

Annual Report of the Strategic Planning and Resource Council

**Tammy M. Rogers, Chair
September 2016**

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SPARC Annual Report

The Strategic Planning and Resources Council (SPARC) was established in its current form in April 2012 to create a SPARC Executive Committee, a Strategic Planning Committee (SPC) and a Strategic Budgeting Advisory Committee (SBAC) with a single Chair serving all three committees. This structure was designed to provide stronger integration between the budget and the strategic plan with a resultant increased emphasis on accomplishment of the strategic goals of the university. As the coordinating body between the Strategic Planning and Strategic Budgeting Advisory Committees, SPARC is charged with providing a summary report of all three committees on an annual basis. This document and its appendices constitute that report for academic year 2015-16 (Fiscal year 2016).

Strategic Planning and Resource Council Executive Committee

The Executive Committee of SPARC was composed of the following members during the majority of 2015-16:

Tammy M. Rogers, SPARC Chair
Ben Rowley, President Faculty Senate
Colin Stanton, President Staff Senate
Zach Carter, President Student Government Association

On June 1, 2016, the presidents of the Senates and Student Government Association (SGA) transitioned, so the new membership of the SPARC Executive Committee for 2016-17 is as follows:

Tammy M. Rogers, SPARC Chair
Kaye McKinzie, President Faculty Senate
Kevin Carter, President Staff Senate
Kelsey Broaddrick, President Student Government Association

The SPARC Executive Committee met at least monthly during 2015-16 with work centered on 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 2015-16 is provided in Appendix 1. Key tasks and deadlines for 2016-17 for the SPARC, SPC, and SBAC are provided in Appendix 2. The key tasks for 2016-17 differ greatly from previous years because the Strategic Plan was revised for 2016-2021.

The SPARC Executive Committee also worked with the President's Office and our strategic planning consultants to assist with the review and revision of the strategic plan in 2015-16. The University engaged the services of Collegiate Brain Trust (CBT) Consulting and formed a strategic planning task force to oversee the revision of the university's strategic plan. The SPARC Executive Committee members and numerous members of the SPC and SBAC also served on this task force along with other representatives of campus and community stakeholders. The Board of Trustees adopted a new strategic plan for FY 2017-2022 on May 13, 2016. The new strategic plan is available at:

http://uca.edu/about/files/2016/06/uca_strategicplan_20160513-web.pdf.

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 2015-16 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 2015-16, the Strategic Planning Committee made numerous accomplishments. Among those accomplishments were:

- Assessment of progress toward the strategic plan during 2014-16
- Comprehensive review of the 2010 Strategic Planning Initiatives and evaluation of their continued applicability to the UCA Strategic Plan
- Coordinated with the Strategic Planning Task Force to conduct Campus Forums for new strategic plan
- Provided ongoing input to the Strategic Planning Task Force revision process for the 2016-2021 Strategic Plan adopted by the BOT in May 2016.

Additional accomplishments of the SPC may be found in the Key Task Lists for 2015-16 (Appendix 1). In August 2016, the SPC completed an assessment of the 2015-16 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 2016-17

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2.

Strategic Budgeting Advisory Committee

Charge

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

- Collaborate with the Strategic Planning Committee as part of SPARC
- Review changes and updates to the university budget in light of the strategic plan
- Make recommendation, in support of the university’s mission and strategic plan, concerning new proposals from unit heads and salary requests from the Staff Senate Compensation Committee and the Faculty Salary Review Committee

- Conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds
- Present its concerns to the president and the university campus as a whole

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

Accomplishments

During 2015-16, 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 Task Force on proposed changes to the UCA Strategic Plan
- Issuing a call for new funding proposals for FY 17
- 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 proposals for new funding and forwarding the top 10 proposals to the Office of the President (Appendix 7)
- Implementing recommendations from 2014-15 including:
 - Recommendation to faculty and staff senates that they should, in the future, develop a joint proposal to SBAC regarding salary issues
 - Recommendation to add additional student voting members to SBAC
 - Providing recommendations for prioritizing initiatives from the 2016-2021 Strategic Plan for immediate funding in 2016-17 budget to the President and Executive Staff

Additional accomplishments of the SBAC may be found in the Key Task Lists for 2015-16 (Appendix 1).

Planning for 2016-17

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2.

Appendix 1: Key Task List 2015-16, Completed

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	June 1, 2015	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases and vacancies that will be filled in August.
Solicit campus-wide input on strategic plan through a series of open meetings	SPARC, SPC	Faculty and Staff Senates, SGA, SPTF	TBD in conjunction with SPTF	Constituent surveys were deployed to alumni, staff, faculty, students, and employers as part of the data collection phase of the SPTF in Fall 2015. Campus Forums were held in February 2016 for comments on the draft SPTF report.
Progress reports on FY 2015 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2015	Requests for information sent on July 1, 2015.
Progress Reports on FY 2015 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2015	All reports received by August 27, 2015.
Progress Report on FY 2015 Actions compiled	SPARC		August 16, 2015	Report compiled August 28, 2015.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 3, 2015	Draft report sent to SPC and SBAC for review on August 31,

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
				2015.
Instructions and forms for Budget and Salary Requests for FY 2017 Reviewed	SPARC	VP for Finance and Administration	September 4, 2015	Forms approved by SPARC on September 1, 2015.
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 4, 2015	Report reviewed and accepted by SPARC on September 1, 2015.
Budget and Salary Request Instructions for FY 2017 Approved by SBAC	SBAC		September 10, 2015	Forms approved by SBAC on September 10, 2015.
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 10, 2015	Report reviewed and accepted September 10, 2015.
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 11, 2015	Call for requests sent September 10, 2015.
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2015	Report submitted September 21
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 23, 2015	Six budget and salary requests received.
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 28, 2015	Posted in MyUCA on 10/26/15 and email sent to campus community.
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2015	Staff Senate presentation 9-30-2015, SGA presentation 10-5-2015, Faculty Senate presentation 10-13-15
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 12, 2015	Hearings were held on 11-12-15 in Wingo

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
				Board Room.
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 13, 2015	The IRC report card was presented at the December Board Meeting.
"Shared Governance" survey distributed to campus community	SPARC		December 1, 2015	
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2016	SBAC recommendations forwarded to President Courtway on 12-15-15.
Results of "Shared Governance" survey analyzed; report comparing results of surveys of previous 3 years complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	February 27, 2016	
FY 2017 Budget recommendation complete		VP for Finance and Administration	March 2016	BOT Budget Workshop and retreat was held 3-31-16.
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's Office	May 1, 2016	Most replacement members have been named. SGA representative replacements will not happen until the fall.
FY 2017 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2016	FY 2017 Budget adopted 5-16-16.

Appendix 2: Key Tasks, 2016-2017

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	June 1, 2016	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases and vacancies that will be filled in August.
Progress reports on FY 2016 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2016	Requests for information sent on June 22, 2015.
Progress Reports on FY 2016 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2016	All reports received by August 2, 2016.
Progress Report on FY 2016 Actions compiled	SPARC		August 16, 2016	Report compiled August 26, 2015.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 3, 2015	
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 4, 2015	
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 10, 2015	
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2015	
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2015	
IRC / Progress Report on Strategic Plan to President's office for Dec BOT meeting	SPARC, SPC, SBAC	Associate Provost for Academic Support, Director of IR, VP for	November 13, 2015	

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
		Finance and Administration		
FY 2018 Budget recommendation complete		VP for Finance and Administration	March 2017	
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's Office	May 1, 2017	
FY 2018 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2017	

Additional Tasks to Be Accomplished in 2016-17

SPARC Executive Committee in Conjunction with SPC

- Develop procedures to collect information about progress on new strategic plan goals and initiatives for the next 5-year cycle.
- Develop communication strategy about alignment of university strategic plan with units/departments/offices/programs that are not named specifically in the SPTF initial recommendations.
- Review charge and committee procedures in the committee description in light of the newly adopted strategic plan for 2017-2022 and recommend changes as needed to Board of Trustees.

SPARC Executive Committee in Conjunction with SBAC

- Develop procedures to review and make recommendations to the UCA President about strategic initiatives that require new budget expenditures on a timely basis.
- Develop communication strategy about alignment of budget expenditures directly tied to the university strategic plan.
- Review charge and committee procedures in the committee description in light of the newly adopted strategic plan for 2017-2022 and recommend changes as needed to Board of Trustees.

