

**Annual Report of the  
Strategic Planning and Resource Council  
Nancy B. Reese, Chair  
September 19, 2013**

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 2012-13 (Fiscal year 2013).

**Strategic Planning and Resource Council Executive Committee**

The Executive Committee of SPARC was composed of the following members during the majority of 2012-13:

Nancy B. Reese, SPARC Chair  
Kevin Browne, President Faculty Senate  
Stephanie McBrayer, President Staff Senate  
Spencer Sims, President Student Government Association

In the late spring and early summer of 2013, the presidents of the Senates and Student Government Association (SGA) transitioned, so that by June 1, 2013 the new membership of the SPARC Executive Committee for 2013-14 was as follows:

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

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 2012-13 is provided in Appendix 1. Key tasks and deadlines for 2013-14 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 2012-13 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 2012-13, the Strategic Planning Committee made numerous accomplishments. Among those accomplishments were:

- Assessment of progress toward the strategic plan during 2011-12
- Addition to the strategic plan of the following goal: “Develop and manage the fiscal resources necessary to provide ongoing support for the university’s mission and strategic plan” along with five objectives related to that goal
- Consolidation of what were previously goals 1 and 2 of the Strategic Plan into the single goal: “Continue to foster a culture of academic, scholarly, and creative excellence”
- Administration of the Shared Governance and Communication Survey (SGCS) for a second year
- Comparison of the results of the SGCS across its two 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 March 2013
- Development of proposed revisions to the Strategic Plan based on input from the March forums
- Developing actions for newly formed objectives of the strategic plan using task forces of representative faculty, staff, and students

Additional accomplishments of the SPC may be found in the Key Task Lists for 2012-13 (Appendix 1) and 2013-14 (Appendix 2). In August 2013, the SPC completed an assessment of the 2012-13 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 2013-14

A complete list of the 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 significant note are two items:

- Presentation of proposed revisions to the Strategic Plan (Appendix 5) to the UCA Board of Trustees in October 2013. These revisions are those that resulted from campus input during the forums held in March of this year.
- The campus visit by the Higher Learning Commission in November 2013. Full implementation of the strategic plan should be apparent to the focus visit team during their visit.

## **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 membership of the SBAC during 2012-13 is provided in Appendix 6.

### Accomplishments

During 2012-13, 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
- Recommending to the Strategic Planning Committee revisions of the "Shared Governance and Communication Survey"
- Issuing a call for new funding proposals for FY 14
- 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 23 proposals for new funding and forwarding the top 10 proposals to the Office of the President (Appendix 7)
- Making inquiries and receiving reports from President Courtway and Vice-President Mehl (Advancement) regarding questions surrounding the budget prioritization process (Courtway) and the UCA Foundation's financial reports (Mehl)
- Becoming educated regarding UCA's financial performance as compared to available benchmarks through presentation of a thorough report by a UCA Board member to the SBAC
- Recommending the development of a process to better assess the use of existing funds to support the Strategic Plan (1<sup>st</sup> trial of process occurred in late spring 2013)

Additional accomplishments of the SBAC may be found in the Key Task Lists for 2012-13 (Appendix 1) and 2013-14 (Appendix 2).

Planning for 2013-14

A complete list of the planned activities of the SBAC as well as those of the SPC 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 significant note are two items:

- The call to the campus community for new funding proposals on September 13, 2013 with budget hearings scheduled for November 14, 2013.
- The campus visit by the Higher Learning Commission in November 2013. Budgetary support for the strategic plan should be apparent to the focus visit team during their visit.

2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Institutional Report Card – Timing and Responsibility Established	SPARC	President, Provost, COD	August 27, 2012	SPARC will Coordinate with J. Glenn; Deadline to President’s office by Nov 15; to BOT for Dec meeting
Progress Reports on 2012 Action Steps submitted to SPC	SPC	BOT Chair, President, Provost, VP for University and Government Relations, VP for Finance and Administration, VP for Enrollment Management, VP for Advancement, Associate Provost and Graduate Dean, Associate Provost and Chief Information Officer, Associate Provost for Instructional Support, Dean of Liberal Arts, Executive Director of Outreach, Director of the Center for Community and Economic Development, Director of Assessment, Director of General Education, SBAC Chair Faculty Senate, Staff Senate, Student Government Association (SGA), Faculty Salary Review Committee, Staff Salary Review Committee, University Assessment Committee. General Education Council, President Academic Council, Department Chairs, Unit Administrators, Office of Multicultural Student Services	August 31, 2012	Reports received, compiled, and distributed to the SPC on Sept 6, 2012
Contact “Responsible Parties” and request targets for Key Performance Indicators (KPIs)	SPARC	Assoc Provost and CIO	September 1, 2012	Responsible parties contacted via email. Deadline for KPI targets established as November 1, 2012.

2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Revise "SPARC Proposed Reorganization" (Appendix 2.1 of the HLC Monitoring Report) to reflect: 1) Changes in timing of Institutional Report Card (IRC) 2) Addition of Director of Assessment to SPC	SPARC	Faculty Senate, COD, Board of Trustees (BOT)	September 1, 2012	Revisions to "SPARC Proposed Reorganization" submitted for consideration to Faculty Senate, COD, and President Courtway on Sept. 17, 2012. Changes endorsed by Faculty Senate (10-09-12), Staff Senate (10-10-12) and SGA (10-15-12). Submitted to President Courtway on 10-24-12 for consideration by UCA BOT. Revisions passed by BOT at December 2012 meeting,
Develop Instructions for Budget and Salary Requests for FY 2014	SBAC; SPARC	VP for Finance and Administration	September 8, 2012	Instructions developed and sent to SBAC members for approval.
Budget and Salary Request Instructions Approved by SBAC	SBAC		September 13, 2012	Instructions approved by SBAC at September meeting. Approved instructions sent to all VPs for distribution to all submitting proposals
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 17, 2012	Call sent to unit heads via email on 9/13/12.
KPI Targets set and received	SPARC	Various "Responsible Parties"	September 30, 2012	Deadline moved to November 1, 2102.
Strategic Planning and Resource Council (SPARC) Report to Faculty Senate	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2012	Approved by SBAC April 2012; Approved by SPC September 2012; Submitted to Faculty and Staff Senates and SGA September 30, 2012. Presented to and approved by Faculty Senate on 10-09-12, Staff Senate on 10-10-12, and SGA on 10-08-12.

2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Action Steps and Assessment Plan for Fiscal Year (FY) 2013 and 2014 set and distributed to campus community; posted on UCA Website	SPC, SPARC	VP for University and Government Relations	October 1, 2012	Revisions to Goals and Objectives of Strategic Plan proposed by SPARC Executive Committee on 09-06-12; Additional revisions recommended by SPC on 09-25-12 and by COD on 10-03-12. All revisions endorsed by Faculty Senate on 10-09-12, Staff Senate on 10-10-12, and SGA on 10-22-12. Revised Strategic Plan submitted to President Courtway on 10-24-12 for consideration by UCA BOT. Revised Goals and Objectives approved by UCA BOT at December 2012 meeting. Actions for Strategic Plan in revision.
UCA Website updated to reflect new SPARC structure and Action Steps – new material needs to be first seen; old material archived and accessible	SPARC	VP for University and Government Relations	October 1, 2012	UCA Website updated. Old material on SPARC archived. SPARC, SPC, SBAC, and Strategic Plan links added to A to Z index.
University electronic assessment software in place	Assessment Committee	Associate Provost for Instructional Support; Director of Assessment	October 1, 2012	Digital Measures implemented early February 2013. Strategic Plan not scheduled for inclusion until FY 2014
Review and revision of “Shared Governance” questionnaire complete	SPC, SBAC	VP for Finance and Administration	October 1, 2012	Input into changes received by SPC on 09-25-12 and by SBAC on 10-11-12. Revision of questionnaire complete.
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 26, 2012	Requests for New Funding received and distributed to SBAC members on October 26, 2012.

