

**UCA Strategic Planning and Resource Council**  
**May 28, 2013**  
**Minutes**

Dr. Reese opened the meeting at 1:40 p.m. in Wingo Hall 211.

**Attendees Present:**

Dr. Nancy Reese, Chair

Dr. Charles Watson, President, Faculty Senate

Adam Price, President, Student Government Association

**Absent:**

Stephanie McBrayer, President, Staff Senate

**Discussion:**

- Minutes of the May 3, 2013 were approved with a spelling correction.
- The process of replacing members of the SPC and SBAC whose terms will expire in 2013 was discussed. Members whose terms expire in 2013 and who will need to be replaced are as follows:

Strategic Planning Committee

- Kevin Browne (replaced by Charles Watson)
- George Bratton (replaced by Don Bradley)
- Stephanie McBrayer (replaced by Lindsey Osborne)
- Lindsey Osborne (new president-elect will be known by end of June 2013)
- Spencer Sims (replaced by Adam Price)
- Jovanna Ilic (to be replaced by new VP of SGA)
- Jay Ruud (2-year replacement to be named by Faculty Senate)
- Patricia Smith (2-year, non-classified staff replacement to be named by Staff Senate)
- Adam Price (1-year replacement to be named by SGA)
- Colby Qualls (1-year replacement to be named by SGA)
- Bobby Reynolds (replaced by Victor Green)

Strategic Budgeting Advisory Committee

- Kevin Browne (replaced by Charles Watson)
- George Bratton (replaced by Don Bradley)
- Stephanie McBrayer (replaced by Lindsey Osborne)
- Lindsey Osborne (new president-elect will be known by end of June 2013)
- Spencer Sims (replaced by Adam Price)
- Jovanna Ilic (to be replaced by new VP of SGA)
- Keith Atkinson (COB Rep – replacement should have been elected by COB)
- Don Perry (CNSM Rep – replacement should have been elected by CNSM)
- Tom McInnis (CLA Rep – replacement should have been elected by CLA)
- Linda Musselman (CHBS Rep – need 1-year replacement due to retirement)
- Arch Jones (2-year, non-classified staff replacement to be named by Staff Senate)

- Vicki Parish (2-year, non-classified staff replacement to be named by Staff Senate)
  - Tracy Spence (2-year, classified staff replacement to be named by Staff Senate)
  - Elaine McNiece (replaced by Diana Pounder)
  - Darrel Walsh (unknown if will continue or be replaced – Dr. Reese will check with Brad Teague)
  - Mary Kay Dunaway (retired; to be replaced with new Controller)
- All replacements need to be in place by September 1, 2013.
- Discussion ensued regarding the strategic planning and budgeting process during 2012-13 and recommended changes going forward. The document “Strategic Planning and Resource Council – Proposed Organization” was reviewed. The following is a summary of the Council’s discussion of successes in 2012-13 along with identified issues and recommendations for change for 2013-14 and beyond.
- Successes in 2012-13:
  - New funding proposal process – of the 10 ranked proposals submitted by the SBAC to President Courtway, the top 7 were included in the 2013-14 budget for funding
  - Revisions made to strategic plan to include financial goal
  - Campus forums held and input currently being integrated into recommended changes to strategic plan
- Issues and recommendations going forward:
  - Issue: Lack of integration of the UCA Strategic Plan into the culture of the university. The strategic plan should drive decision making at every level. There is evidence that this is occurring in many areas, but not in all; additional work needs to be done. Several factors could be contributing to this, including the need for more communication, inadequate knowledge of strategic planning among some members of the university community, and the need for stronger leadership regarding strategic planning.
  - Proposed recommendations going forward:
    - Short-term
      - More frequent meetings of SPARC with President, Provost, and CFO
      - Training for unit heads and department chairs in strategic planning
      - Explicitly and frequently communicate links between decision-making and the strategic plan
    - Long-term
      - Strategic planning should be responsibility of an individual who is assigned that task on a full, or near full time basis.
  - Issue: In their current forms, both the university mission and the strategic plan are too broad and lack the focus and clarity needed to drive decision-making and resource allocation. UCA appears to be attempting to be everything to everyone. While there may be merit to an inclusive mission and strategic plan, such documents do not provide clear guidance for decision-making and allocation of resources. Prioritization of goals is either unclear or absent, resulting in widely divergent opinions among SBAC committee members when discussing new funding initiatives. Through the SBAC process, some progress has been made in basing funding of University programs on strategic priorities rather than historical precedence, but much additional work needs to occur in this area.

Additional funding for the strategic plan might be found through mechanisms not currently employed such as reallocation of funding, examination of inefficiencies, and de-centralized budgeting.

○ Proposed recommendations going forward:

Short-term

- Revise procedures for making changes in the strategic plan to include more input from higher administration before recommended changes are brought to the Strategic Planning Committee
- Prioritize the goals of the existing strategic plan
- Allocate all resources, not just new funding, on basis of strategic priorities

Long-term

- Develop more focused mission and goals for the institution
- Investigate program prioritization
- Decrease inefficiencies across the university, through the implementation of principles such as those associated with lean management
- Investigate new decentralized budgeting methods such as responsibility center budgeting

- The regularly scheduled meetings on June 7 and June 25 are canceled, as Dr. Reese will be out of town.

**Next Meeting:** 1:40 p.m., July 9, 2013 in Wingo 211

**Meeting Adjourned:** 2:50 p.m.