Appendix 3: Membership List: Strategic Planning Committee, 2015-16

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Tammy Rogers	2018
President Faculty Senate	Ben Rowley	2016
Vice-President, Faculty Senate	Kaye McKinzie	2017
President Staff Senate	Colin Stanton	2016
President of SGA	Zach Carter	2016
Vice-President, SGA	Corey Parks	2016
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2017
Faculty Member	Patricia Kohler-Evans	2016
Department Chair	John Toth	2016
Non-classified Staff	Chris Davis	2017
Classified Staff	Carmesha Jemerson	2016
SGA Representative		2016
SGA Representative		2016
Dean	Jonathan Glenn	2016
Vice-President	Brad Teague	2016
BOT Member	Kay Hinkle	2016
Community Member	vacant	2015
Provost Designee	Steve Runge	Permanent
Director of Assessment (<i>ex-officio</i>)	Kurt Boniecki	

Appendix 4a: UCA Strategic Plan Progress Report for FY 2016 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 2015-16. 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 2016 (academic year 2015-16). Much more information may be gleaned from the “Progress Report by Goal” where actions taken toward each goal and objective are described along with both the desired and actual results of those actions in FY16.

Overview

The following are some, but certainly not all, of the accomplishments made toward the UCA Strategic Plan in FY2016 by goal.

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

- Instructional Designers worked with faculty to convert 76 courses to the new UCA Online interface.
- Advising is now included in the faculty evaluation process.
- Both upper and lower division UCA Core courses including capstone courses are fully implemented and the UCA Core website and social media accounts have been created or updated.
- A university Director of Assessment position has been created. UCA submitted two Assessment Academy projects to HLC. Continuous Improvement Plans have been adopted for 70% of non-Academic Affairs units, 82% of Academic Affairs non-instructional units, and 85% of degree programs.
- Tutoring services and supplemental instruction were expanded to increase availability to more students.
- Funding was provided for faculty and staff development in FY 2016 through year-end transfers and has been added to the base budget for FY 2017.

Goal 2: Act with Integrity and Transparency at All Levels

- Shared Governance and Communication Survey was not administered to the campus this year due to the other campus surveys being sent from the Strategic Planning Task Force.
- Progress toward the Strategic Plan is reported annually to the campus community via meetings with Senates and SGA and via posting of the SPARC Annual Report on the UCA website.
- UCA Campus Talks continue to be held regularly, providing a venue of communication among faculty, staff, students, and administration. President Courtway also implemented annual meetings with the academic colleges.
- Faculty Senate reviewed the role and membership composition of all UCA committees.

- The UCA website is being continually updated to remain mobile friendly and increase accessibility to the most visited parts of the website.
- The Faculty Senate President, Staff Senate President, and SGA President are called on for input prior to ANY BOT vote. In addition, the BOT ask for questions/comments from the floor during discussion.
- A new strategic plan was adopted by the Board of Trustees on May 13, 2016 following a year long process by the Strategic Planning Task Force comprised of faculty, staff, students, Board of Trustees members, and community members. Campus forums and numerous surveys allowed all campus constituents an opportunity to participate in the process.

Goal 3: Promote Diversity in All Areas

- The Diversity Advisory Committee (DAC) completed the following projects during 2015/2016: Campus Climate Survey (administered during Spring 2016), Diversity and Inclusive Excellence Award, Diversity Strategic Plan (DSP), funding for diversity initiatives, Institutional Diversity Grant Program, and the LGBT+ Gender Identification on Forms.
- The Diversity website (www.uca.edu/diversity) added a new link for Diversity Honors and Scholarly Activities.
- The Diversity Advisory Committee (DAC) data assessment sub-committee hosted two sessions for the Diversity Strategic Plan (DSP) this year: (1) to make the campus aware of the DSP objectives, principles, and practices and (2) to provide instructions on completing the report.
- The UCA Foundation board currently has 19% racial minority membership. The Alumni Association board currently has 15% racial minority representation. The Black Alumni Chapter continues to grow and now represents 12% of the Alumni Association's membership.

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

- Indicators of financial health of the institution are reviewed routinely by the Board of Trustees and used in decision-making.
- Additional faculty and staff professional development and travel (\$250,000) was funded from year end transfers.
- A cost of living adjustment for faculty and staff were included in the budget for a fourth year in a row.
- Prior to June 1, 2016, Dean Bellar met with a number of SGA graduate students to discuss the creation of a Graduate Student Association. Since then, Dean Simon has also met with this group of students. They are meeting with the SGA Executive Committee on July 13, 2016 to discuss their options for becoming a subsidiary of SGA.

- The Research Compliance website was completely overhauled, creating its own URL. The site includes easier to find forms and information for researchers. Sponsored Programs will be undergoing a more through update in Fall 2016.
- Advancement raised \$5,400,337 in new private gifts and pledges exceeding the goal of \$4,425,000.

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

- MAP-Works program expanded to include all residential and commuting freshmen to assist in campus-wide retention efforts. Analysis from previous years identified that students who accessed the student report had a higher GPA on average and were retained at higher rates even after the data was disaggregated by risk level.
- GradesFirst was successfully expanded to the freshman class during 2016/17. Advisors in the Academic Advising Center (AAC) were trained with assistance by the Athletic Academic Advising Center (AAAC) director and advisors.
- The campus master plan was reviewed by the Board of Trustees in March. A decision was made to have a separate plan for the Donaghey District moving forward.

Goal 6: Increase Engagement with External Partners

- In 2015-2016, service-learning course offerings and faculty/student participation continued to increase, with 9085 service hours reported (52% increase), 1008 student participants (18% increase), 66 service-learning courses offered (2% increase), and 36 faculty teaching service-learning courses (20% increase). Service-learning courses partnered with 46 community organizations (31% decrease).
- Admissions participated in two alumni events this past year. One in Dallas and another in central Arkansas. The target audience for both events included alumni who might have children approaching high school graduation.
- Outreach and community engagement conducted 17 Facebook campaigns, monthly social media news blasts through Hoot Suite and Mailchimp, and 44 other marketing campaigns promoting outreach activities of UCA in print advertising, TV, radio, direct mailing, and chamber of commerce affiliated activities. An overall budget of just over \$73,200 led to approximately 1,144,615 contacts throughout fiscal year 2015-16.
- Advancement continues to update the alumni and friend databases. Percentage of living alumni with address information is 93.40%; with phone information is 87.83%; and with email information is 47.15%. The percentage of alumni with employment information is currently 38%.
- There were 42 targeted alumni and donor events in FY16 with a total attendance of 4,099 which equates to a 95% increase in alumni event attendance.

Appendix 4b: Detailed Progress – Goal 1

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

Objective A: Sustain a learner-focused environment.

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

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

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

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.A1. Review adequacy of online instructional support and policies.</p>	<p>\$0</p>	<p>Assoc. Provost for Instructional Support</p>	<p>D: Online instructional needs determined and consistent online class policies in place.</p>	<p>The Center for Teaching Excellence committed all three of its Instructional Designers to assisting faculty to develop 76 online courses in the UCA Online interface. A review of our existing online policies and objectives prompted the development of the UCA Online Strategic Design document which includes revised policies and procedures for supporting faculty development of online courses. The Faculty Senate approved the creation of the Online Learning Advisory Committee, which will review online instructional support and policies, and recommend changes to the Provost. The OLAC will begin meeting in the Fall, 2016.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.A2. Implement first-year seminars as part of the new UCA Core</p>	<p>\$0</p>	<p>Director of UCA Core ICW: Provost, Council of Deans, Department Chairs, Faculty, Instructional Development Center</p>	<p>D: Propose revisions to FYS. Implement revisions approved for Fall 2015.</p>	<p>1) Created "shell" courses with first ones slotted for Fall 2016. 2) Developed and will pilot Sophomore Mentor program in select (8-10) FYS sections in Fall 2016. 3) Reinstated FYS training and developmental roundtables, with the assistance of the CTE*, Spring 2016.</p> <p>*The Instructional Development Center (IDC) was renamed during the 2015-16 AY to the Center for Teaching Excellence (CTE)</p>	<p>N/A</p>
<p>G1.A3. Ensure that Promotion and Tenure Guidelines recognize faculty advising and mentoring of undergraduate and graduate students.</p>	<p>\$0</p>	<p>Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty</p>	<p>D: Faculty advising and mentoring included in all departmental P&T Guidelines.</p>	<p>Done. It is now included in the annual evaluation process.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.A4. Develop guidelines for determining and clearly communicating the distribution of teaching, scholarship, and service activities in faculty workloads.</p>	<p>\$0</p>	<p>Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty</p>	<p>D: Guidelines for determining and communicating faculty workload distribution developed.</p>	<p>On-going, still in progress. A faculty teaching workload study was conducted by Institutional Research and presented to Faculty Senate and other campus constituencies this past year. A faculty workload committee is being formed for AY 2016-17 to continue to work on this effort.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G1.A5. Assess and support the objectives of University College.	TBD	Assoc. Provost for Instructional Support ICW: Provost, Director of University College	D: Create and implement University College Assessment Plan. Fund facility and equipment upgrades to University College classrooms, and professional development for University College faculty.	University College is collecting and reporting assessment data on students' success in transitional and respective college-level courses, but has not submitted a CI Process plan. Some facility and equipment upgrades were completed using the University College budgeted M&O. Main 003 was converted to a computer classroom with funds provided by the Office of the Provost. University College faculty engaged in 53 professional development activities.	(2) equipment and renovation costs: \$14,820, (3) travel and workshop expenses: \$9,967
G1.B1. Review and implement Upper-division and Capstone course proposals of UCA CORE.	\$0	Director of UCA Core ICW: Assoc. Provost for Instructional Support, General Education Council, Provost	D: All courses of UCA CORE reviewed and implemented	Upper Division (UD) Core courses, including Capstone courses, are fully implemented.	N/A