2012-13

<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 29, 2012	Requests posted to MyUCA on October 29, 2012. Announcement and instructions sent to university community via email from President's office on October 30, 2012.
"Shared Governance" survey distributed to campus community	SPARC		November 1, 2012	Survey Distributed on 11/06/12.
"Budget 101" presented during one of Campus Talk sessions – Fall 2012	SBAC	VP for Finance and Administration	November 1, 2012	
HLC Financial Recovery Plan Report complete	SBAC	VP for Finance and Administration	November 1, 2012	Financial Recovery Plan submitted to HLC by deadline.
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 8, 2012	Hearings held on 11/08/12. All proposals posted on MyUCA on 10/29/12.
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, 2012	Progress Report to President's office by 11/15/12. IRC submitted on 12/05/13. Both presented to BOT at meeting on 12/07/12.
Strategic Plan framework built into electronic assessment software and all units trained to enter data into system	Assessment Committee	Associate Provost for Instructional Support; Director of Assessment	December 31, 2012	Strategic Plan not scheduled for inclusion in Digital Measures until FY 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, 2013	Budget and salary recommendations sent to President Courtway on 12/20/2012. Transmitted to campus community via email on 01/08/13.
Results of "Shared	SPARC	IR, VP for University and	January 31,	Results of Shared Governance



2012-13

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Governance" survey analyzed; report comparing results of 2011-12 and 2012-13 surveys complete and distributed to campus community		Government Relations	2013	Survey analyzed. Report distributed to campus community on 03/29/13.
Campus-wide Strategic Plan update forums held to add / modify initiatives for FY 2015 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Faculty and Staff Senates, SGA	January and February 2013	Campus Wide forums scheduled. All forums held in March 2013 due to need for task force work on Goal 3 to be completed prior to forums.
Unit Strategic Plan update meetings held to add / modify initiatives for FY 2015 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Unit Heads	January and February 2013	Unit meetings scheduled. All forums held in March 2013 due to need for task force work on Goal 3 to be completed prior to forums.
FY 2014 Budget recommendation complete		VP for Finance and Administration	March 2013	Budget recommendations completed and presented to BOT at April budget workshop.
Update of Strategic Plan for FY 2015 completed by SPC and transmitted to President and campus community	SPC	President, VP for University and Government Relations	April 2013	Update completed with final approval by SPC in June 2013. Proposed changes transmitted to President, VPs, Deans, Senate and SGA presidents, SPC, and SBAC on June 19, 2013.
FY 2014 Strategic Plan on BOT agenda	SPARC	President	Early May 2013	Review delayed until October 2013 BOT meeting to provide time for feedback from Senates and SGA.
FY 2014 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2013	FY 2014 Budget approved by BOT in May 2014. Of the 10 items ranked by SBAC, top 7 included in the FY14

2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
				budget.
Departments & Unit Planning Retreats: Develop Action Steps to Address Strategic Plan FY 2015 Initiatives	Assessment Committee, SPARC	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	May 2013	Action steps to be developed after approval of revisions to strategic plan (October 2013 BOT meeting).
Electronic Submission of Annual Reports Containing Progress Toward FY 2013 Strategic Plan	Assessment Committee	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	July 1, 2013	Ability to extract strategic plan progress data from annual reports delayed until strategic plan incorporated into Digital Measures.

2013-14

<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 on August
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	As of 9/13/13 still awaiting election of some faculty reps to SBAC
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
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

2013-14

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
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	
Revisions to Strategic Plan reviewed by UCA BOT	SPC, SPARC	President's Office, UCA Board of Trustees	October 11, 2013	
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 25, 2013	
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2013	
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	
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 31, 2013	
"Shared Governance" survey distributed to campus community	SPARC		November 1, 2013	
HLC Visit	SPARC	SPC, SBAC	November 11-12, 2013	

2013-14

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 14, 2013	
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	
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	
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	
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	
Unit Strategic Plan update meetings held to add / modify initiatives for FY 2016 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Unit Heads	January and February 2014	
FY 2015 Budget recommendation complete		VP for Finance and Administration	March 2014	
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	
FY 2016 Strategic Plan on BOT agenda	SPARC	President	Early May 2014	
FY 2015 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2014	
Departments & Unit Planning Retreats:	Assessment	Deans, Vice-Presidents,	May 2014	

2013-14

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Develop Action Steps to Address Strategic Plan FY 2016 Initiatives	Committee, SPARC	Department Chairs, Unit Heads, Director of Assessment		
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	

**Membership List  
Strategic Planning Committee  
2012-13**

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Nancy Reese	2015
President Faculty Senate	Kevin Browne	2013
Vice-President, Faculty Senate	George Bratton	2013
President Staff Senate	Stephanie McBrayer	2013
Vice-President, Staff Senate	Lindsey Osborne	2013
President of SGA	Spencer Sims	2013
Vice-President, SGA	Jovana Ilic	2013
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2014
Faculty Member	Brian Bolter	2014
Department Chair	Jay Ruud	2013
Non-classified Staff	Patricia Smith	2013
Classified Staff	Kim McKee	2014
SGA Representative	Adam Price	2013
SGA Representative	Colby Qualls	2014
Dean	Jonathan Glenn	2014
Vice-President	Shelley Mehl	2014
BOT Member	Bobby Reynolds	2013
Community Member	Tab Townsell	2014
Provost Designee	Steve Runge	Permanent
Director of Assessment ( <i>ex-officio</i> )	Wendy Castro	Permanent

**UCA Strategic Plan Progress Report  
For  
FY 2013  
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 2012-13. 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 2013 (academic year 2012-13). Much more information may be gleaned from the "Progress Report by Goal" where actions taken toward each goal and objective are described along with the both desired and actual results of those actions in FY13.

**Overview**

The following are highlights of the accomplishments made toward the UCA Strategic Plan in FY2013 by goal.

**Goal 1: Focus on Integrity at all levels of action**

- Presidents of Senates and SGA are now routinely asked their opinions on matters being considered by the UCA Board of Trustees as part of each Board meeting
- Progress toward 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
- Timeline for budgeting and review of new funding proposals is now well established and followed consistently
- Shared Governance and Communication Survey was administered to the campus community for the second year in fall 2012; results were analyzed and compared to those from fall 2011; findings were presented in a report to the entire campus in March 2013.
- UCA Mission statement was published in all major UCA publications

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

- Questions used for the SmartEval system werereviewed and revised
- Assessment Handbook was developed and posted online for use by all departments
- UCA representatives completed Phase 2 of the Higher Learning Commission (HLC) Assessment Academy
- Bulk of lower division courses for the UCA Core were reviewed, approved, and are in place
- Response rate of instructor evaluations using the SmartEval system increased to 57%



**Goal 3: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support For the University's Mission and Strategic Plan**

- Financial Report Card was created and distributed to SBAC and BOT to provide visual tracking of the institution's financial health on a monthly basis; financial indicators are used in Board decision making
- List of peer and aspirant institutions was developed and posted on the UCA website
- Cost of living adjustment for faculty and staff was included in the FY14 budget
- Over \$3.8 million in new private gifts and pledges was secured in FY13

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

- Systems for managing academic advising were evaluated; GradesFirst was recommended for campus-wide adoption
- Successful pilot study of MAP-Works was completed with a resultant recommendation to expand the program to all residential freshmen for FY14
- Comprehensive campus facilities master plan was reviewed by the BOT
- Deferred maintenance list was updated regularly, reviewed by the BOT at its annual retreat, and used to guide allocation of capital reserve funds

**Goal 5: Increase Engagement with External Partners**

- UCA Service-Learning Program completed its first Faculty Fellows training
- Increased opportunities were provided to minority owned and operated small businesses to engage in outreach activities through the UCA Community Education Program and Community Development Institute
- Registry of advisory committees and memberships was fully established and is current

**Goal 6: Promote Diversity in All Areas**

- Diversity statements were published in all major UCA publications
- Student Government Association Diversity Committee was formed and regularly considers diversity-related topics and issues
- Institutional Diversity Officer was named
- "Exploring Our World" speaker series was expanded to include participation from two additional colleges (CFAC, CHBS) as well as CLA

## UCA Strategic Plan FY 2013 – 2017

### Progress Report on FY 2013 Actions

#### Goal 1: Focus On Integrity At All Levels Of Action

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

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

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

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

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1A.</b> Hold campus wide forums to discuss Board Policy 202, President Search Process and recommend any needed changes to the policy based on discussions.	✓		✓		✓					\$0	Faculty Senate, Staff Senate, SGA, Executive Staff, Board of Trustees	D: Forums held and policy recommendations submitted. A: Forums held during AY 2012-13; recommendations made by Faculty Senate in April 2013. Recommendations sent to BOT for review. Near completion; BOT should review suggested edits and update policy. Action revised for FY 14 to reflect current status..

