

Strategic Planning Initiatives, Campus-wide Meeting, 11/22/10

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

1. Recognize ways in which assertions of excellence can be made demonstrable (some more quantifiable than others, both categories necessary): create a culture of internal assessment—each program takes responsibility for assessing itself through maintenance of relevant and often changing professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g. CPA,) and exit exams, and individual college and program strategic planning. Support assessment in terms of faculty release time, stipends, and professional development (ongoing) **45**
2. Continue to engage in cutting-edge research and scholarship, including basic, translational, applied, and teaching and learning. With that aim in mind, improve financial and facilities support for twelve-month research and creative activity of faculty and students (by) **41**
3. Examine admission, growth, recruitment, and retention policies in relation to university's mission (ongoing): in essence, recruit, support and retain students, including athletes, who are motivated to succeed at UCA; examine admissions standards in relation to this goal, track number of students who are graduating (institutional research data should be accessible in ways that individual colleges and departments can use to assess themselves) (by) **66**
4. Hold campus-wide discussions of what numbers we need to assess and why as well as how each department needs to define its success (by) **4**
5. Institute a campus-wide progress-toward-degree report system through advising (using the athletics model) (by) **13**
6. Increase financial aid to masters' students, make funding for assistantships consistent across campus (by) **19**
7. Increase support for doctoral students via tuition and fee waivers (by) **17**
8. Raise TOEFL (Test of English as a Foreign Language) score required for international-student admission (by) **20**
9. Increase emphasis on undergraduate research and student/faculty research as pedagogy— increase frequency of undergraduate scholarship and exemplary studies by integrating

more fully the thesis tutorial with departmental honors to lead to a set of practices where undergraduate research becomes more a part of the university-wide approach to undergraduate education (ongoing) **25**

10. Provide financial support for student research and travel to professional conferences (by) **14**
11. Reward faculty mentorship of undergraduates and faculty-student collaboration on projects with increased travel funding and reassignment time; perhaps add an annual award for mentorship to complement awards in teaching, research, and service (by) **26**
12. Participate in NCUR (National Conference on Undergraduate Research) (by) **4**
13. Subscribe to an electronic platform where undergraduate research (including films, performances, etc.) could be “published” and made accessible nationally instead of just being stored in the Torreyson archives (by) **11**
14. Develop an advising process to identify and nurture candidates for major national scholarships (Rhodes, Mellon, etc.); establish an office to support this endeavor with professional staff that has membership in NACADA (National Academic Advising Association) and NAFA (National Association of Fellowships Advisors). Recognize that in this and other endeavors professional staff are critical to bridging academic and student services (by) **16**
15. Recruit students from business/finance/etc.-related programs to help on research, statistics, data calculation, surveys, other projects as would be helpful in their studies—practical experience that has students working with staff as well as faculty (e.g., interior design students currently work with Physical Plant as well as Housing w/ facility modifications such as picking colors, carpets, designs, etc.) (ongoing) **14**
16. Foster life-long learning by providing and encouraging professional growth opportunities for faculty and staff, including sustainable and reliable resources for travel and tuition for participation in conferences and other scholarly meetings, professional training in technology (ongoing) **64**
17. Establish peer and aspirant departments—have departments benchmarked against similar programs rather than the university as a whole benchmarked against similar universities (every department should identify programs they would like to be like one day and establish relationships with them to find out what they’re doing) (by) **18**
18. Reward faculty excellence through distinguished professorships, endowed chairs (by) **22**
19. Create more tracks for advancement other than tenure as a way to motivate faculty to continue improvement and stability (by) **22**