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G1.B2. Complete review and implementation of assessment plans for all learner outcomes in degree and certificate programs.	\$0	Assoc. Provost for Instructional Support ICW: Departmental assessment coordinators Assessment Committee	D: All assessment plans reviewed and implemented	85% (103/121) of degree programs have submitted a Continuous Improvement Process (CIP) plan and 95% of those plans have been reviewed and approved by the Assessment Committee. Certificate programs are assumed to be covered by the assessment plans of their "parent" degrees and are not collected. A new Director of Assessment was hired to facilitate the full implementation of program assessment plans, but she resigned her position after 3 months. UCA is searching for a new Director of Assessment.	(1) Director of Assessment salary + fringe for 3 months: \$26,200
G1.B3. Assessment plans for non-Academic Affairs areas will be fully implemented.	\$0	Assoc. Provost for Instructional Support ICW: VPs, Directors	D: All non-Academic Affairs areas monitor effectiveness annually and use data to promote continuous improvement.	70% (14/20) of non-Academic Affairs units have submitted a Continuous Improvement Process (CIP) plan.	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G1.B4. Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.	\$0	Assoc. Provost for Instructional Support ICW: Provost, Deans, Chairs, Directors	D: All non-instructional Academic Affairs areas adopt plans to monitor effectiveness and promote continuous improvement.	82% (9/11) of non-instructional units in Academic Affairs have submitted a Continuous Improvement Process (CIP) plan.	
G1.B5. Build faculty expertise in program assessment.	TBD	Assoc. Provost for Instructional Support ICW: Academic Assessment Committee, members of the faculty, academic administration	D: Faculty from all departments on campus are trained in program assessment.	The Associate Provost for Instructional Support provided training on UCA's assessment processes during a Lunch & Learn hosted by the Center for Teaching Excellence on January 28, 2016.	
G1.B6. Participate in HLC Academy for Assessment of Student Learning (Year 4)	TBD	Assoc. Provost for Instructional Support ICW: Director of UCA Core, and other Academy participants	D: Participants complete third phase of workshop.	UCA's two Academy projects were completed and a summary submitted to HLC. A seven-person team attended the HLC Academy Results Forum June 8 - 10, 2016, at which we presented the results of the two projects and developed a sustainability plan. The sustainability plan was communicated to HLC in an Impact Report submitted to HLC.	(3) travel: \$8,310

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.C1. Assess, review, revise and continue implementation of Strategic Enrollment Management Plan</p>	<p>TBD</p>	<p>Provost ICW: President, college deans</p>	<p>D: On-going development of the Enrollment Management Plan.</p>	<p>Enrollment Management Plan has been updated and the annual report has been separated from the plan. Significant components of the Enrollment Management Plan are now part of the university strategic plan which was adopted by the Board of Trustees in May 2016.</p>	<p>Budget has been allocated to support recruitment efforts in Admissions and Enrollment Services and retention efforts in the Office of Student Success and the Academic Advising Center.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.C2. Communicate mission and learning outcomes of UCA Core to students, parents, and faculty.</p>	<p>\$0</p>	<p>Director of UCA Core ICW: General Education Council, Academic Advising Center, Admissions, IDC</p>	<p>D: Mission and learning outcomes of approved Core publicized in electronic and print media to all parties.</p>	<p>With the assistance of a Public Relations intern from the Dept. of Communication, the UCA Core website has been updated and redesigned with a stronger focus on public relations focusing on students and parents as key audiences, and promotional materials (brochures and fliers) have been created and distributed. A social media presence (Facebook and twitter) was created and is continually monitored by the Director. The public relations effort is on-going. Also developed and implemented training seminars for faculty on Core rubrics and assessment.</p>	<p>1) New request from Academic Affairs: \$200 used for initial run of trifold brochures and UCA Core: Mission and Values flier.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.C3. Continue to strengthen tutoring and supplemental instruction programs.</p>	<p>TBD</p>	<p>Assoc. Provost for Academic Services ICW: Director of Student Success Center and Director of the Writing Center</p>	<p>D: More tutors and supplemental instructors hired to support students in high attrition/high failure courses.</p>	<p>(1) Tutoring Services has expanded Math tutoring to cover every hour the center is open. SI expanded by adding 7 SI leaders over three disciplines (Psychology, Biology, Political Science). (2) Tutoring Services is nationally certified through CRLA, and tutors are required to participate in a Tutor Certification Program approved by CRLA. (3) The Writing Center offered tutoring (on a limited schedule) during finals week for the first time in Spring 2016.</p>	<p>Items purchased to support programs: laptops (\$5,383), calculators (\$1,113), headsets (\$115).</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.D1. Discuss procedures for increasing the SmartEval response rate.</p>	<p>\$0</p>	<p>Assoc. Provost for Instructional Support ICW: Student Evaluation of Teaching Committee</p>	<p>D: Make recommendation to Provost and Faculty Senate regarding incentives for completing SmartEval.</p>	<p>The Student Evaluation of Teachers Committee reviewed the existing literature on response rates for online course evaluations and examined UCA's historical data. I report summarizing SETC's findings and recommendations for increasing response rates will be submitted to the provost and Faculty Senate in the Fall of 2016.</p>	
<p>G1.E1: Allow greater faculty/staff time for job-relevant and job-embedded professional growth that motivates and revitalizes employee work lives. Correspondingly, reduce the employee time dedicated to institutionally mandated training sessions (e.g. sexual harassment, diversity) by requiring participation once every three years rather than annually.</p>	<p>\$0</p>	<p>Director of Human Resources, President, Provost</p>	<p>D: Unless required annually by law, institutionally-mandated training sessions for faculty and staff required every three years. We will continue to have mandated training sessions in order to comply with state and federal laws. Such sessions will be either in-person or on-line to provide maximum flexibility for faculty and staff.</p>	<p>Most of this falls under University Training. However, we did include more optional online training this past year. There was no decrease in mandated training. This decision will need to come from the President after consulting with our General Counsel, Compliance Officer, and myself.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G1.E2: Incorporate specific employee professional growth goals and plans in the annual employee supervision and evaluation process, including provision for all full-time faculty and staff to have at least one professional growth experience per calendar year (minimum three hours), as mutually agreed by the individual employee and his/her immediate supervisor.</p>	<p>TBD</p>	<p>Director of HR ICW: President, VPFA</p>	<p>D: At least one professional growth opportunity included in each employee’s annual development plan.</p>	<p>UCA implemented a new performance evaluation system for non-classified employees based on our Academic Vitality, Integrity, and Diversity (AVID) mission. New funds have been set aside by our Staff Senate for professional development. For next year, plans have been developed to incorporate professional development into our performance evaluation system understanding this is not possible for all employees.</p>	<p>Additional staff senate funding.</p>
<p>G1.E3. Investigate the feasibility of a Student Research Week to showcase and recognize student research and scholarship at UCA.</p>	<p>\$0</p>	<p>Graduate Dean ICW: Provost, Council of Deans</p>	<p>D: Recommendation for Student Research Week presented to Council of Deans.</p>	<p>No formal action has been taken, however this is an action being considered by our new graduate student group (if/when this forms).</p>	<p>\$0</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G1.E4. Conduct needs analysis of equipment demands for the production of presentation posters, space requirements, types of data collection equipment, and computing needs.	\$0	Graduate Dean ICW: Provost, Council of Deans	D: Conduct needs analysis of equipment demands for the production of presentation posters, space requirements, types of data collection equipment, and computing needs. Recommendation for a facility to support student and faculty research presented to Council of Deans.	It is unclear what action has been taken.	\$0
G1.E5. Enhance communication between research related groups (STOPS), URC, RAC, college deans and student affairs to seek additional funding for student travel related to research presentations. Establish a dedicated budget line for graduate student travel and research.	TBD	Graduate Dean ICW: Provost, Council of Deans	D: Greater number of students awarded travel funds to present research.	It is unclear what action has been taken on this item. This is another item on the agenda for a newly formed graduate student group. FYI - STOPS is a database that the GAs in Sponsored Programs, not a "group".	\$0