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1B.</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	D: 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. A: In progress. Carry forward to FY 2014
<b>G1.1C.</b> Clearly define the role and function of the Academic Council.	✓		✓		✓					\$0	Provost ICW: Academic Council	D: Role and function of the Academic Council clearly defined and distributed. A: Not formalized yet, but still functioning. Carry forward to FY 2014.
<b>G1.1D.</b> Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.	✓	✓	✓		✓	✓	✓	✓	✓	\$0	Faculty Senate, Staff Senate, Executive Staff, SPC	D: Results compared to previous year will show more effective shared governance and communication. A: Survey administered by SPARC on 11/6/12; Results of Shared Governance Survey analyzed in spring 2013; Report distributed to campus community on 03/29/13. Complete. Repeat in FY 2014.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1E.</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	D: All constituent groups will have access to the action agenda items and be given an opportunity to ask questions of the board before the Board votes.  A: Presidents directly addressed before each action item each time BOT meets. Complete
<b>G1.1F.</b> Complete review of current grievance processes and recommend appropriate changes	✓	✓			✓					\$0	Faculty Senate, Staff Senate, Executive Staff	D: Employee grievance processes (Board policy # 521 and others )will be clear and up-to-date.  A: Updated policy approved at 12-7-12 BOT Meeting and revised August 2013. Complete.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1G.</b> Standardize timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.	✓	✓		✓	✓	✓				\$0	SPARC Executive Committee	D: Annual dates for budgeting process (budget and salary proposal submission, hearings, SBAC recommendations, completion of draft budget, BOT consideration and approval) established and followed.  A: SPARC, in consultation with the Vice-President for Finance and Administration, established a timeline for the budgeting process in July 2012 that was followed for development of the FY 14 budget and will be followed consistently going forward. Complete. Action Can be deleted for the future as this timeline is now established.
<b>G1.1H.</b> Include mission statement in Student, Staff, and Faculty Handbooks		✓		✓	✓	✓	✓	✓	✓	\$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, Staff Senate Handbook Committee, SGA, Student Affairs leadership	D: Mission statement will be prominently displayed in all handbooks.  A: Complete mission statement is published in Faculty, Staff, and Student Handbooks and in Graduate and Undergraduate Bulletins. Complete.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1I.</b> Publish and post abbreviated mission statement campus wide.		✓	✓	✓	✓	✓	✓	✓	✓	\$0; <i>tbd</i> for publication	SPARC, University and Government Relations	D: Abbreviated mission statement posted in all campus buildings and published in all official UCA publications. Ninety-five percent of individuals surveyed will be able to articulate abbreviated mission statement.  A: Abbreviated mission statement (AVID) posted on home page of university’s website and in footer of every first-level page throughout site. AVID also incorporated into e-mail signature line of faculty and staff members throughout campus. Campus community has not been surveyed. Working with Advancement on design of signs and with Physical Plant on estimating costs. Will be complete in fall 2013 – Carry forward in revised form for FY 2014.
<b>G1.1J.</b> Maintain the information quality initiative – Data Standards and Information Access.		✓			✓	✓	✓	✓	✓	\$0	Associate Provost & Chief Information Officer ICW: DSIA groups	D: All campus constituencies have timely access to consistently reliable university information when requested.  A: Established and on-going. Continue as is for FY 14.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1K.</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.	D: At least 50 UCA employees and students are in attendance at each campus talk event. All questions answered. A: Complete. Monthly campus talks to be held in AY 2013-14. Repeat for FY 14.
<b>G1.1L.</b> Create a web-based location to post all university-wide committee meeting minutes			✓		✓					\$0	Faculty Senate, Staff Senate	D: A centralized location will be created for all to have access to past committee minutes. A: Centralized website was constructed. Some university committees are still not listed. Most do not post minutes online. Carry forward for FY 14.
<b>G1.1M.</b> Review UCA organizational chart			✓		✓					\$0	Faculty Senate, Staff Senate, Executive Staff	D: All groups and their administrative relationships are appropriately represented at various levels of organization. A: Organizational chart under review. Will be updated when review is completed. Carry forward for FY 14.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1a	1b	1c	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 1 – Focus on integrity at all levels of action</b>												<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G1.1N.</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	D: Web pages will be consistently accurate, up-to-date, and easy to navigate. A: Web Development working on training of departments and review pages for information. On-going project. Carry forward for FY 14.
<b>G1.1O.</b> Continue implementation of policies that ensure data and corresponding e-communications are properly managed, stored, and branded.			✓		✓					\$0	Director of Advancement Communications and Director of Advancement Research.	D: To assure constituent confidence, maximize impact and maintain brand integrity. A: Completed. Policies for submitting items for the events e-newsletter have been widely disseminated. The policy incorporates the use of UCA's web based calendar as the starting point, thereby assuring a more integrated communications plan.
<b>G1.2A.</b> Assess extent to which strategic Objectives have been implemented.				✓	✓	✓	✓	✓	✓	\$0	SPARC	D: Progress towards implementing the strategic plan Objectives will be documented. Institutional Report Card issued no later than November 15 each year. A: Progress report on Strategic Plan issued on October 1, 2012. Institutional Report Card to President's office on 12/05/13 and the UCA BOT on 12/07/13. Annual Action. Repeat in FY 14.



## UCA Strategic Plan FY2013 – 2017

### Progress Report on FY 2013 Actions

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

Objective 1: Provide a learner-focused environment for all students.

Objective 2: Create a culture of internal assessment through which assertions of excellence are made demonstrable. Each program takes responsibility for meaningfully assessing itself through maintenance of relevant professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g., CPA, teacher accreditation) and exit exams, and through individual college and program strategic planning.

Objective 3: Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.

Objective 4: Implement reliable, sustainable, meaningful student evaluations of teaching, as well as peer-to-peer and other forms of teaching/course evaluation that develop growth and trust. Procedures for student evaluations must be developed that produce a high rate of response.

Objective 5: Foster life-long learning by providing faculty and staff with ongoing professional growth opportunities.

Objective 6: Become increasingly competitive in recruiting and retaining excellent faculty and staff.

Objective 7: Promote research, scholarship, and creative productivity among faculty and students.

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.1A.</b> Review adequacy of online instructional support and policies.	✓							✓						\$0	Chair of Instructional Technology Group ICW: Associate Provost for Instructional Support, Associate Provost and Chief Information Officer	D: Online instructional needs determined and consistent online class policies in place. A: Review and recommendations complete. Policies and support recommendations to go through normal development processes beginning Fall 2013. Carry forward for FY 14.
<b>G2.1B.</b> Appoint head/director for University College.	✓							✓						\$65,000 pay and fringe, but dependent upon transition plan	Associate Provost for Instructional Support ICW: Provost	D: Interim Director appointed. A: Ron Novy was appointed Interim Director of University College beginning July 1, 2012. Carry forward to FY 15.