20. Create nerdy rites and rituals that honor student achievement (ongoing) **6**
21. Use departments', colleges', and university's achievements to make the university a destination of choice rather than a default for students (ongoing) **23**
22. Develop campus culture in which staff are recognized as playing integral and highly respectable roles in student success (ongoing) **28**
23. Continue artists-in-residence series and other campus-wide opportunities for students to hear from academic scholars/professionals (ongoing) **10**
24. Support team-teaching, as well as other forms of interdisciplinary collaboration: create a framework within the university to support courses taught by more than one instructor, both within one discipline and across disciplines or even campuses (by) **15**
25. Establish interdisciplinary centers for excellence (by) **6**
26. Increase technology support for course development and delivery (e.g., hire two or three course designers and a graphic specialist to help with designing online courses that are effective) (by) **21**
27. Establish forums for dissemination of research and creative endeavors on campus (perhaps tie in with university research committee—could be mandatory for URC grantees) (by) **4**
28. Increase library budget to bring it into line it with university's mission and goals (by) **44**
29. Re-evaluate heavy scheduling of compulsory events and meetings at beginning of semester with a view to make more time for professional development and mentoring (by) **2**
30. Institute policies to ensure that the best faculty regularly teach general education and that the teaching of general education is significantly rewarded (by) **20**
31. Become competitive in recruiting and retaining excellent faculty: address salary compression, increase salaries to nationally competitive levels, provide resources to reduce teaching load and increase release time for research and pedagogical innovation, return to the real meaning of sabbaticals (which have become "research leaves"), increase faculty pay for summer terms, improve benefits and work environments **69**
32. Institute reliable, sustainable, meaningful student evaluations, as well as peer-to-peer and other forms of evaluation, that develop trust and growth (by) **27**

33. Avoid putting SPARC on the shelf once plan is finished—devote section of annual reports to how all departments and areas are meeting the goals and initiatives of the strategic plan (by) **25**
34. Increase funding (including internships) for experiential learning (by) **2**
35. Increase opportunities for active learning: create new and enhance existing service-learning programs (e.g., EDGE) (ongoing); establish an office of service learning and student engagement working with academics and student services, join Campus Compact, and aim for the Carnegie Community Engagement classification (by) **20**
36. Add one staff member to handle administration of cooperative learning (by) **0**
37. Establish incentives and rewards for students who come in average and do really well their first year or within their own disciplines (ongoing) **4**
38. Create awareness of academic culture beginning with enjoyable, engaging student orientation activities (ongoing) **5**
39. Fund the IDC commensurate with services provided and recognize attendance at IDC development sessions as legitimate for the purposes of performance review (ongoing) **4**

Provide a Learner-Focused Environment for All Students

1. Articulate to students what learner-focused environment means: Via evidence-based teaching strategies, to enable all students to develop lifelong competencies in metacognition, critical thinking, analytical and quantitative reasoning, leading to problem solving and the effective application of knowledge to real-world problems. To enable all students to develop life-long competencies in effective communication (ongoing, including assessment of these competencies) **35**
2. Expand programs for new populations/different student profiles to help those students make the transition to college (veterans, non-trads, first-generation college students, single parents, etc.) (ongoing) **33**
3. Create “refresher” courses for students who come back to college after years of being away (e.g., a composition course for students who completed comp courses many years ago and have now returned with rusty writing skills) (by) **13**
4. Initiate review and possible revision of general education (by) **27**
5. Resist pressure to reduce general education requirements to state core (ongoing) **11**
6. Reduce class size in particular in general education courses (ongoing) **37**

7. Recommit resources to require University 1100 or a first-year seminar of all students (by **18**)
8. Ensure that all students have training in basic technology skills (ongoing) **24**
9. Increase programs and services to address students' non-academic (financial, psychological, and emotional) needs; find ways to deal with students of the helicopter-parent generation (ongoing) **10**
10. Be intentional about assimilating students into their major fields from first contact (e.g., a course that eases them into the new kind of writing they'll be doing, as already exists in English) (ongoing) **5**
11. Hold students to professional standards consistent with academic disciplines (ongoing) **35**
12. Create personal-finance training and/or websites for students (by _____) **16**
13. Continue to develop Residential Colleges—consider extending into 3rd and 4th years, continue and strengthen alignment with specific academic colleges (e.g., STEM, EDGE); continue to develop commuter college program, clustered- and linked-classes (ongoing) **37**
14. Continue partnerships that strengthen curricular coherence—e.g., use of interdisciplinary common readers, after Words (the residential colleges' first-year writing competition), STEM Art Project (ongoing) **0**
15. Develop partnerships with tutoring centers to come into the residence halls to increase students' awareness of those services (by _____) **7**
16. Increase faculty engagement in all residential halls (ongoing) **4**
17. Meet standards of Complete College America, under which Arkansas has agreed to raise college graduation rates significantly over next decade (ongoing) **7**
18. Create a single, accessible, visible source where students can learn about all student services (Web page?); institute system to remind students of such resources at critical academic points, such as midterm (by _____); involve Student Services more fully in directing students to appropriate resources (ongoing) **18**
19. Centralize student support services within a new library (by _____) **6**
20. Train student-service personnel to be “interruptible-available” (ongoing) **1**