Appendix 4c: Detailed Progress – Goal 2

Goal 2: Act with Integrity and Transparency at all Levels

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

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

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G2.A1. BOT to complete review and update of Board Policy 202, President Search Process.	\$0	President; Board of Trustees	D: Recommended edits approved; policy updated.	Ongoing; Board is informed and updated on all financial matters. Also, work of three members Finance and Audit Committee reviews budget/finance matters and all financial ratios.	
G2.A2. Review the role and membership composition of all University committees in light of UCA’s mission.	\$0	Chair of Faculty Handbook Committee, Faculty Handbook Committee, Faculty Senate, Staff Senate, Staff Senate Appointments Committee, SGA	D: Committee on Committees for FY2015 will be reworked to include representatives from faculty, staff and students to ensure equal representation on all University committees, where applicable.	Done	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G2.A3. 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 understand an action agenda item before the Board votes.	The Faculty Senate President asks all senators for input/comments prior to BOT meetings. The Faculty Senate President, Staff Senate President, and SGA President are called on for input prior to ANY BOT vote. In addition, the BOT ask for questions/comments from the floor during discussion.	\$0
G2.B1. Maintain the information quality initiative – Data Standards and Information Access.	\$0	Assoc. Provost for Academic Services ICW: DSIA groups	D: Timely access to consistently reliable university information facilitated over time.	On-going attention to both parts of the initiative, with appropriate progress.	No additional budget.
G2.C1. 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.	Campus talks continue; now being held two times each semester. Also, President has meetings each semester with each college; and meets two times each month with Presidents of UCA faculty senate, staff senate and SGA.	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G2.C2. Post committee meeting minutes on centralized website as appropriate for Faculty Senate, Staff Senate, Council of Deans, and SPARC.	\$0	Faculty Senate, Staff Senate	D: All university committee minutes are posted on centralized website.	As specified in the Faculty Handbook, certain committees are asked to provide a report to the Faculty Senate. Those reports and the minutes from all Faculty Senate meetings can be found under the link for minutes on the Faculty Senate page.	\$0, but many hours.
G2.C3. Continue improvement of UCA's Web pages for clarity and accuracy.	\$0	Chief of Staff & VP for University Relations, Web Development Team, departmental website managers	D: Web pages will be consistently accurate, up-to-date, and easy to navigate.	The UCA homepage and the majority of our sites are mobile friendly. We are continually migrating the remaining sites to a mobile friendly template. A service called Siteimprove is used to ensure that our website is free of misspellings and broken links. Since there are over 10,000 pages on our website, this is an ongoing, never-ending process.	Approximately \$9,350 for one year contract with Siteimprove.
G2.C4. Continue implementation of polices that ensure data and corresponding e-communications are properly managed, stored, and branded.	\$0	Director of Advancement Communications and Director of Advancement Research.	D: Policies implemented to assure constituent confidence, maximize impact and maintain brand integrity.	All email blasts to alumni and friends sent through Advancement were in compliance with email best practices and honored opt out requests. The AVP for University Relations reviewed all emails before release. We are PCI Compliant for our online payment gateway account for iModules.	existing technology

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G2.C5. Assess extent to which strategic Objectives have been implemented.</p>	<p>\$0</p>	<p>SPARC</p>	<p>D: Progress towards implementing the strategic plan Objectives will be documented. Institutional Report Card issued no later than November 15 each year.</p>	<p>The SPARC annual report for AY 2015 was distributed to President Courtway, Faculty Senate, Staff Senate, and the Student Government Association on 9-21-2016. The SPARC chair attended the October meeting of each of these groups to discuss the report and the ongoing new strategic plan process. A new strategic plan was adopted by the Board of Trustees on May 13, 2016.</p>	

Appendix 4d: Detailed Progress – Goal 3

Goal 3: Promote Diversity in All Areas

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

Objective B: Enhance interaction and understanding among diverse groups.

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G3.A1. Appoint a UCA diversity committee, and prepare a strategic plan for diversity.	\$3,000	Office of Institutional Diversity, Diversity Advisory Committee, Staff	D: Diversity Committee appointed and active; strategic plan in place.	The Diversity Advisory Committee (DAC) remains active. The projects during 2015/2016 were as follows: Campus Climate Survey (administered during Spring 2016), Diversity and Inclusive Excellence Award, Diversity Strategic Plan (DSP), funding for diversity initiatives, Institutional Diversity Grant Program, and the LGBT+ Gender Identification on Forms.	
G3.A2. Develop diversity plans in each college and unit on campus	\$0	Office of Institutional Diversity	D: Diversity plans completed in all units.	n/a	n/a

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G3.A3. Develop university diversity website to post ongoing diversity events.</p>	<p>\$0</p>	<p>Office of Institutional Diversity ICW: VP for University and Government Relations</p>	<p>D: Diversity events visible and accessible from the university's main page.</p>	<p>The Diversity website (www.uca.edu/diversity) added a new link for Diversity Honors and Scholarly Activities. This page makes the campus community aware of colleagues and students who receive diversity-related honors, make diversity-related presentations, publish diversity-related articles, books, dissertations, and those who display diversity-related creative activities. The intention of this link is to serve as a resource and a connector to advance inclusive excellence. The Diversity website is updated as needed to serve as a clearinghouse for campus diversity that includes links to the following: Institutional Diversity; Diversity and Community; Diversity Training; Initiatives and Support; Diversity Ledgers; and Advisory Committee.</p>	<p>N/A</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G3.A4. Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.</p>	<p><i>tbd</i></p>	<p>Office of Institutional Diversity ICW: College deans, college diversity committees, faculty, staff</p>	<p>D: Each college will have diversity plans implemented, evaluated, and results reported.</p>	<p>The Diversity Advisory Committee (DAC) data assessment sub-committee hosted two sessions for the Diversity Strategic Plan (DSP) this year: (1) to make the campus aware of the DSP objectives, principles, and practices and (2) to provide instructions on completing the report. Beginning with Fall 2016, each college and division will submit its DSP to the DAC for review and posting on the Diversity website.</p>	
<p>G3.A5. Continue to maintain diversity as new board members are recruited and approved.</p>	<p>\$0</p>	<p>VP for Advancement</p>	<p>D: Alumni Board and UCA Foundation will be representative of the alumni demographics</p>	<p>We have successfully continued to recruit and appoint a diverse group of alumni and friends to both boards. The UCA Foundation board currently has 19% racial minority membership. The Alumni Association board currently has 15% racial minority representation. The Black Alumni Chapter continues to grow and now represents 12% of the Alumni Association's membership. This has dramatically increased the minority membership of the alumni association and will provide potential new board members.</p>	<p>\$0</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G3.A6 University-Diversity Assessment model developed and implemented. Each college reviews annual and five-year plans, reestablishes goals and objectives. Colleges develop and/or designate diversity courses for general education.</p>	<p>\$1,000</p>	<p>VP for Institutional Diversity, Diversity Advisory Committee, College Diversity Committees, faculty, staff</p>	<p>D: University wide assessment of diversity success and problems is completed, results tabulated, and decisions made in sync with the strategic plan. Diversity courses in general education for each college finalized. Courses are required.</p>	<p>In the fall of 2016, the DAC will add a sub-committee to study Diversity Key Performance Indicators that might result in a Diversity Report Card and serve as fodder for the annual ADHE Minority Recruitment and Retention Report.</p>	
<p>G3.A7. Secure membership in major ethnic and cultural groups and organizations, especially African American, Hispanic, and Native American.</p>	<p>\$5,000</p>	<p>VP for Institutional Diversity and staff</p>	<p>D: Major cultural groups and organizations identified and membership secured in those entities.</p>	<p>The AVP for Institutional Diversity is a member of the National Association of Diversity Officers in Higher Education (NADOHE). UCA’s Purchasing Department and Office of Institutional Diversity collaborate with the State’s Procurement Office to secure minority vendors. UCA supports the featured events of the MLK Commission, the Arkansas Black Hall of Fame, and the League of United Latin American Cultures. Annually, the Office of Diversity and Community hosts an Arts on Tour event that highlights, over the years, a variety of American Indian tribes/nations.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G3.A8. Update Diversity Ledger Plan process and finalize form, goals and objectives as to students, faculty, and staff.	\$0	VP for Institutional Diversity	D: Diversity Ledger approved by President, COD, Faculty Senate, Staff Senate, SGA and posted on the website.	In the fall of 2016, the DAC will add a sub-committee to study Diversity Key Performance Indicators that might result in a Diversity Report Card and serve as fodder for the annual ADHE Minority Recruitment and Retention Report.	N/A
G3.B1. 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.	None to date due to budget constraints; although office of Diversity and Community has increased recruiting efforts.	
G3.B2. Assist General Education Council in the development of diversity course assessment plan.	\$0	VP for Institutional Diversity	D: General Education diversity course assessment plan finalized. Assessments begun.	n/a	n/a