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.2A.</b> Finish revising specific outcomes based on the mission statement and basic outcomes of the UCA Core adopted in 2012; review and implement program change proposals made by the General Education Task Force of Summer 2012.		✓						✓						\$0	Director of General Education ICW: Associate Provost for Instructional Support, General Education Council, Provost	D: General Education Program revisions complete and ready for implementation in Fall 2013. A: Revised specific outcomes based on the mission statement and basic outcomes of the UCA Core adopted in 2012. The bulk of the Lower-Division Core is in place. Ready to review Upper-Division Core and Capstone course proposals. Carry forward for FY 14.
<b>G2.2B.</b> Publish academic strategic plans.		✓						✓						\$0	Associate Provost for Instructional Support ICW: Director of Assessment, department/unit administrators	D: Complete and publish 5-year strategic plans for each academic department/unit. A: Five-year goals added to department annual reports in Digital Measures. Carry forward for FY 14.

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.2C.</b> Continue and evaluate use 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 General Education, Director of Assessment, General Education Council, University Testing	D: Freshman and senior reading, writing, critical thinking, and quantitative reasoning skills measured within a regional and national context; information analyzed and reported. A: Put on hold until FYS and Capstone courses in new Core are in place. At that time will be mandatory for all Freshmen and Seniors. (Dir Assess) A: Use of ETS Proficiency Profile temporarily suspended due to difficulty in acquiring a representative sample. (Assoc Provost IS) Carry forward for FY 14.	
<b>G2.2D.</b> Complete revision of all learner outcomes in degree and certificate programs.		✓						✓					\$0	Director of Assessment ICW: Departmental assessment coordinators Assessment Committee, Associate Provost for Instructional Support	D: Annual assessments of learner outcomes occur in every program; results and subsequent changes are posted. A: Feedback provided to every academic program on campus. Departments revising over summer 2013 to make these changes. Will be in place fall 2013. (Dir Assess)	

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.2E.</b> Evaluate participation in Voluntary System of Accountability (VSA)		✓						✓						\$0	Director of Assessment ICW: Academic Assessment Committee, Associate Provost for Instructional Support	D: Decide whether or not to participate in VSA. A: Decision not to participate. Complete.
<b>G2.2F.</b> Complete development of <i>Assessment Handbook</i> for Academic Assessment		✓						✓						\$0	Director of Assessment ICW: Assessment Committee, Associate Provost for Instructional Support	D: Assessment Handbook complete, reviewed, and adopted. A: Written and posted online ( <a href="http://www.uca.edu/assessment">www.uca.edu/assessment</a> ). Complete.
<b>G2.2G.</b> Participate in HLC Academy for Assessment of Student Learning (Year 2)		✓						✓						\$10,000	Director of Assessment ICW: Associate Provost for Instructional Support, Director of General Education, and other Academy participants	D: Participants complete second phase of workshop. A: Postings to Academy website completed and Director of Assessment attended workshops at HLC annual conference in April. Complete.

Actions	Objectives							Start Year					Cost	Responsibility	Results		
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17					
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																	<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.2H.</b> Assessment plans for non-Academic Affairs areas will be fully implemented.		✓						✓	✓	✓	✓	✓	\$0	Vice Presidents, Directors, Associate Provost and Chief Information Officer	D: All non-Academic Affairs areas monitor effectiveness annually and use data to promote continuous improvement. A: In Progress. Carry forward.		
<b>G2.2I.</b> Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.		✓						✓	✓	✓	✓	✓	\$0	Director of Assessment ICW: Associate Provost for Instructional Support, Provost, Deans, Chairs, Directors	D: All non-instructional Academic Affairs areas adopt plans to monitor effectiveness and promote continuous improvement. A: In process. All non-academic units are not yet accounted for. Carry forward.		
<b>G2.2J.</b> Build faculty expertise in program assessment.		✓						✓	✓	✓	✓	✓	TBD	Director of Assessment ICW: Academic Assessment Committee, members of the faculty, academic administration	D: Faculty from all departments on campus are trained in program assessment. A: Has begun through the Academic Assessment Committee and the HLC Academy Participants. Will hold IDC workshops in 2013-14. Carry forward.		

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.2K.</b> Continue student focus groups for General Education assessment		✓						✓	✓	✓	✓	✓	\$7,800	Director of General Education ICW: General Education Council	D: Complete student focus groups for additional colleges (CE, CFAC, CHBS, CNSM) A: Focus groups postponed until two years after implementation of UCA Core. Carry forward to FY 16.	
<b>G2.3A.</b> Complete development of Strategic Enrollment Management Plan			✓					✓					tbd	Provost + VP for Enrollment Management ICW: President, college deans	D: Strategic Enrollment Management Plan with definitive enrollment Objectives in place and implemented. A: Strategic Enrollment Management Plan completed with definitive enrollment objectives in place. Implement in FY 14.	

Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.3B.</b> Review policies and procedures that may negatively affect recruitment and retention.			✓					✓						\$0	Associate Provost for Instructional Support, Associate VP for Enrollment Management <b>ICW:</b> Provost, VP for Enrollment Management, Director of Admissions, Director of Academic Advising	D: Forward proposed changes in admissions policies, scholarship criteria, and advising procedures to appropriate committees. Revise policies and procedures based on committee recommendations.  A: Appropriate committees reviewed and recommended changes in policies and procedures to increase enrollment, retention, and graduation. Recommendations summarized in the Strategic Enrollment Management Plan. Complete.
<b>G2.3C.</b> Communicate mission and learning outcomes of UCA Core to students, parents, and faculty.			✓					✓	✓	✓	✓	✓		\$0	General Education Council and VP for Enrollment Management <b>ICW:</b> General Education Council	D: Mission and learning outcomes of approved Core publicized in electronic and print media to all parties.  A: Mission and learning outcomes publicized in the Undergraduate Bulletin (electronic medium) and in print form through the UCA Bear Book and hand-outs at freshman orientation and registration. Complete.



Actions	Objectives							Start Year					Cost	Responsibility	Results	
	1	2	3	4	5	6	7	FY 13	FY 14	FY 15	FY 16	FY 17				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>																<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G2.4A.</b> Review student evaluation instrument.				✓				✓					\$0	Director of Assessment ICW: Student Evaluation of Teachers Committee	D: Evaluation instrument reviewed and recommendations made. A: New questions approved for use beginning Fall 2013. Complete.	
<b>G2.4B.</b> Discuss procedures for increasing the SmartEval response rate.				✓				✓					\$0	Director of Assessment ICW: Student Evaluation of Teaching Committee	D: Make recommendation to Provost and Faculty Senate regarding incentives for completing SmartEval. A: Signs made and information added to syllabi saw a 10% increase. Shorter questions will also help boost participation rate. Carry forward for FY 14.	
<b>G2.4C.</b> Increase response rate of instructor evaluations using SmartEval system.				✓				✓	✓	✓	✓	✓	\$14,995 / year	Director of Assessment	D: Increase response rate to 65% in 2013 with a target of 80% by 2014. A: Increased to 57%. Carry forward to FY 14.	