21. Increase students' awareness (via both faculty and staff) that social and wellness opportunities (e.g., RSOs, intramurals, other extracurricular activities) are critical to learning (teamwork, developing lifelong healthy habits) (ongoing) **7**
22. Value faculty sponsorship of student organizations as part of qualifications for tenure, promotion, and advancement (ongoing) **25**
23. Ensure that finance-related websites offer the right information at the right time; make sure the instructions are proper and clear—clearly communicate the expectations of the university regarding students and their account charges (ongoing) **3**
24. Promote collaboration across campus to make clear to students what their financial responsibilities to UCA are (ongoing) **8**
25. Offer more online courses for non-traditional students (ongoing) **31**
26. Set up satellite offices for non-traditional students (e.g., Air Force base, communities surrounding Conway) (by) **11**
27. Offer more master's classes at night for non-traditional students and K-12 teachers **12**
28. Offer more classes at classroom low-occupancy times (e.g., six–nine pm, nine pm–midnight, midnight–three am) (ongoing) **6**
29. Increase services for graduate students (e.g., keep bookstore open on evenings and Saturdays, which are prime times for graduate course offerings, establish an evening office so students can take care of financial and administrative requirements in a one-stop shop) (by) **26**
30. Increase services for students who remain on campus during holidays (e.g., international students) and inter-sessions, and for weekend visitors (e.g., Bear Facts Days); contracts with external vendors should include such provisions (e.g., cafeteria should remain open) (ongoing) **32**
31. Expand library services during night hours and weekends (by) **15**
32. Implement academic early warning program (prior to mid-term) (by) **11**
33. Increase leadership-development programs for students and connect them more directly with academic departments (by) **14**
34. Increase support for the students we admit (e.g., CNSM is planning “survival skills” classes to get students ready for the 4-credit gen ed science courses; Math already conducts such courses) (ongoing) **13**
35. Develop smoother transfer plans for majors connected to two-year schools (ongoing) **17**

36. Increase understanding of how we identify disabled students on the front end to help faculty and staff know what needs emerging populations of students with disabilities will have; enrich tutoring partnerships with this population (by) **8**
37. Reduce or eliminate fee structures for online students and graduate students, who rarely or never use facilities/services for which fees are charged (by) **34**
38. Establish high-impact activities designed to increase engagement among at-risk students for higher retention (ongoing) **7**
39. Use Residential Colleges as resources for effective retention practices (ongoing) **12**
40. Identify personal communication channels students actually use (e.g., Facebook, other social-networking sites) and utilize them to effectively communicate with a greater number of students (ongoing) **11**
41. Develop a feedback system through which students can evaluate whether or not university's websites, financial aid office, IT help desk, etc., are effective and offer the information they need (could be a good project for collaborating between Student Services, Finance, and the Marketing department) (by) **21**
42. Increase use of athletics as a resource for student engagement (ongoing) **6**
43. Establish a mentorship program where juniors and seniors mentor sophomores and juniors (via orientation week? x-period seminars? SOS?) (by) **6**
44. As feasible, schedule noise-making and other potentially disruptive work on campus at times less likely to interfere with classes (e.g., don't run technology updates until after library has closed, don't do potentially disruptive upgrades in the middle of a semester) (ongoing) **14**

Commit to Ongoing Improvement and Innovation in Facilities and Technology

1. Continue to enhance IT Help Desk to better support faculty, staff and students (ongoing) **56**
2. Provide continuing training to IT staff to keep them current on all applications (ongoing) **24**
3. Increase graduate housing, married student housing (ongoing) **3**
4. Establish daycare center to meet needs of faculty and students (by) **65**
5. Increase technology-enabled common areas where students, faculty, staff can sit, read, collaborate (ongoing) **11**