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G3.B3. Establish revenue pool for diversity awards for faculty, staff, and students. These awards are for activity off campus which impact on various ethnic groups and cultures in a positive way.</p>	<p>\$5,000</p>	<p>Office of Institutional Diversity, Diversity Advisory Committee, and Advancement</p>	<p>D: Awards established and implemented beginning in Spring 2015.</p>	<p>The Diversity and Inclusive Excellence Award was designed and advertised this year, for the first time. This award recognized individuals whose commitment to diversity and inclusive excellence on- and/or off- campus has made a significant impact on various ethnic groups and diverse populations in a positive way and have improved conditions at UCA and within the community that have enhanced society.</p>	
<p>G3.C1. Continue “Exploring Our World” Speaker Series for campus and “outreach.”</p>	<p>\$11,800</p>	<p>Assoc. Dean of CLA ICW: College deans, college diversity committees, faculty, staff</p>	<p>D: Speaker series is expanded to include more colleges and a broader number of faculty to discuss the diversity topics.</p>	<p>Dr. Katelyn Knox ICW OCE presented the French Film Festival Oct 30-Nov 13, 2015.</p>	<p>Aramark expenses for receptions following each film totaled \$924.47</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G3.C2. Establish revenue pool for outreach activities, including company diversity programs, national conferences, workshops, and assessment.</p>	<p>tbd</p>	<p>Office of Institutional Diversity, Diversity Advisory Committee, Staff</p>	<p>D: Diversity network established in companies in the community; attendance at key conferences; outreach workshops developed.</p>	<p>A new initiative that commenced with the spring of 2016 was the Institutional Diversity Grant Program. UCA Registered Student Organizations, administrators, faculty, staff, departments, colleges, and divisions could apply to receive assistance with the costs of the following activities, once during the calendar year: (1) to disseminate professional work, scholarship, research, and/or creative activity (2) to gain membership with the National Center for Faculty Development and Diversity; (3) to make a diversity-related conference presentation; (4) to publish a diversity-related manuscript; (5) to display diversity-related creative activities; or to (5) to host a diversity-related initiative or event.</p>	

Appendix 4e: Detailed Progress – Goal 4

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

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.A1. The Board will review target levels for financial indicators to direct the actions of the University as they relate to its financial health.</p>	<p>\$0</p>	<p>President, VPFA, BOT</p>	<p>D: Target levels for all financial indicators reviewed and used in decision-making.</p>	<p>Ongoing; Board is informed and updated on all financial matters. Also, work of three members Finance and Audit Committee reviews budget/finance matters and all financial ratios.</p>	
<p>G4.A2. Present the Dashboard for the most recent set of indicators to the BOT each spring</p>	<p>\$0</p>	<p>VP Finance and Administration</p>	<p>D: Financial Report Card presented to BOT each Spring and used to guide decisions involving financial issues.</p>	<p>The Financial Report Card was presented to the BOT at the February meeting.</p>	<p>0</p>
<p>G4.B1. Gather comparative data through analyses of existing data sources, surveys of other institutions (where necessary), and metro region for staff comparisons.</p>	<p>tbd</p>	<p>Staff Senate, Faculty Senate</p>	<p>D: Data will be available to the campus community and utilized in the creation of the Comprehensive Compensation Plan.</p>	<p>Not done in FY2016.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G4.B2. Staff Senate will survey classified and non-classified staff. Survey will include salary needs/wants as well as non-salary benefits that are important to staff.	\$0	Staff Senate	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.	Last survey was completed in Spring 2013 and results were used to draft Staff Senate Compensation Plan for FY2014-FY2016.	\$0.00
G4.B3. Develop targets for faculty and staff salaries	\$0	Staff Senate, Faculty Senate, President, Provost, VPFA, Human Resources	D: A report/dashboard will be created to demonstrate UCA's position relative to those of our peers and aspirant institutions and to UCA salary targets.	Not done for staff.	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.B4. Develop a comprehensive plan for all full-time employees that will address cost of living adjustments and increases for merit and equity. The plan will include necessary resources and a position on the plan’s fiscal prudence. This may include the importance of appropriate spending to allow for carry over funding for the divisions and the university.</p>	<p>tbd</p>	<p>Staff Senate, Faculty Senate, President, Provost, VPFA</p>	<p>D: Plan will be presented to the SBAC in October 2013 for consideration for the FY 2014-15 budget.</p>	<p>Staff Senate Compensation Committee presented the annual Compensation Plan at SBAC in October 2015. In addition a performance review process was implemented for non-classified staff to provide a basis for merit-based pay raises.</p>	<p>\$0.00</p>
<p>G4.B5 Address the Comprehensive Compensation Plan as resources warrant and fiscal prudence in mind.</p>	<p>TBD</p>	<p>President, VPFA, Provost</p>	<p>D: Upward movement in compensation based on the plan in a fiscally prudent manner.</p>	<p>In three previous years, merit /equity pool utilized along with cost-of-living adjustment. Two percent COLA for faculty in FY 2017 budget.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.C1. Evaluate the current status of funding to support travel, professional development and research for both the faculty and staff.</p>	<p>tbd</p>	<p>Faculty Senate, Staff Senate, Provost and VPFA</p>	<p>D: A document will be available to share with faculty and staff.</p>	<p>All agencies reported spending their funds.</p>	<p>\$250,000 Additional Funds for Faculty & Staff Professional Development; College of Natural Science & Math \$35,656, College of Liberal Arts \$34,426, College of Health & Behavioral Science \$44,262, College of Fine Arts \$36,066, College of Education \$18,852, College of Business \$20,082, University College \$8,197, Learning Communities \$2,459; Staff Senate-Continuing Fund \$50,000</p>
<p>G4.C2. 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.</p>	<p>\$0</p>	<p>VP for Finance and Administration, and Provost, Faculty Senate and Staff Senate.</p>	<p>D: A comprehensive plan will be developed that will be inclusive of necessary resources, considerate of financial prudence</p>	<p>An additional \$250,000 was provided on the base budget to support the travel and professional development needs of the faculty and staff.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.C3. Present plan (to support the travel, professional development and research needs of the faculty and staff) and funding request to SBAC at the Fall 2015 meeting to be considered in the FY 2016-17 budget.</p>	<p>\$0</p>	<p>VP for Finance and Administration, Provost</p>	<p>D: Plan will be reviewed by the SBAC at their October 2013 meeting for consideration in the FY2014-15 budget.</p>	<p>Proposals were submitted to SBAC for consideration in Fall 14 and Fall 15. One-year funding was provided by the Board for \$250,000 for FY 16 to support faculty and staff professional development. Funding has now been built into the base budget for FY 17. Future SBAC funding presentations have been temporarily suspended on the recommendation of the Strategic Planning Task Force.</p>	
<p>G4.C4. Create a Graduate Student Association. The GSA will work to create a more collaborative, interactive graduate education environment and work with the RAC to initiate student research opportunities as well as outreach and development.</p>		<p>Graduate Dean</p>	<p>D: GSA created and functioning as described.</p>	<p>Prior to June 1, 2016, Dean Bellar met with a number of SGA graduate students to discuss this idea. Since then, Dean Simon has also met with this group of students. They are meeting with the SGA Executive Committee on July 13, 2016 to discuss their options for becoming a subsidiary of SGA.</p>	<p>None at this time.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.D1. Sponsored Programs will develop interactive website with up to date access to relevant funding opportunities, provide rapid and easy electronic IRB submissions and forms access, and work with Research Advisory Council to identify mission-oriented research projects and seek funding opportunities.</p>	<p>TBD</p>	<p>Graduate Dean, College Deans</p>	<p>D: Achieve \$5.5 million in extramural funding.</p>	<p>Limited action was taken on the Sponsored Programs website, but the site will be revamped during fall 2016. The Research Compliance website was completely overhauled, creating its own URL. The site includes easier to find forms and information for researchers. Submissions of IRBs and IACUCs are still a slow, manual process, but efficiency with processing, reviewing, and approving are always the RCO's top priority. In 2015-16, not a single review took longer than the allotted time designated for that type of review.</p>	<p>\$0</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G4.D2. Resubmit or implement (depending on results of review) Title III Strengthening Institutions Grant.	TBD	Graduate Dean ICW: University College, Assoc. Provost for Instructional Support, Provost	D: Grant implemented or grant proposal resubmitted.	The Strengthening Institutions grant is submitted every other year. We have implemented the grant this year and are prepared to resubmit it in June, 2017.	\$0
G4.D3. Expand recognition for grant submission and awards through Sponsored Programs newsletter.	\$0	Graduate Dean	D: Newsletter produced and disseminated monthly.	Four newsletters were produced and disseminated campus-wide. These newsletters will soon be posted on the Sponsored Programs webpage.	None at this time.
G4.D4. Sponsored Programs will work with the Research Advisory Council and Student Government Association to meet targeted increase in student submissions.	tbd	Graduate Dean	D: Number of grant submissions by students or student groups increased by 5%.	It is unclear what action was taken on this item. It is also unclear to the Sponsored Programs staff who comprises the "Research Advisory Council."	\$0