## UCA Strategic Plan FY 2013 – 2017

### Progress Report on FY 2013 Actions

**Goal 3: Develop and manage the fiscal resources necessary to provide ongoing support for the university's mission and strategic plan.**

- Objective 1: Financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) will be maintained at or above established target levels.
- Objective 2: A fiscally prudent plan will be implemented to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
- Objective 3: Faculty, staff, and student research and development funds will be established or augmented to provide sufficient annual funding for travel, development, and research support.
- Objective 4: Increases will occur in extramural funding by 42% (from \$6 million to \$8.5 million) and new private gifts and pledges by 62% (from \$4.32 million to \$7 million) by 2017.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.1A.</b> Create a dashboard of financial indicators (CFI, Moody’s, Cash Reserves) with comparisons to peer and aspirant universities	✓				✓					\$0	VP Finance and Administration	D: Dashboard created and distributed to appropriate parties on an annual basis.  A: Complete. The Financial Report Card is updated on a monthly basis and provided to the BOT on a regular basis and SBAC at their regularly scheduled meetings. The Financial Report Card contains the HLC ratios, Debt Burden and Debt Coverage ratios, Moody's rating, State Scholarship limits and Fund Balances all updated annually. The cash balance chart for unrestricted/unallocated cash is updated monthly.
<b>G3.1B.</b> Hold an educational session with the BOT on the financial indicators – March 2013	✓				✓					\$0	VP Finance and Administration	D: The members of the Board of Trustees will be better equipped to set targets for financial indicators.  A: Complete. The BOT members are updated in several manners 1) Annual Budget Mtg held in April, 2) Quarterly meeting with the BOT liaison, 3) Ad Hoc Finance committee which discusses various financial data, 4) Orientation sessions with new BOT members.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.1C.</b> The Board will establish target levels for financial indicators to direct the actions of the University as they relate to its financial health.	✓				✓					\$0	President and Executive Staff, BOT	D: Target levels for all financial indicators established and used in decision-making. A: Financial indicators will be reviewed by BOT. Revise action for FY 14.
<b>G3.1D.</b> Create an ongoing monitoring plan and reporting mechanism for campus use.	✓				✓					\$0	VP Finance and Administration	D: Monitoring plan and reporting mechanism in place and functioning. A: The Financial Report Card, the Operating Summary and Cash Balance chart are all prepared monthly and distributed to SBAC and BOT. Complete.
<b>G3.1E.</b> Present the Dashboard for the most recent set of indicators to the BOT each spring	✓				✓	✓	✓	✓	✓	\$0	VP Finance and Administration	D: Dashboard presented to BOT each spring and used to guide decisions involving financial issues. A: The Financial Report Card is presented to the BOT regularly throughout the year. Continuing action for FY 14 and beyond.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.2A.</b> Determine the appropriate institutions to use for peer and aspirant groups. One source will be the SREB.		✓			✓					tbd	Staff Senate, Faculty Senate, President, Provost, VPFA, COD	D: Lists of peer and aspirant institutions will be available for use by various constituencies. A: Lists of peer and aspirant institutions completed and posted on UCA web site. Complete.
<b>G3.2B.</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	D: Data will be available to the campus community and utilized in the creation of the Comprehensive Compensation Plan. A: Aspirant institution list not available in time for data collection to occur. Carry forward for FY 14.
<b>G3.2C.</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.		✓			✓		✓		✓	tbd	Staff Senate	D: 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. A: Survey to use for FY15 plan was completed in April 2013. Complete.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.2D.</b> Include a Cost of living adjustment in the FY 2013-14 budget.		✓			✓					1,800,000	President, VPFA	D: A cost of living adjustment will be made part of the FY2013-14 budget A: A cost of living adjustment was included in the FY14 Budget. The increase included 3% across the board for non-faculty and 2% for Faculty + a 1% pool which was dispersed by the departments. Complete.
<b>G3.3A.</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	D: A document will be available to share with faculty and staff. A: Not completed. Carry forward for FY 14.

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.3B.</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.	D: A comprehensive plan will be developed that will be inclusive of necessary resources, considerate of financial prudence. A: SBAC did not rank summer funds to travel high. As a result, it did not get funded in FY 2013. Carry forward.  There needs to be some action on the part of others before a plan can be established. Such actions may include requests from Staff and Faculty Senates.
<b>G3.3C.</b> Create a Registered Student Organization (RSO) for Student Research			✓		✓					\$0	SGA, Assoc. Provost and Graduate Dean	D: The student RSO is formed and functioning. A: Meetings held but no RSO formed. Delete Action.
<b>G3.3D.</b> Identify a Faculty Advisor			✓		✓					? (extra pay / release time)	SGA, Assoc. Provost and Graduate Dean	D: A faculty member is assigned and the RSO is functioning. A: This did not occur as the RSO was not developed. Delete Action,

Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.4A.</b> Develop grant writing goals by college/division to increase grant award portfolio collectively by 8% to 10% annually. Plan reviewed and revises annually,				✓	✓	✓	✓	✓	✓	\$0	Assistant Provost for Sponsored Programs College Deans Division/Unit Heads	D: University Plan will be compiled and disseminated outlining goals by college and division for increasing extramural funding to total KPI of 8.5 million.  A: Specific goals were not developed for each college and division. A grant writer was hired. This person met individually with deans and chairs and faculty to develop a process for grant identification and development. During the fiscal year there was an increase of 19.61% in the number of submitted external grant proposals for an increased amount requested of 21.15%. There was an increase of 3.66% in number of funded awards but the overall dollar amount awarded decreased by 58.7%. This decrease was the result of a variety of factors including sequestration of funds and change in award distribution of funds to an annual basis (i.e., 3year/\$300,000 award is now counted as 3 \$100,000 awards over 3 years).



Actions	Objectives				Start Year					Cost	Responsibility	Results
	1	2	3	4	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 3: 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>G3.4B.</b> Submit Title III Strengthening Institutions Grant to the U.S. Department of Education that targets recruitment and retention of underserved, underrepresented students				✓		✓				tbd	Assistant Provost for Sponsored Programs Vice-President for Enrollment Management	D: Grant written and submitted. A: Although this was a FY 14 action, Strenthening Institutions Grant proposal was submitted on 06/03/2013. SP will respond in FY 2014 with either a resubmission (if not funded) or with initiation of the project. Revised action for FY 14.
<b>G3.4F.</b> Hire a director of annual giving and staff support person for development field staff				✓		✓	✓	✓	✓	Existing funds	VP for Advancement	D: 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. A: This action was completed in FY 2013. Moved to Goal 3 from Goal 5. Delete from FY 14 Actions.
G3.4.G. Secure \$4M in new private gifts and pledges					✓					Existing funds	VP for Advancement	A: Achieved 95.51% of revised goal.

**UCA Strategic Plan FY 2013 – 2017**

**Progress Report on FY 2013 Actions**

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

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

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.A.</b> Complete campus technology plan.	✓	✓					\$0	Associate Provost & Chief Information Officer ICW: appropriate committees and councils	D: Campus technology plan and all processes and structures for its implementation will be in place and operational. A: The plan is not complete. Movement forward is currently only on the Instructional Technology front, with the ITG review complete. Carry forward for FY14.

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.B.</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.]	<b>Associate Provost for Instructional Support</b> <b>ICW:</b> Provost, Associate Provost and Chief Information Officer, Associate Provost for Finance and Administration, Director of Assessment, COD	D: 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. A: Purchased three-year contract for Activity Insight by Digital Measures in September 2012. Implemented system and trained users during Spring 2013. Began electronic reporting March 2013. Carry forward for FY14. Purchase complete, but implementation continues.
<b>G4.1.C.</b> Evaluate systems to manage academic advising, and facilitate communication among advisors, students, and instructors campus-wide.	✓	✓					\$0 for evaluation	<b>Associate Provost for Instructional Support</b> <b>ICW:</b> Associate Provost and Chief Information Officer, Associate VP for Enrollment Management, IT, ad hoc faculty and staff committee	D: Recommend adoption of a campus-wide system. A: Recommendation has been made with the completion of the Enrollment Management Plan. Recommend campus-wide adoption of GradesFirst. Complete.

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4. 1.D.</b> Conduct a pilot implementation of MAP-Works, an online student success and retention tool.	✓	✓					\$?? [Funded from existing Housing budget]	<b>Director of Housing &amp; BearCard</b> <b>ICW:</b> Assistant VP for Housing & Contract Services, Associate Provost for Instructional Support, Associate VP for Enrollment Management, ad hoc faculty and staff committee	D: Evaluate the success of the MAP-Works pilot and make a recommendation regarding full implementation or develop an alternative to attain the same goal. A:MAP-Works was successful in identifying the at-risk students of leaving the university for the pilot project within 3 freshmen residence halls. The decision was made to expand the MAP-Works Program to all residential freshmen for FY14. The position of Program Coordinator for Academic and Retention Initiatives was created and filled to facilitate the academic and retention initiatives within the residence halls. Carry forward with revised Action for FY14.