6. Increase access to computer labs, keep them open 24 hours a day, centralize testing services (also keep them accessible 24 hours) (ongoing) **13**
7. Establish tech support after 5 p.m. on weekends (by) **23**
8. Recommit to becoming a laptop campus (by) **7**
9. Institute a dependable roadmap for infrastructure and equipment upgrades across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc. (by) **64**
10. Institute equipment recycling program: equipment no longer of use to the original user could go to other users who don't have the needs of the original user (by) **5**
11. Provide faculty-, staff- and learner-centered technology sources in an open platform: discontinue purchase of unnecessary proprietary software, start focusing on cloud and mobile computing and data storage (by) **7**
12. Reconsider PC orientation and open up to other platforms (offer Macs, access to Linux) (by) **6**
13. IT: Datacenter Fire Protection Upgrade (by) **7**
14. IT: Maintain high-quality servers and switches across campus by establishing a refresh program in order to take advantage of new and enhanced technologies (by) **16**
15. IT: Make upgrades to environmental controls (HVAC and POWER) in the datacenter to allow future growth when campus needs arise (ongoing) **9**
16. IT: Maintain quality fiber/copper infrastructure across campus by periodically testing the fiber and copper and upgrading where applicable (ongoing) **16**
17. IT: Implement a streaming media server that is integrated with Blackboard to enhance the online learning environment (by) **3**
18. Upgrade document management/retention/imaging system—make documents more easily accessible, reduce paperwork, etc. (by) **15**
19. Integrate campus technology so that we aren't using so many different systems: Banner, Blackboard, Groupwise, Cub mail, etc. **27**
20. Switch from Groupwise and Cub e-mail systems to more common and reliable G-Mail (by) **31**
21. Create a central Web page for ALL public and private (including) UCA Foundation scholarships (by) **9**

22. Seek private philanthropic funding to commit to technology and facilities improvement (e.g., procure endowments for each new building) (ongoing) **14**
23. Create coherent master plan to ensure all buildings have access to ARE-ON so that faculty members can collaborate and share research with faculty at other institutions (by) **10**
24. Use e-mail system more efficiently (currently sending too many messages people don't want to read—perhaps send one e-mail a day with links to all university announcements) (by) **19**
25. Increase off-campus internet access (ongoing) **4**
26. Consistently provide point-of-need technology training for faculty and students and tie it to technology refresh cycle (ongoing) **7**
27. Increase engagement with HP and other technology-based external partners (ongoing) **12**
28. Program a performing arts building that includes at least Music, Theatre, and Digital Filmmaking (by) **20**
29. Procure high-quality equipment—helps production quality and recruiting students in all areas (ongoing) **6**
30. Establish comprehensive, coherent, and dependable schedule to maintain/refurbish/retrofit existing facilities, including dorms **11**
31. Lengthen service and support periods on all technology products (ongoing) **0**
32. Give local units and departments more stake in technology decision-making processes (by) **7**
33. Designate an information technology resource person for each college (by) **13**
34. Update existing computer labs and create new ones as needed for programmatic excellence (ongoing) **22**
35. Update all classrooms with data projectors; keep projectors and bulbs in stock in the supply room (ongoing) **15**
36. Establish in each college a standing, harvest-resistant, roll-over account to pay for major equipment and instrument repair (by) **31**
37. Acquire more useful technology for advising (by) **9**
38. Build new education building with parking and windows (Mashburn technologically behind most of the K-12 schools that the COE is sending their students into) (by) **16**

39. Install Smartboards/Sympodia in every classroom (by) **16**
40. Commit to be on the cutting edge rather than catching up; hire someone to follow new media and identify the next effective trends (by) **10**
41. Choose technology based on helping students learn fungible and transferrable skills (ongoing) **1**
42. Emphasize interdisciplinary uses of technology in the classroom for real-world applications (ongoing) **2**
43. Act on consulting firm's analysis of classroom space (SightLines) (by) **21**
44. Examine technology needs for increased use of e-books (by) **5**
45. Institute policy whereby faculty may reserve computer labs for special purposes for a class (by) **1**
46. Ensure that entire campus is ADA accessible (by) **21**
47. Establish a Greek Village that will be a living and learning residential facility (by) **18**
48. Expand career services to weekend workshops and night hours (more staff) (by) **2**
49. Expand HPER (by) **16**
50. Expand Student Center again (by) **17**
51. Streamline form-filling processes (e.g., student organization software that will coordinate activities so that students and faculty can see what's going on and decrease paperwork) **13**
52. Create an online calendar system enabling faculty, staff, and students to reserve rooms outside of business hours (by) **10**
53. Create a student-contact system and make their participation mandatory (by) **5**
54. Build an on-campus pharmacy (by) **12**
55. Achieve Conservation Easement Status for the Jewel Moore Nature Reserve (by) **5**
56. Alleviate parking problems—build parking deck? Expand shuttle service (ongoing) **24**
57. Preserve mature trees (ongoing) **37**
58. Maintain Georgian architecture (ongoing) **22**