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G4.D5. Offer a minimum of two grant writing workshops per year, one general and one targeting a specific funding agency.	tbd	Graduate Dean	D: Two workshops held annually with faculty participation increased by 10% annually.	Four grant writing workshops were held on the following topics: Becoming a Peer Reviewer (2 attendees), Using SPIN/SMARTS (5 attendees), Reading between the Guidelines (7 attendees), and Writing a Needs Statement (11 attendees).	\$0
G4.D6. Secure \$4.425M in new private gifts and pledges.	Existing funds	VP for Advancement	D: Achieve individual and area production fundraising goals as described in KPI Goal document.	Raised \$5,400,337	Used existing funds

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.D7. Implement a comprehensive annual giving plan.</p>	<p>Existing funds</p>	<p>VP for Advancement</p>	<p>D: Increase alumni giving participation, annual gift renewals and overall private fundraising as defined by KPI projections for prioritized, unmet academic and programmatic needs. Includes improved donor stewardship and on-campus education efforts as to the impact of private fund raising.</p>	<p>There was a comprehensive annual giving plan in place for FY16 which included phone-a-thons, direct mail, email, and social media solicitations. As a result, alumni giving percentages, donor retention, donor, and new donor counts all increased in FY16. US News alumni participation increased by 0.49% to 7.06%. Number of donors increased 9.7% from 5,061 to 5,552. New donors increased 9.8% from 1,367 to 1,501. Donor retention increased to 54.96% from 53.49%. The second annual UCA Day of Giving appeal raised \$36,059.80 from 1,276 donors in 24 hours to support emergency student scholarships. The goal was to raise \$11,754 to honor each of the 11,754 students enrolled at</p>	<p>Used existing funds</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
				<p>UCA. The FY16 Day of Giving totals represent a 17% increase in funds raised and a 73% in number of donors. Donor stewardship improvements included a new Faculty/Staff donor appreciation breakfast; a Greek Village sorority donor reception; two Doyne Society receptions for planned giving donors; the third annual Thank a Bear Day for students to write thank you notes to donors; a UCA Day of Giving thank-you video targeted to faculty and staff; and the annual Foundation Scholarship Reception which enables scholarship donors to meet recipients.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G4.D8. Secure additional travel funds for field staff (fund-raising personnel).	\$10,000	Executive Director of UCA Foundation	D: Increase number of face to face visits with alumni and friends to identify prospects for giving capacity and affinity by an average of 40 visits/year.	Conducted 236 face-to-face visits in FY16. The VP for Institutional Advancement position was vacant for ten months. There were three vacant development positions as well.	existing funds
G4.D9. Engage and assist academic deans and other program leaders with private fundraising.	\$0	Executive Director of UCA Foundation	D: Set annual targets for face to face visits and cultivation progress. Estimate 5-10 visits.	Was placed on hold in FY16 due to the vacant VP for Institutional Advancement position.	N/A
G4.D10. Each development officer would do 100-120 face-to-face visits/year and 12-15 proposals at \$25K and above per year.	\$0	Executive Director of UCA Foundation	D: Achieve the industry standard for face to face visits and proposal requests.	Conducted 236 face-to-face visits in FY16. The VP for Institutional Advancement position was vacant for ten months. There were three vacant development positions as well.	existing funds
G4.D11. Monitor, identify and report true fund raising cost ratios.	\$0	VP for Advancement	D: Achieve the industry standard for cost/dollar raised for a public, masters level university.	Raised \$5,400,337 with total direct costs of \$1,711,929.04 for a cost to raise a dollar amount of 0.32 cents.	Used existing funds

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.D12. Create prioritized list of UCA needs in academic and non-academic departments. List will be reviewed and updated annually.</p>	<p>\$0</p>	<p>VP for Advancement</p>	<p>D: Deploy advancement resources to the agreed priorities of need.</p>	<p>The Annual Giving Director coordinated fundraising for Greek Village which resulted in \$406,271 raised for the project from 1,178 donors of which 509 were new donors. Two large commitments were secured for nursing. With a new Vice President for Advancement, an Executive Director of Development has been hired and is scheduled to begin on August 1, 2016. Once they get on board, these priorities will be formed based on feedback from the President's Executive Staff, Deans, Department Heads, and faculty.</p>	<p>Used existing funds</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G4.D13. Sponsored Programs will continue to increase utility of electronic information dissemination and processing of IRBs and grants and will work with Research Advisory Council to specifically seek out cross-campus, interdisciplinary research efforts and funding opportunities.</p>	<p>\$0</p>	<p>Graduate Dean, College Deans, Division/Unit Heads</p>	<p>D: Increase funded awards to 6.5 million.</p>	<p>It is unclear what action has been taken on this item. The SP office is unaware of who comprises the "Research Advisory Council." The SP office will provide numerous workshops in the fall 2016 semester regarding funding opportunities. We currently and will continue to use the SMARTS system to alert campus faculty / staff about funding opportunities.</p>	<p>\$0</p>

Appendix 4f: Detailed Progress – Goal 5

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

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

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

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G5.A1. Continue developing the capacity and utility of Digital Measures for storing and organizing faculty activity and annual reporting for faculty, departments, and colleges. When approved, implement tenure and promotion processes within DM.</p> <p>Continue to seek cost-effective, integrated solutions for collecting and reporting assessment data</p>	<p>tbd</p>	<p>Assoc. Provost for Academic Services ICW: Provost, Assoc. Provost for Finance and Administration, Director of Assessment, COD</p>	<p>D: Purchase, implement system and train users 2015. Begin electronic reporting in January 2016.</p>	<p>Part 1: Renewed contract September 2015. Continuing training of users. Testing and implementation of tenure and promotion AY 2016-17.</p> <p>Part 2: We continue to seek an effective assessment solution.</p>	<p>Part 1: Contract Renewal, \$128,158 for five years.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G5.A2. Continue expansion of the MAP-Works Program through collaboration with campus partners to develop a comprehensive intervention plan.</p>	<p>tbd</p>	<p>Director of Housing & BearCard ICW: Assistant VP for Housing & Contract Services, Assoc. Provost for Instructional Support, Program Coordinator for Academic and Retention Initiatives.</p>	<p>D: Program expanded and success of the MAP-Works program in retaining at-risk residential students monitored.</p>	<p>The Mapworks program included all first-year students and any student enrolled in UNIV 1100 during AY 15-16. 1,622 students completed the Fall Transition Survey, which represented a 69% response rate. Various interventions were utilized based on needed areas of support identified within the survey. Interventions included direct e-mails about relevant campus resources, intentional outreach to residential students reporting low peer connection, and intentional outreach to students reporting struggles in two or more classes. Additionally, actions were put in place to increase the utilization of the personalized student report that students receive after completing the survey. Analysis from previous years identified that students who accessed the student report had a higher</p>	<p>\$3,000 of dedicated budget was used to purchase marketing materials and incentives for student participation.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
				<p>GPA on average and were retained at higher rates even after the data was disaggregated by risk level (chart below). These actions included integrating Mapworks survey completion and report review as an assignment in some FYS sections and all UNIV 1100 sections as well as utilizing the student report within the peer success coach program. In AY 15-16, peer success coaches discussed the Mapworks student report with 135 students. In AY 15-16 we had 522 students access their student report, which represents about 30% of survey respondents. Our goal is to increase this number to 50% of survey respondents.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G5.A3. Continue to build out and maintain Degree Works for both undergraduate and graduate programs, and ensure that it is usable for students and advisors.</p>	<p>tbd</p>	<p>Assoc. Provost for Academic Services ICW: Assoc. Provost for Finance and Administration, University Registrar</p>	<p>D: Degree Works implemented for graduate students.</p>	<p>Development and maintenance continues as it should. Working toward a software upgrade that will facilitate the use of the planning function to embody Academic Maps. Working also toward broadening the scope to prospective students with the DW Transfer Equivalency module (both the upgrade and the addition expected mid-July 2016).</p>	<p>The Degree Works Transfer Equivalency module incurs three kinds of costs: (1) software license, one time, \$28,500; (2) implementation services, billed as used, \$10,120; (3) annual maintenance, paid the first and subsequent years, with annual increases as stated in the contract, \$5,700.</p>
<p>G5.A4. Develop specifications and cost information to expand the existing imaging system in the Registrar's office to Admission and Financial Aid offices.</p>	<p>tbd</p>	<p>VP for Finance and Administration</p>	<p>D: Expansion of imaging system funded and implemented.</p>	<p>The product to be used was reevaluated after a visit with Ellucian. The project is in the process of being funded through the Provost's budget. The cost is not yet available.</p>	