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.E.</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.]	<b>Registrar</b> <b>ICW:</b> IT, AAC, and the academic departments	D: By Fall 2013 have Degree Works in place for advisors and students. Selected benefits: give students confidence in their academic plans; make degree audit and certification more timely; increase student retention and completion; and shorten time to degree.  A: Plan in place to implement Degree Works during 2013-14. Fall 2013 Degree Works will be rolled out to departments and advisors for testing their undergraduate programs. Spring 2014 Degree Works will be rolled out to undergraduate students. Spring 2014 the Graduate office will roll out for testing to departments and advisors.  Fall 2014 the Graduate office will roll out to graduate students.  Carry forward with revised action for FY14.

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.F.</b> Conduct campaign feasibility study for CCHE	✓	✓					\$15,000	VP for Advancement	D: Identify prospects for capital gifts. Execute a fund raising activity to underwrite feasibility study. A: Delayed. CCHE project is undergoing revisions. UCA Foundation has agreed to issue an RFP in August 2013 for a comprehensive campaign feasibility study which will include this project.
<b>G4.1.G.</b> Develop specifications and cost information to expand the existing imaging system in the Registrar’s office to Admission and Financial Aid offices.	✓	✓					tbd	<b>Registrar</b> <b>ICW:</b> IT, Admissions offices; coordinate also with other areas on campus for which imaging and document management will be important.	D: Recommendation for an expanded imaging system that will allow better management of currently paper- and person-hour intensive collaboration between the Registrar’s office and the Admissions offices. Implement if feasible. A: The project is on a priority list for capital project funding. The amount distributed will depend on final year-end dollars. The project has been broadened to include other departments and may likely include a phased in timeline.

Actions	Objective	Start Year					Cost	Responsibility	Results
		FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>								<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.H.</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	D: Maintain campus focus and direction on the development of the physical campus. Further to provide a basis for funding decisions and planning. A: The BOT reviews the Campus Master Plan periodically throughout the year, but more in-depth at their annual retreat. Each BOT member has two presentation boards, one with the fully executed master plan and the other an aerial view of the campus noting campus boundaries and property within those boundaries not owned by the campus. Complete and continuing.
<b>G4.1.I.</b> Utilize the new Raiser's Edge (alumni and friends database) mobile app	✓	✓	✓	✓	✓	✓	\$0	VP for Advancement	D: Fundraisers and select administrators have remote access to database and are entering actions and notes while in the field. Increase the Number of Raiser's Edge users (The mobile app uses a 'light' license enabling us to increase the number of users without purchasing additional licenses.) A: Completed

Actions	Objective	Start Year					Cost	Responsibility	Results
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>	FY 13	FY 14	FY 15	FY 16	FY 17			<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G4.1.J.</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	D: Maintain an updated rolling deferred maintenance list from which to base funding decisions. A: This master deferred maintenance list is maintained and shared with the BOT at their annual retreat. It is also used to guide the allocations of capital reserve funds.



## UCA Strategic Plan FY 2013 – 2017

## Progress Report on FY 2013 Actions

## Goal 5: Increase Engagement with External Partners

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

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

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.1.A.</b> Advertise for director of Outreach and Community Engagement.	✓		✓					\$85,000	Associate Provost-for Finance and Administration ICW: Provost	D: Director selected. A: In progress. Carry forward to FY14.
<b>G5.1.B.</b> Complete review of assessment of institutional outreach and develop mechanisms for evaluating those parts not assessed elsewhere.	✓		✓					\$0	Executive Director of OCE ICW: Director of Assessment, Associate Provost for Finance and Administration	D: Evaluation of the university's engagement activities completed and reported. Actions steps going forward identified. A: Assessment instrument was developed to be administered in Fall 2013. Testing and evaluation of assessment tool will be carried forward and ongoing to FY2014.

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.1.C.</b> Conduct a preliminary assessment for communities' need for outreach and engagement programs.	✓		✓					\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: Preliminary assessment complete. A: Preliminary assessment completed; data collection ongoing. Programs are being formulated. The preliminary assessment data indicated the community desire for more outreach and engagement programs for local non-profit agencies and small city (rural) community and economic development. Planning is on-going and will be carried forward to FY2014.
<b>G5.1.D.</b> Prepare launch of service learning program.	✓		✓					tbd	Associate Dean of CLA ICW: Provost and VP for Academic Affairs, Executive Director of OCE	D: Faculty training complete by August 2013 A: Service-learning program has been adopted by the university. The first class of the Faculty Fellows training began July 8 and will conclude August 9, 2013. Cost for FY2013 was determined to be \$8,000. This cost/budget will carry forward to FY2014. Faculty Fellows will implement service-learning into Fall 2013 course curriculum.

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.1.E.</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	D: The Division of Outreach and Community Engagement’s Strategic Plan will be ready for implementation. A: Strategic plan incomplete. Will be carried forward to FY2014. Change in reporting lines from Academic Affairs to President's Office postponed development of OCE's strategic plan. Planning is ongoing and will be completed Jan 1, 2014.
<b>G5.1.F.</b> Provide opportunities for marginalized and diverse populations to participate in planned university outreach activities.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: UCA has established community partnerships with a more diverse target audience. A: Completed. Campus-wide efforts are ongoing to provide outreach activities to marginalized and diverse populations. OCE provided more opportunities to minority owned and operated small businesses to engage in outreach activities through its Community Education Program and Community Development Institute. We will continue partnerships with the Conway Adult Ed Center. Additional efforts to engage marginalized populations are ongoing and will be carried forward to FY2014.

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.1.G.</b> Insure faculty, staff and student access to community based/applied research opportunities with external partners.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: UCA enhances human and social capital development in Arkansas. A: Complete. Projects are ongoing and will be carried forward to FY2014. OCE's Center for Community and Economic Development used Winthrop Rockefeller Foundation grant dollars to fund EPIC student projects, PhD in Leadership students were given applied research opportunities, and faculty developed community based curriculum to address these human and social justice issues. Additionally, OCE staff have partnered with the PhD in Leadership program and the Women's Foundation of Arkansas on a formal research report on "Economics of Educating Women in Arkansas." Grant funds end Fall 2013.
<b>G5.1.H.</b> Maintain online repository of all outreach and engagement activities and results of evaluation of these activities.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: Outreach web site is updated and includes print media, training programs, and other tools that provide UCA personnel with information on ways to engage with external partners. A: Complete and ongoing. Carry forward to FY14.

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.1.I.</b> Continue outreach and engagement partnerships with academic and non-academic units to engage with local communities.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: Culture of collaboration of UCA with external community improved based on assessment findings. A: Ongoing. Carry forward to FY14.
<b>G5.1.J.</b> Maintain and support existing outreach and engagement programs and their evaluation.	✓		✓	✓	✓	✓	✓	\$0	Associate Provost for Finance and Administration, Executive Director of Outreach	D: Evaluation completed and reported in FY 2013. A: Incomplete. Carry forward to FY14.
<b>G5.1.K.</b> Take campus-wide inventory of existing community outreach and engagement projects and make available online.	✓		✓	✓	✓	✓	✓	\$0	Executive Director of OCE	D: 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. A: Incomplete. Carry forward to FY2014. Interest inventory is completed. Will be distributed campus-wide in phases starting with academic departments in Fall 2013. However, awareness of engagement opportunities is promoted to the general public through OCE class catalog and website.