Increase Engagement with External Partners

1. Provide leave time and space in faculty and staff schedules to create opportunities for them to pursue engagement opportunities (ongoing) **47**
2. Write systematic plan for identifying and engaging key stakeholders (e.g., corporations we want to engage) **14**
3. Develop system to track high-school students UCA has had contact with, through Bear Facts Days, school visits (by _____). Increase communication between departments and admissions (ongoing). When students who've been here on Bear Facts Day actually enroll, we should know who they are (ongoing) **30**
4. More connection with high school counselors and especially sponsors of various organizations in high schools, FBLA, theater, etc. **20**
5. Seek external funding for internships and service-learning projects (ongoing) **28**
6. Fund marketing of individual campus events, such as plays and film festivals, to increase public awareness and attendance (ongoing) **11**
7. Seek out colleagues at other state institutions for collaborative work, which is necessary for some grants and expands the University's influence in the state (ongoing) **7**
8. Commit resources to community colleges as a way of recruiting students and collaborating with those faculty **10**
9. Identify external partners who have needs that UCA faculty, staff, students might meet (e.g., ATU is teaching Spanish to employees of a local corporation) (ongoing) **18**
10. Identify long-term external contributions the university can make (e. g., literacy, interdisciplinary problem -solving) (ongoing) **4**
11. Increase publicity for career fair, ask faculty to recognize its importance to students (ongoing) **3**
12. Expand service and civic engagement with Habitat for Humanity, Heifer Project International, Humane Society, CAPCA, and other area agencies (ongoing) **18**
13. Increase academic credit for service learning so that students already engaged with outside organizations as volunteers can be recognized for such work (by _____) **8**
14. Take steps toward community-based education (one step above service learning) (by _____) **9**

15. Become a certified service-learning and/or community-based university (paradigm shift when there is an extracurricular evaluation of faculty and student work) (by) **15**
16. Develop an inter-university committee to identify areas where universities and colleges can collaborate (by) **5**
17. Create a CLA EDGE day to showcase student accomplishments (by) **4**
18. Continue Humanities Fair (ongoing) **8**
19. Initiate CLA seminar series (by) **4**
20. Continue History Day (ongoing) **3**
21. Conduct colloquia with teachers in K-12 for in-service credit (ongoing) **2**
22. Continue Geography Bee (ongoing) **2**
23. Renew English Department's relationship with ACTELA (by) **0**
24. Continue Model UN (ongoing) **2**
25. Establish sister campuses for semester-long faculty and student exchange programs with U.S. and abroad (by) **20**
26. Begin faculty exchanges with East China Normal (by) **9**
27. Promote foreign language learning in K-12 and to the public at large as an economic investment (by) **1**
28. Promote STEM careers among minority/under-represented Arkansans (ongoing) **9**
29. Provide strong support to STEM teachers in K-12 schools such that teaching will be improved and student learning will be enhanced (ongoing) **9**
30. Seek external funding for summer programs in math and science for K-12 students (ongoing) **5**
31. Seek external funding for pre-service and in-service training programs for math, technology, and science teachers (ongoing) **3**
32. Accelerate fund-raising efforts for new Mathematics/Science Education Center and new planetarium (ongoing) **9**
33. Implement the three CNSM advisory boards established in 2009-10: K-12 Partnerships; College Development; Corporate, Government, and Non-profit Partnerships (by) **2**
34. Plan and implement enhanced STEM awareness and recruitment activities in area high