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G5.A5. Continue training students and faculty advisors in use of GradesFirst program, evaluate impact of GradesFirst on freshman cohort, and determine possible expansion to upper level transfer students.</p>	<p><i>tbd</i></p>	<p>Assoc. Provost for Instructional Support ICW: CTO and primary use areas</p>	<p>D: Improve communication, enable students and advisors to manage advising responsibilities. Retire Advisor Trac and Tutor Trac.</p>	<p>Successful expansion to the freshman class occurred during 2016/17. Advisors in the Academic Advising Center (AAC) were trained with assistance by the Athletic Academic Advising Center (AAAC) director and advisors. Meetings held with Director of AAC, Director of the AAAC and Council of Deans to discuss progress. Evaluation of success on freshmen will be on-going. Use will be expanded to be primary method of reporting mid-term grades. Expansion to upper level transfer students will be considered for the 2017/18 academic year.</p>	<p>No additional costs beyond annual license fees.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G5.B1. 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.</p>	<p>\$0</p>	<p>VP for Finance and Administration and President</p>	<p>D: Maintain campus focus and direction on the development of the physical campus. Further to provide a basis for funding decisions and planning.</p>	<p>The masterplan was discussed at the retreat in March. The main topic of discussion was the Donaghey District. There will be a separate masterplan provided for this Donaghey District section. The cost is currently awaiting proposals to come in.</p>	

Appendix 4g: Detailed Progress – Goal 6

Goal 6: Increase Engagement with External Partners

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

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

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.A1. Service Learning program launch continues with another S-L Faculty Fellows and increasing numbers of community partnerships.</p>	<p>\$8,000</p>	<p>Assoc. Dean of CLA ICW: Provost and VP for Academic Affairs, Executive Director of OCE</p>	<p>D: Service-learning program launch continues</p>	<p>In 2015-2016, service-learning course offerings and faculty/student participation continued to increase, with 9085 service hours reported (52% increase), 1008 student participants (18% increase), 66 service-learning courses offered (2% increase), and 36 faculty teaching service-learning courses (20% increase). Service-learning courses partnered with 46 community organizations (31% decrease). The Service-Learning Program assessment plan was fully implemented and an annual report will be available at uca.edu/servicelearning by 8/1/16. Dr. Lesley Graybeal was hired as Service-Learning Program Coordinator.</p>	<p>Actual FY2016 Service-Learning Program Index included \$10,900 M&O budgeted and \$1,800 travel budgeted. (1) The Service-Learning Program Coordinator was hired in July 2015. A dedicated student worker from OCE provided 10 hours/week to the Service-Learning Program. (2) No technology or equipment was purchased. (3) \$1,552.91 related travel.</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.A2. Implement outreach partnerships to engage alumni in student recruitment and retention. Determine the purpose, targeted audience and message.</p>	<p>Existing funds</p>	<p>Director of Alumni Services with cooperation of UCA Alumni Assn Board</p>	<p>D: Increase alumni participation and student enrollment/retention through the partnership with Admissions to host 3 alumni socials each year</p>	<p>Admissions participated in two alumni events this past year. One in Dallas and another in central Arkansas. The target audience for both events included alumni who might have children approaching high school graduation. No high school students were present at the event in Dallas. The UCA Alumni Association hosts nearly 50 events a year. There is a standing invitation for Admissions at each event.</p>	<p>Existing funds were used. There were not any new or reallocated funds used for these events.</p>
<p>G6.A3. Promote university outreach programs and initiatives in a state-wide marketing campaign.</p>	<p>TBD</p>	<p>AVP for Communications, Public Relations</p>	<p>D: Increased visibility and awareness of university's outreach programs and services. Ongoing.</p>	<p>Outreach and community engagement conducted 17 Facebook campaigns, monthly social media news blasts through Hoot Suite and Mailchimp, and 44 other marketing campaigns promoting outreach activities of UCA in print advertising, TV, radio, direct mailing, and chamber of commerce affiliated activities. An overall budget of just over \$73,200 led to approximately 1,144,615 contacts throughout fiscal year 2015-16.</p>	<p>Approximate budget for marketing campaigns was \$73,200.</p>
<p>G6.A4. UCA will evaluate needs for nursing facilities and funding options.</p>	<p>\$40M Private funds</p>	<p>VP for Advancement ICW: Joint Board</p>	<p>D: UCA will evaluate needs for Nursing facilities and funding options.</p>	<p>The partnership with Conway Regional was decided against.</p>	<p>N/A</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G6.B1. Deliver monthly “campus news alerts” to alumni and friends’ smartphones	Existing funds	VP for Advancement	D: Investigate an opt in text message application for timely Alumni announcements.	After further review of the technology, alumni relations determined there are better communication solutions than a text messaging service. They have expanded other social media communication methods and will continue to explore effective communication methods for alumni contacts.	NA
G6.B2. Develop and distribute an updated UCA magazine.	Existing funds	AVP for Communications	D: Create printed magazine that will complement web presence and electronic communications pieces. By spring 2014, it will be mailed to key constituents and also be available online.	UCA Magazine is distributed twice a year in the fall and spring. Bear Tales has also been added to highlight campus activities and news in an online format.	Approximate budget for UCA Magazine in AY 15-16 was \$36,000.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.B3. Continue the distribution of a bi-monthly email communication containing feature stories (about alumni, friends, donors, students, faculty and staff), significant campus news, updates from the UCA Alumni Association and other items as determined by the Advancement and the Communications staff.</p>	<p>Existing funds</p>	<p>VP for Advancement</p>	<p>D: Continue using updated format. Partner with new communications unit to coordinate and leverage communication channel.</p>	<p>Delivered three bi-monthly Alumni & Friends Connect e-newsletters, thirteen major emails for the President's office, multiple Day of Giving email blasts to all alumni and friends in addition to nearly 130 other targeted emails supporting development, alumni services, Greek Village, assessment, athletics, URCS, and more. There were 151 total email communications in FY16 with an average open rate of 35.33%.</p>	<p>Used existing technology</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.B4. Continue distribution of a monthly UCA Upcoming Events email communication to our stakeholders that highlight selected events from various areas of campus. Emphasis is placed on official UCA Calendar events and Advancement needs.</p>	<p>Existing funds</p>	<p>VP for Advancement</p>	<p>D: Create and distribute approximately 11 UCA Upcoming Events emails to Alumni, Former Students and Friends of the University who reside in Arkansas, have an email address available in the Advancement Raiser’s Edge database and that have not opted-out of such communications. The audience may be expanded to include additional targeted geographic areas based on specific event appeal.</p>	<p>Created and delivered 13 major event emails (UCA Upcoming Events monthly e-newsletters, Homecoming, Night of Distinction) and multiple other smaller targeted event specific communications.</p>	<p>Used existing technology</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.B5. Continue regular data updates including NCOA (National Change of Address), phone and email appends.</p>	<p>Existing funds</p>	<p>VP for Advancement</p>	<p>D: The percentage of living alumni with address, phone or email in Advancement's Raiser's Edge database will be as follows: Address greater than 96%; Phone greater than 60%; Email greater than 35%</p>	<p>Continued to update the alumni and friend database, Raiser's Edge, through regular NCOA updates, monitoring of phone-a-thon updates, Google alerts, obituaries, alumni update and remittance forms. Conducted data appends for addresses and employment information. Percentage of living alumni with address information is 93.40%; with phone information is 87.83%; and with email information is 47.15%.</p>	<p>Used existing technology</p>
<p>G6.B6. Engage an employment data service to append employment information into Advancement's Raiser's Edge database.</p>	<p>\$2,500</p>	<p>Director of Advancement Research</p>	<p>D: Percentage of living alumni with employment information will increase by 20%</p>	<p>The percentage of alumni with employment information is currently 38%. We expect that percentage to increase significantly in the next few weeks. We engaged Blackbaud, our alumni database vendor, to perform an employment data append in June 2016. The results received on June 30 are still being entered in the database.</p>	<p>existing funds</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
G6.B7. Augment the UCA Website to reflect best practices; drive traffic to the site via mixed-method communication	To be determined	Chief of Staff & VP for University Relations	D: Alumni and friends will view the site as a desirable and worthwhile place to visit and return there with some measurable frequency.	We continue to monitor best practices for web development to ensure that we are using the most up to date practices on our website. In particular, mobile technology, and the way Google ranks our site based on if it is mobile friendly. Social media is used to drive traffic back to uca.edu. This includes Twitter and Facebook. Every opportunity we have, we include a link in our posts back to a page on our website. We also use Google Analytics to monitor traffic to be sure the most popular pages are very visible on the homepage.	
G6.B8. Continue to have events that engage alumni as related to the institutional mission.	Existing funds	VP for Advancement	D: Increase event participation by 15% each year. Increase alumni volunteer involvement by 15 or more annually.	There were 42 targeted alumni and donor events in FY16 with a total attendance of 4,099 which equates to a 95% increase in alumni event attendance.	Used existing funds