Actions	Objectives		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 5 – Increase Engagement with External Partners</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G5.2.A.</b> Establish registry of advisory committees and their memberships		✓	✓					\$0	VP for Advancement	D: Stakeholder advisory committee list complete and updated. A: Complete. We have set up bi-annual contact with known colleges and departments to update the constituent records for these volunteers. As the new parent advisory group is formed, we will include.
<b>G5.2.B.</b> Review and select appropriate recommendations from Hodge Group Report for implementation		✓	✓					\$0	VP for Advancement	D: Improved overall efficiency and effectiveness of fund raising efforts. A: Partially complete. Move to Goal 3 for FY 2014. After the resignation of the assistant vice president, we reorganized based on the recommendations of the Hodge Group report. There is now an executive director of development, director of annual giving and a part time support person for the development staff.
<b>G5.2.C.</b> Expand use of NetCommunity SPARK		✓	✓	✓	✓	✓	✓	Existing funds	VP for Advancement	D: Improved response through segmented, coordinated communication to targeted groups of alumni. A: Complete. NetCommunity SPARK has been implemented to its fullest potential. There remain some inherent deficiencies and we are upgrading to a new system, lmodules, that will improve our online and external communications efforts.

Actions	Objectives		Start Year					Cost	Responsibility	Results	
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			D: Desired Results	A: Actual Results
<b>Goal 5 – Increase Engagement with External Partners</b>											
<b>G5.2.D.</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 VP for University and Government Relations	D: Documented results of each academic year’s accomplishments, funding raising efforts, and standing provided to stakeholders. A: Partially implemented (VP Adv) A: Produced 2012 President's Report and working on a 15 historical timeline for 2013. Will need to coordinate with Advancement for 2014 annual report. (University & GR) The E-newsletter, sent to the full database every other month, contains information on the impact of private philanthropy. Carry forward to FY14 (University & GR)	

**UCA Strategic Plan FY 2013 – 2017**

**Progress Report on FY 2013 Actions**

**Goal 6: Promote Diversity in All Areas**

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

Objective 2: Enrich global-oriented learning environment.

Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.1.A.</b> Appoint a UCA diversity committee, and prepare a strategic plan for diversity.	✓		✓					\$3,000	President, Board of Trustees, Diversity Advisory Committee	D: Diversity Committee appointed and active; strategic plan in place. A: Committee appointed and report received. Committee membership revised August 2013 and charge of committee revised. Diversity Committee was reconstituted and approved at the August 16th Board of Trustees meeting. The committee will complete and implement a strategic plan by the end of Fall Semester 2013. Carry forward with revised action for FY14.



Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.1.B.</b> Publish diversity statement in the Faculty Handbook, Staff Handbook, and Student Handbook.	✓		✓					\$0	Diversity Advisory Committee, President, Board of Trustees, Faculty and Senate Handbook Committees, and SGA executive council	D: A coordinated diversity statement will be found in each handbook, as well as other references to diversity and in other locations. A: Complete. Diversity statements have been placed in all university publications (Faculty Handbook, Staff Handbook, Provost's Office, Student Services) Uniform diversity statement adopted by BOT.
<b>G6.1.C.</b> Develop diversity plans in each college and unit on campus	✓		✓					\$0	Diversity Advisory Committee	D: Diversity plans completed in all units. A: In Progress. Carry forward to FY14.
<b>G6.1.D.</b> Develop university diversity website to post ongoing diversity events.	✓		✓					\$0	Diversity Advisory Committee ICW: VP for University and Government Relations	D: Diversity events visible and accessible from the university's main page. A: Ready to develop a page(s) but need content provided and direction. Carry forward for FY14: Effective Fall 2013, all diversity related events will be published on the university's main page.

Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.1.E.</b> Conduct search for VP for Institutional Diversity and office staff.	✓		✓					\$150,000	President	D: Chief diversity officer and secretarial staff member selected. A: Institutional diversity officer selected; additional staff being hired. Continue as revised action for FY14.
<b>G6.1.F.</b> Establish Office of Institutional Diversity.	✓		✓					(See above)	President, Diversity Advisory Committee	D: 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. A: In process. Carry forward to FY14.
<b>G6.1.G.</b> Hire Affirmative Action Officer	✓		✓					\$85,000?	VP for Institutional Diversity, Diversity Advisory Committee	D: Affirmative Action Officer hired. New procedures for Affirmative Action developed; office moved under VP for Institutional Diversity A: In process of interviewing. Expect new hire to be in place by October 15, 2013.

Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.1.H.</b> Complete University Diversity Plan.	✓		✓					\$0	VP for Institutional Diversity, Diversity Advisory Committee	D: Campus-wide diversity plan adopted to meet University's diversity goals. A: In process. Target completion date end of FY14.
<b>G6.1.I.</b> Establish and maintain University Diversity Page. Establish University Diversity Ledger for each college and all other units on campus.	✓		✓					\$3,000–\$4000 (estimated)	VP for Institutional Diversity and Web Development Team	D: University Diversity page established and up-to-date. University Diversity Ledger in place for all Colleges and units on campus. A: In process. Bear Ledger created and on IR website. Links being added to make more accessible. University Diversity page under construction. Target completion Sept 30, 2013.

Actions	Objective		Start Year					Cost	Responsibility	Results	
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			D: Desired Results	A: Actual Results
<b>Goal 6 – Promote Diversity in All Areas</b>											
<b>G6.1.J.</b> Develop a scholarship funds criteria matrix that identifies the groups served by the current scholarships available.	✓		✓					\$0	VP for Advancement	<p>D: 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.</p> <p>A: Partially complete. UCA completed a comprehensive report of all scholarships, including those under the control of the UCA Foundation. Following the UCA Board of Trustees retreat, the overarching goal of improving student retention and graduation narrows the focus of new scholarship needs. For example, will the first cohort of UCA students who received the Arkansas Challenge scholarship be able to continue past the 4th year. Is there a need for increased 4th and 5th year student scholarships? Institutional Research will be a key resource in helping us to use data to make that determination.</p>	

Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.1.K.</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	D: Each college will have diversity plans implemented, evaluated, and results reported. A: In progress. Carry forward to FY14.
<b>G6.1.L.</b> Monitor volunteer board membership for improved diversity	✓		✓	✓	✓	✓	✓	\$0	VP for Advancement	D: Alumni Board and UCA Foundation will be representative of the alumni demographics A: Continuing. The UCA Foundation board is currently evaluating new board positions. Typical demographics such as gender, age, geographic location and major are guiding the process. However, the strategic goals of both groups must influence the skill set needed by new board members.
<b>G6.2.A.</b> Implement SGA-/student-led forums each year to enhance campus climate of diversity		✓	✓					\$0	SGA President and Director of Multicultural Student Services	D: Student-led forums enhancing diversity held. A: Complete. SGA Diversity Committee formed during 2012-13.Considers issues from campus community and serves as forum. Will continue to function yearly.

Actions	Objective		Start Year					Cost	Responsibility	Results
	1	2	FY 13	FY 14	FY 15	FY 16	FY 17			
<b>Goal 6 – Promote Diversity in All Areas</b>										<b>D: Desired Results</b> <b>A: Actual Results</b>
<b>G6.2.B.</b> Establish revenue pool for under-represented faculty and staff hiring.		✓	✓					\$200,000	President, VP for Institutional Diversity, VP for Finance and Administration, SBAC	D: Be competitive in the job market for said faculty and staff. A: No action at this time. Will be reviewed as part of FY2015 budget. Effective Fall 2013, VP for Institutional Diversity (and staff) will begin the progress of collecting and analyzing data trends on diversity across campus that will assist in our efforts to recruit and retain faculty and staff from under-represented groups. Carry forward to FY14.
<b>G6.2.C.</b> Continue “Exploring Our World” Speaker Series for campus and “outreach.”		✓	✓	✓	✓	✓	✓	\$11,800	Dean of Liberal Arts	D: Speaker series is expanded to include more colleges and a broader number of faculty to discuss the diversity topics. A: Participation has expanded to include faculty from CHBS and CFAC, as well as CLA. Additional marketing for program needed to increase participation. Carry forward to FY14.