- schools (outreach and counselor workshops) (ongoing) **5**
35. Serve the public by partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines (ongoing) **33**
 36. Promote action research, especially among students (outside the university and not simply something that goes into a journal) (ongoing) **6**
 37. Increase professional-development offerings to extend connections to K-12 schools (ongoing) **5**
 38. Recruit talented students in the region and nation-wide for grad programs with a strong marketing strategy that goes to the department/program level (by) **10**
 39. Strengthen communication and coordination of fundraising efforts and needs across campus—fund positions for college-specific development officers, who will, in cooperation with Development Office, find external money for their colleges, including private funding for faculty research, grants, and matching grants (by) **36**
 40. Improve communication between faculty and UCA’s lobbying efforts—e.g., schedule regular campus-wide meetings (weekly or biweekly) with legislators summarizing and discussing bills being introduced in legislature that affect higher education and UCA **19**
 41. Create program to form student-alumni mentorship relationships to help students make transition into career (by) **10**
 42. Ensure that all UCA employees can provide general information and directions to campus visitors. Have user-friendly maps and informational brochures available (ongoing) **10**
 43. Create a visitor center with plenty of visitor parking and clear signage. (Main Hall? Thompson? Near the new business building?) (by) **31**
 44. Create an e-mail and newsletter template that identifies the communication as coming from UCA and adds a professional touch to our marketing (by) **4**
 45. Increase use of SBANC (ongoing) **0**
 46. Increase offerings in continuing-education certification (ongoing) **1**
 47. Increase articulation with K-12 and offer professional development to other entities that require training activities--AETN, HP, other partners (ongoing) **1**
 48. Coordinate professional development for teachers across campus—AOEP, Math/Science Center, COE, NWP (ongoing) **2**
 49. Maintain close instructional alignment with the K-12 curriculum (ongoing) **0**

50. Improve partnerships with K-12 to improve quality and authenticity of field experiences for student teachers (ongoing) **6**
51. Use external program advisory committees to improve programs (e.g., in COE: teachers, principals, superintendents) **3**
52. Develop conflict-resolution skills for both internal and external engagement (ongoing) **4**
53. Create thematic centers (e.g., center for geriatric health, center for rehabilitation studies) in partnership with outside agencies such as Conway Regional (by) **6**
54. Make public more aware of current partnerships; increase visibility to increase partnerships (ongoing) **8**
55. Expand partnerships to all medical academies across the state (instead of focusing on only Cabot and Conway) (ongoing) **1**
56. Conduct a needs assessment with community agencies and match our resources to their needs (ongoing) **11**
57. Offer organizations incentives and rewards for partnering with us (e.g., library access, student/ faculty rate for activities on campus) (ongoing) **4**
58. Establish sites for collaborative research activity (e.g., UAMS, ADH, CDC, local clinics, and hospitals) as well as being a strong practicum and internship site (Student Health) (ongoing) **15**
59. IT: encourage collaboration with external vendors by attending specialized conferences (ongoing) **1**
60. IT: collaborate with community partners when technical issues arise (ongoing) **0**
61. IT: provide audio/visual and technical resources in support of community-based events (ongoing) **0**
62. IT : provide compressed video and support resources for peer institutions and community-based events (ongoing) **1**
63. Establish collaborations/partnerships with corporations to make UCA test site for technologies that will assist us in achieving our goals and thus get reduced costs, discounts, etc. (e.g., Emory partnered with OneCard; OneCard could then use Emory as an example for other institutions considering using their services.) (ongoing) **9**
64. Have each college create an outreach project (e.g., “Nursing Camp”: high school students interested in nursing attend nursing courses taught by college nursing student mentors) (ongoing—some colleges already have multiple projects, many listed individually above) **7**

65. Continue partnerships with county/city/local police and fire departments, etc., for emergency management training on campus (ongoing) **6**
66. Partner with wireless companies for using campus property to install cell towers (ongoing) **1**
67. Maintain contacts and positive relationships with legislature, DF&A, ADHE (ongoing) **20**
68. Leverage athletic events to connect to alumni—e.g., tailgating celebrations (ongoing) **4**
69. Establish a university-wide database that can be used to reach alumni in ways that connect them to the university (by) **34**
70. Maintain and refine relations with alumni, aiding recruitment of strong students to UCA and placement of graduates in desirable professions (ongoing) **11**
71. Create integrated marketing message: brief, memorable statement that defines UCA in public awareness (by) **5**
72. Create an outside link to the *Bear Ledger* to make it more accessible to off-campus visitors (by) **3**