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.B9. Take campus-wide inventory of existing community outreach and engagement projects and make available online.</p>	<p>\$0</p>	<p>Executive Director of OCE</p>	<p>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.</p>	<p>Completed: http://uca.edu/outreach/community-programs/</p>	
<p>G6.B10. Investigate expansion of Buffalo Alumni Hall to function as a campus welcome center for alumni and friends and “home” for all Advancement staff.</p>	<p>Private funds</p>	<p>Executive Director of UCA Foundation</p>	<p>D: Realize proximity-based synergy across Advancement sub-disciplines and provide a comfortable, welcoming place for visiting alumni and friends. Meet goal of 5,000 alumni visits.</p>	<p>The UCA Foundation Board began investigating the feasibility of a Buffalo Alumni Hall expansion; however, the investigation was placed on hold due to the vacant VP for Institutional Advancement position. Renovations were made to the main social room to provide a more comfortable, welcoming place for alumni and friends. Renovations were also made to make communication more efficient and boost office morale and camaraderie.</p>	<p>Private funds were used for the social room renovations. State funds (salary savings) were used for the office space improvements</p>

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:
<p>G6.B11. Expand use of IModules to further engage alumni and friends.</p>	<p>Existing funds</p>	<p>Director of Advancement Communications and Director of Advancement Research</p>	<p>D: Improved response through segmented, coordinated communication to targeted groups of alumni and friends.</p>	<p>We pro-actively partnered with campus units regarding email and data requests as opportunities presented themselves. Online transactions (including donations, Alumni Association memberships and event registrations) have increased 7.86% since FY16. 5.16% of FY16 fundraising results came in online. We sent over 1,035,816 emails in 151 email blasts. The average response rate for all 151 email blasts in FY16 is 35.33%. Segmented emails garnered the best response with open rates up to 84%.</p>	<p>existing technology</p>

Appendix 5: Membership List Strategic Budgeting Advisory Committee 2015-16

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Tammy Rogers (V if tie)	2018
President Faculty Senate	Ben Rowley (V)	2015
President Staff Senate	Colin Stanton (V)	2015
President of SGA	Zach Carter (V)	2015
Faculty Representatives		
Health and Behavioral Sciences	Shawn Charlton (V)	2016
Education	Shelly Albritton (V)	2016
Fine Arts and Communication	Brent Shires (V)	2016
Business	Doug Isanhart (V)	2017
Natural Sciences and Mathematics	Clarence Burg/Charles Watson (V)	2017
Liberal Arts	vacant	2017
Unaffiliated/at-large	Renee LeBeau-Ford (V)	2016
Non-classified staff		
	Lori Hudspeth (V)	2016
	Kaylon Bradford (V)	2017
	Aaron Knight (V)	2017
Classified Staff		
	Tyra Phillips (V)	2016
	Tracy Spence (V)	2017
	Erica Ruble (V)	2016
Director of Academic Unit (Provost)	Michael Hargis (V)	2017
Athletic Administration designee	Darrell Walsh (V)	2017
President-elect, Faculty Senate	Kaye McKinzie (NV)	2016
Vice-President, Staff Senate	Kevin Carter (NV)	2016
Vice-President, SGA	Corey Parks (NV)	2016
VP for Finance and Administration	Diane Newton (NV)	Permanent
Director, Institutional Research	Amber Hall (NV)	Permanent
Controller, Business Office	Jeremy Bruner (NV)	Permanent
Director of Budget	Terri Canino (NV)	Permanent
Secretary	Megan Bennett (NV)	Permanent

V = Voting member

NV = Non-voting member

Appendix 6: New Funding Proposals FY 2017

Prioritized by SBAC 12/10/15

	Proposal	Brief Description	Estimated Year 1 Cost
1	Faculty COLA of 2.5% and Staff COLA of 3%	The staff compensation committee recommends a 3% for classified and non-classified staff. Faculty compensation committee recommends funding equal to or greater than 2.5% of the salary values for full-time teaching faculty to be made available for the 2016-2017 year as a cost-of-living adjustment (COLA). The estimated cost of this increase is \$1,065,000.	Staff estimates approximately \$850,000 from E&G. Faculty estimates \$1,065,000
2	Faculty Merit and Equity Pool of 1.5% and Staff Merit and Equity Pool of 1%	Staff compensation committee recommends a 1% equity pool for classified staff and a 1% merit and equity pool for non-classified staff. The committee further recommends, beginning in FY 17, Human Resources conduct a position audit, working with department heads to review current job descriptions and actual duties performed. As base pool increases are not an available option for classified staff, appropriate steps should be taken to request new, higher-level classified positions or transition to non-classified positions where warranted. To address issues of equity and merit among full-time faculty salaries, the committee recommends funding equal to or greater than 1.5% of the salary values for full-time teaching faculty to be made available for the 2016-2017 year. The estimated cost of this funding is \$639,000 and continuation of this funding is also recommended for the next five budget years.	Staff estimates approximately \$200,000 from E&G. Faculty estimates \$639,000
3	Academic Affairs Technology Request	Technology and Equipment: Implementation of Campus-wide Technology Plan and replacement/purchase of equipment for academic needs.	\$2,426,531
4	Adjunct Pay	The Faculty Compensation committee recommend a \$300 increase in part-time pay values from \$2,600 to \$2,900 per 3-credit hour course for the 2016-2017 year. The estimated cost of this increase is \$436,700. An additional increase of \$200 is recommended for the 2017-2018 and 2018-2019 years. This would raise part-time pay to \$3,300 by 2018-2019.	\$436,700
5	Finance and Administration Planned Transfers Request	Create an annual budgeted reserve to fund the process of deferred maintenance and divisional capital projects	\$1,000,000

	Proposal	Brief Description	Estimated Year 1 Cost
6	Academic Affairs Enrollment Management Request	Retention and recruitment initiatives to support the Enrollment Management Plan including adding support for Supplemental Instruction and the addition of two academic advisors for transfer students.	\$261,084 (Note this is expected to generate net revenue in year 1 of \$153,036 as retention increases tuition revenues)
7	Student Services Request: Campus Diversity Initiatives (Programming)	Institutional Diversity is requesting funds to honor the action items put for by the Diversity Strategic Plan and the UCA Strategic Plan. This includes Campus Diversity Programming, Campus Climate Survey, Campus Organizations Collaboration, Dissemination of Diversity-Related Professional Work, Diversity / Inclusive Excellence Award, and Minority Vendor Programming	\$28,000
8	Academic Affairs Tier 1 Faculty Request	Faculty positions, Tier 1: Add positions based on planned enrollment growth, to meet accreditation standards, and to offer courses in a new computer engineering major and a master's in special education.	\$421,988 (net cost is estimated to be lower at \$103,178 due to revenue generated from student enrollments)
9	Student Services Request: Staff Member to Provide Additional Diversity Related Training on Campus	Institutional Diversity is requesting funds for Conference Registration/Travel, Personnel for Departmental Training, and the costs to expand the programmatic reach.	\$50,000
10	Academic Affairs Tier 2 and 3 Faculty Request	Faculty and staff positions, Tiers 2 and 3: Add faculty and staff positions to meet accreditation standards and based on planned enrollment growth.	\$920,229 (Note this is expected to generate net revenue in year 1 of \$846,752 as tuition revenues increase)