0	(\$380,684)	(\$1,810,816)
9	New Staff Positions - Major Gifts Officers -	VP for Advancemnt	4.D.	(\$70,260)	\$150,000	(\$632,340)	\$1,350,000	\$79,740	\$717,660
10	School of Optometry	Academic Affairs	1.C.,D.,E. 3.C, 6.A.	(\$250,000)	\$0	(\$9,250,000)	\$5,750,000	(\$250,000)	(\$3,500,000)

\* 5 Year Expenses for these items include 3% increase (faculty) or 4% increase (staff) per year for FY 15 through FY 19. Proposals indicating that partial funding was acceptable are highlighted in yellow.