Promote Diversity in All Areas

1. Increase diversity of curriculum—still very Western-based (ongoing) **17**
2. Increase recruiting of non-traditional students (ongoing) **12**
3. Market to under-represented populations in certain disciplines (African Americans and women in film, for instance) (ongoing) **5**
4. Provide support for study-abroad programs for students who might not be able to afford to pay their own way (perhaps institute a small student fee to support study abroad) (by) **42**
5. Provide in-state tuition for all international students (by) **11**
6. Maintain commitment to Honors College (we don't want to lose the most advanced students) (ongoing) **47**
7. Reconsider formulae for determining university scholarships (should they be first-come, first-serve?); reserve funds for students who take the ACT late (by) **3**
8. Increase promotion of interdisciplinary minors already being offered (ongoing) **3**

9. Bring in more speakers on relevant diversity subjects (ongoing) **7**
10. Diversify faculty: create a special fund for diversity hiring, thus enabling the university to hire highly qualified candidates very quickly (by _____); be more open to spousal and partner hires (ongoing) **13**
11. Increase not only gender and racial diversity, but also socioeconomic, ethnic, linguistic, cognitive, intellectual, and age diversity in student, staff, and faculty populations (ongoing) **19**
12. Increase faculty and staff awareness of diverse learning styles in student population (ongoing) **10**
13. Increase geographic diversity in national and especially international recruiting (ongoing) **9**
14. Compare/match university diversity to that of state population (ongoing) **1**
15. Foster an on-campus culture of principled understanding of agreement to disagree (ongoing) **3**
16. Address diversity in terms of instruction—helping students from diverse backgrounds both K-12 and on campus (ongoing) **4**
17. Ensure RSO's reflect student diversity (ongoing) **1**
18. Ensure diverse organizations are represented on campus and that university reaches out to diverse organizations off campus (ongoing) **1**
19. Increase partnerships with off-campus organizations that work with minority constituents (ongoing) **1**
20. Study retention rates for minority students by department to find out why students leave (by _____) **15**
21. Coordination of resources across campus in order to keep increasing effectiveness of service centers (Minority Services, International Programs, Disability Support) (ongoing) **14**
22. Examine policies toward and address needs of LGBT faculty, staff, and students (ongoing) **5**
23. Address out-of-state faculty needs—human resources (e.g., faculty who live out of state are usually “out of network” re health benefits) (ongoing) **1**
24. Conduct systematic analysis and evaluation of all multi-cultural awareness development programs (by _____) **3**

25. Continue recruitment of international students and work on acclimating them to their new surroundings/culture; increase support for them both from the campus and from the community (ongoing) **19**
26. Work closely with International Programs to support greater numbers of international students in residential college programs (ongoing) **7**
27. Continue recruiting students of color into the residential colleges (ongoing) **0**
28. Educate faculty on how better to integrate international students into their classes—expand the training already in place through IDC (by) **6**
29. Embrace developmental education—act on the fact that it’s an integral part of the university’s educational mission (ongoing) **13**
30. Expand Office of Minority Support with a more inclusive focus and create awareness that those services are available to all (by) **15**
31. Evaluate retention of African American students, especially male—currently, there is a lack of an adequate number of on-campus role models. Add programs for success, mentoring, etc. (by) **7**
32. Continue developing programs to help transition students from high school to college. Extended help needed for first-generation college students especially (ongoing) **53**
33. Work more with high school/junior high counselors to identify potentially at-risk students who will need more counseling and guidance from earlier ages—will help with retention and increase their knowledge of what to expect as a college student. (Take advantage of concurrent contacts.) Make this information more available through a classroom setting. **53**
34. Increase promotion of Registered Student Organizations—help students find their niche. Website, informational disk, etc.—more than just a flyer or handout) (by) **11**
35. Continue steps to reach out to Hispanic/Latino community (ongoing) **13**
36. Continue initiatives to recruit minorities through new Web page (ongoing) **0**
37. Send recruiters who reflect the population of the school they’re visiting (ongoing) **5**
38. Evaluate policies regarding benefits for children of staff (by) **9**
39. Maximize the Confucius Institute to create connections with students and in terms of economic development (ongoing) **7**
40. Use athletic programs as models for diversity (ongoing) **2**