## **Strategic Goals and Objectives 2013-2018**

*Based on input into the 2012-17 strategic plan by the campus community via eleven public forums held in March 2013, the Strategic Planning Committee recommends the following revisions to the Goals and Objectives of the UCA Strategic Plan for 2013-18. In summary, these revisions:*

- *Eliminate negative terminology in the wording of strategic plan objectives*
- *Make objectives more concise and action-oriented*
- *Transfer former objectives 2D and 2E to actions under objectives 2B and 2A, respectively*
- *Add a fifth objective under Goal 3 related to departmental maintenance, operation, and equipment funds*
- *More fully develop the objectives for Goals 4 and 6*
- *Place the Goals in the order of UCA's abbreviated mission (AVID)*

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

- A. ~~Sustain~~ Provide a learner-focused environment. for all students.
- B. ***Build and maintain a culture of continuous improvement.*** ~~Create a culture of internal assessment through which assertions of excellence are made demonstrable. Each program takes responsibility for meaningfully assessing itself through maintenance of relevant professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g., CPA, teacher accreditation) and exit exams, and through individual college and program strategic planning.~~
- C. ***Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.*** ~~Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.~~
- D. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
- E. Promote research, scholarship, and creative productivity among faculty, ***staff***, and students.
- ~~D Implement reliable, sustainable, meaningful student evaluations of teaching, as well as peer-to-peer and other forms of teaching/course evaluation that develop growth and trust. Procedures for student evaluations must be developed that produce a high rate of response.~~
- ~~E Foster life-long learning by providing faculty and staff with ongoing professional growth opportunities, which require adequate, reliable resources for professional training and participation in conferences and other scholarly meetings.~~

Note: Move the former D. and E. Objectives to actions under Objectives B and A, respectively.

### **Goal 2: ~~Act With Focus on Integrity and Transparency at All Levels of Action~~**

- ~~A. Act with transparency at all levels of the University, recognizing that if we don't practice and model integrity, we can't meet our other five goals. With that fact in view,~~
- A. ~~Continue Support of faculty/staff/student input into decision-making. , thus improving shared governance.~~

***Proposed Changes of Strategic Planning Committee June / July 2013 in Bold Italics  
Approved by SPC 07/13, SBAC 07/13, Staff Senate 08/13, SGA and Faculty Senate 09/13***

- B. ~~Base~~ ***Make*** decisions based on data, evidence, and appropriateness to the university's vision, and mission, ***and strategic plan***. ~~;~~ ~~make those facts clear so that stakeholders can understand and respect decisions.~~
- C. ~~Ensure that all units continue to~~ Share information in comprehensive and readily accessible ways ***with all university constituencies***. ~~— up and down the University's administrative chain and also laterally (i.e., across departments and colleges and other units), thereby fostering a campus-wide sense of trust, shared purpose, and high morale.~~
- B. ~~Make sure that the current SPARC efforts are pursued, assessed, re-evaluated, and part of ongoing dialogue. As current initiatives are accomplished, move others from campus forums into high priority.~~

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

- A. ~~Increase gender and racial diversity as highest priorities, but seek also socioeconomic, ethnic, linguistic, cognitive, intellectual, and age diversity in~~ ***Attract and support diverse*** student, staff, and faculty populations.
- B. ***Enhance interaction and understanding among diverse groups.***
- C. ***Cultivate enriched learning opportunities in a global community.*** ~~Enrich global-oriented learning environment.~~

**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) ~~will be maintained~~ at or above established target levels.
- B. Implement a fiscally prudent plan ~~will be implemented~~ 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, ~~and development,~~ ***and travel*** funds. ~~will be established or augmented to provide sufficient annual funding for travel, development, and research support.~~
- D. ***Significantly increase*** ~~Increases will occur in~~ extramural funding by 42% (from \$6 million to \$8.5 million) and new private gifts and pledges by 62% (from \$4.32 million to \$7 million) by 2017 ***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 a comprehensive, centralized strategic plan for Information Technology. This plan should establish a coherent, dependable roadmap for infrastructure and equipment upgrades across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc.~~



***Proposed Changes of Strategic Planning Committee June / July 2013 in Bold Italics  
Approved by SPC 07/13, SBAC 07/13, Staff Senate 08/13, SGA and Faculty Senate 09/13***

- 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.** partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.***
  
- B. Strengthen communication, coordination, and prioritization of **outreach and development.** fundraising efforts and needs across campus.***

**Membership List  
Strategic Budgeting Advisory Committee  
2012-13**

<u>Capacity</u>	<u>Member</u>	<u>TermExpires</u>
SPARC Chair	Nancy Reese (V if tie)	2015
President Faculty Senate	Kevin Browne (V)	2013
President Staff Senate	Stephanie McBrayer (V)	2013
President of SGA	Spencer Sims (V)	2013
Faculty Representatives		
Health and Behavioral Sciences	Linda Musselman (V)	2014
Education	Terry James (V)	2014
Fine Arts and Communication	Dave Harvey (V)	2014
Business	Keith Atkinson (V)	2013
Natural Sciences and Mathematics	Don Perry (V)	2013
Liberal Arts	Tom McInnis (V)	2013
Unaffiliated/at-large	Renee LeBeau-Ford (V)	2014
Non-classified staff		
Psychology	Veda Charlton (V)	2014
University Police	Arch Jones (V)	2013
Instructional Technology Support	Vicki Parish (V)	2013
Classified Staff		
Instructional Development Center	Sylvia Childers (V)	2014
Financial Accounting	Tracy Spence (V)	2013
Financial Accounting	Erica Ruble (V)	2014
Director of Academic Unit (Provost)	Elaine McNiece (V)	2013
Athletic Administration designee	Darrell Walsh (V)	2013
President-elect, Faculty Senate	George Bratton (NV)	2013
Vice-President, Staff Senate	Lindsey Osborne (NV)	2013
Vice-President, SGA	Jovana Ilic (NV)	2013
VP for Finance and Administration	Diane Newton (NV)	Permanent
Director, Institutional Research	Amber Hall (NV)	Permanent
Controller, Business Office	Mary Kay Dunaway (NV)	Permanent
Director of Budget	Terri Canino (NV)	Permanent
Secretary	Leslie Chronister (NV)	Permanent

V = Voting member

NV = Non-voting member

**Appendix 7**

The following ranking was approved unanimously by the Strategic Budgeting Advisory Committee on 12/13/12.

Division	Proposal	Associated Strategic Plan Goal (s)	Total Cost for FY 14	Total Cost for 5-Year Period	Priority Rank
Faculty Salary Review Committee	COLA Increases for Faculty: 2%	Goal 3; Objective 3B	\$800,000	\$4,163,232	1
Staff Compensation Committee	COLA Increases for Staff: 3%	Goal 3; Objective 3B	\$1,040,000	\$6,255,000	2
Faculty Salary Review Committee	Equity Pool for Faculty	Goal 3; Objective 3B	\$300,000	\$1,500,000.00	3
Provost	Salary Adjustment: Faculty Promotion & Advancement	Goals 2 and 3; Objectives 2F and 3B	\$144,100	\$2,161,500	4
President	HR Position & Applicant Tracking Software	Goal 6: Objective 6A	\$67,246	\$236,230	5
Provost	Additional Faculty / Staff Positions	Goal 2; Objective 2B	(\$79,870)	(\$429,739)	6
President	Funding for Issues Related to Diversity	Goal 6: Objectives 6A and 6B	\$180,000	unknown	7
President	UCA Police Emergency Manager Position	Goal 1; Objective A.3	\$58,950	\$294,750	8
VP Student Services	Funding Increase - DSS (all)	Goals 2 and 6: Objectives 2A and 6A	\$402,500	\$2,252,500	9
VP Finance & Admin	Planned Transfers; Deferred Maintenance / Technology & Equip	Goal 3. Goal 4; Objective 4A	\$1,500,000	\$17,500,000	10