Focus on Integrity in All Levels of Action

1. Act with transparency at all levels—recognize that if we don't practice/model integrity, we can't meet our other five goals (ongoing) **77**
2. Institute policies and procedures to encourage and enforce campus-wide best practices in regard to Data Security/Integrity (by) **15**
3. Actively participate as members of Data Standards/Data Integrity committees (ongoing) **2**
4. Institute means to anonymously submit information about violations—e.g., a phone-tip line (by) **6**
5. Hire an ombudsman with authority to speak to the BOT (by) **15**
6. Maintain athletic facilities with athletic money **25**
7. Get on *US News* list of “Best Universities to Work For” (by) **11**
8. Increase positive press & publicity as much as possible: take out our own ads that promote positive accomplishments; publicize the good work we do, the grants we receive, the services we provide, and student successes (ongoing); de-centralize public relations or create a faster vetting process for getting press releases out (by) **51**
9. Continue support of faculty/staff/student input into decision making—shared governance (ongoing) **35**
10. Institute university penalties for on- or off-campus behavior that reflects negatively on UCA—e.g., misconduct by interns working in K-12 schools (by) **1**
11. Create a culture where integrity is expected of students by students, faculty, and staff through enforcement of academic integrity policy (ongoing), institution of annual orientation programs on academic integrity (by), add technology to assist with deterrence of plagiarism—e.g., Turnitin software (by) **33**
12. Establish a standard attendance policy campus-wide as part of academic integrity (by) **12**
13. Make decisions based on data and evidence, make those facts transparent so that stakeholders can understand and respect decisions: ensure that information is being shared (from who's being hired in IT to athletic costs to the overall university budget) (ongoing) **29**

14. Hire more institutional researchers so that meaningful data can be easily collected and disseminated in useful forms—continuous feedback loop to assess effectiveness and areas for improvement (by) **24**
15. Clarify the processes and authority for interdepartmental decision-making **4**
16. Provide professional-development opportunities for faculty and staff to remain current on legal changes and professional standards that affect their positions, including copyright and fair-use laws (by) **9**
17. Develop a regularized schedule of audit reviews of administrative units (by) **4**
18. Maintain and promote research integrity training (personal, fiscal, professional) (ongoing) **4**
19. Re-examine the IRB process; in conjunction with focus on student research, create a parallel process for students, but not the same form as for faculty (by) **3**
20. Meet CAS (Council for the Advancement of Standards in Higher Education) standards department by department (ongoing) **3**
21. Ensure that all student fees go to the programs for which they were set up (by) **61**
22. Ensure accurate and responsible advising of all students—conceive of advising as mentorship rather than merely signing forms (e.g., Sociology has a “transitional advisor” within the dept who serves as a bridge between the advising center and major advisor.) (ongoing); institute policies recognizing advising as significant university service in performance reviews of faculty and staff (by) **26**
23. Maintain consistent implementation and explanation of university personnel policies and procedures (ongoing) **9**
24. Staff each administrative area according to the amount of work required in that area (ongoing) **18**
25. Mandatory ethics and leadership training for employees making over \$100,000 **13**
26. Provide the same training for the BOT at the university level that BOT's in public schools receive **12**
27. Clarify, simplify, codify processes and procedures (advising and anything that has anything to do with student life on this campus) and ensure that they're consistent between departments and programs (ongoing) **14**

28. Require all department administrative staff to answer their phones at all times during office hours rather than letting calls automatically roll over to voice mail (ongoing) **8**
29. Consistently train student workers in all offices to do their jobs professionally because they are the face of the department, or hire professional staff to fill reception positions (ongoing) **11**
30. Institute and maintain departmental faculty oversight of online courses, including criteria for evaluating transfer requests of on-line courses at other institutions (by) **6**
31. Institute policies mandating that all concurrent-enrollment courses in the university conform to NACEP guidelines (by) **5**
32. Institute policies mandating and modeling sustainable environmental practices—e.g., LEED certification for all new construction and retrofitting (by) **17**
33. Establish policies improving communication between departments and colleges regarding instances of student misconduct (by) **5**
34. Establish mentoring programs/resource handbook for junior faculty regarding professionalism and academic integrity (by) **13**
35. Use the university committee structure efficiently—make sure committees are meeting, are being used, are still relevant, with recommendations from committees taken seriously by administration (ongoing) **17**
36. Convert emergency-hire positions of more than three years' standing to permanent positions (ongoing) **37**