

**DRAFT**  
**Action Steps Linked to the UCA Strategic Plan for FY2012**

| UCA Strategic Plan Initiatives                 | Action Steps  | Cost             | Persons/Groups Responsible   | Desired Results   |
|--|---|------------------|--|---|
| 1) Focus on integrity at all levels of action. | A) Establish 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. | At least 50 UCA employees and students are in attendance at each campus talk event.   |
|  | B) Improve UCA's Web pages for clarity and accuracy.  | \$200,000 (est.) | VP for University and Government Relations   | Web pages will be accurate, easy to navigate, and more reflective of UCA.   |
|  | C) Establish a timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.                            | \$0              | Subcommittee of the Strategic Budgeting Advisory Committee   | Annual budget recommendations to VP for Finance and Administration and the President. BOT will discuss budget at a public meeting one month in advance of BOT vote on adoption of budget. |
|  | D1) Maintain the information quality initiative – Data Standards and Information Access.  | \$800 / year     | Chief Information Officer  | Facilitate timely access to consistently reliable university information over time  |
|  | D2) Appoint a consultant to review IR operations to determine staffing needs and procedures.  | \$3,000          | President  | Implement a plan to ensure that IR can meet the needs of internal and external clients.   |
|  | E) Campus surveys on campus communication and shared governance   | \$0              | Faculty Senate, Staff Senate, and Executive Staff  | Lines of communication and governance/committee structures evaluated and modified when warranted.   |
|  | F) Develop manual for Faculty Senate Executive Committee outlining lines of communication.  | \$0              | Faculty Senate Executive Committee   | Manual completed, lines of communication will be institutionalized and standardized lines of communication adopted.   |
|  | G) Conduct survey of faculty and staff salary goals.  | \$0              | Faculty Salary Review Committee and ad hoc staff salary committee                                    | Committees will recommend 5-year plans to address faculty and staff salary goals  |
|  | H) Include recognition of Academic Council  | \$0              | Chairs, Associate Deans, Faculty   | Statement on the role/functions   |

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|  | in the <i>Faculty Handbook</i> .   |   | Handbook Committee  | of the Academic Council included in <i>Faculty Handbook</i> .  |
|  | I) Create better linkages between the Board members and the campus by establishing BOT member liaisons with divisional groups made up of faculty, staff, and students. | \$0   | BOT Chair and President   | Each functional division will have an active committee that meets quarterly with their BOT liaison. <u>Completed</u>   |
| 2) Foster a culture of academic, scholarly, and creative excellence. | A) Establish a consistent budget line for funds to support faculty/staff development/travel.   | \$235,000 (summer profits funds)<br>\$5,000 for staff development | President, VP for Finance and Administration, and Provost   | Funds for faculty development have been provided for the remainder of FY12, and staff funds are in the base budget for FY12. Funds are also available on a competitive basis from a professional development endowment administered by the Staff Senate. |
|  | B) Complete and implement enrollment management plan.  | \$386,000   | VP for Enrollment Management  | Develop RFP for consultant and complete enrollment management strategic plan.  |
|  | C) Purchase and implement SmartEval system.  | \$14,995 / year   | Director of Academic Assessment   | Response rate of instructor evaluations rises to 80%.  |
|  | D) Develop a plan to transition University College Faculty into the academic division.   | \$0 for the plan  | Provost, VP for Enrollment Management   | A plan will be in place to return University College Faculty to the academic division.   |
| 3) Learner focused environment                                       | A) Complete revision of learner outcomes to facilitate assessment in all programs, including general education.  | \$26,000  | Departmental assessment coordinators, University Assessment Committee, Director of Academic Assessment, General Education Council | Learning outcomes and assessment rubrics adopted.  |
|  | B) Continue periodic administration of the NSSE (every three years).   | \$6,300 / administration  | Director of Academic Assessment   | NSSE will be administered and data analyzed and disseminated in Spring 2012.   |
|  | C) Create strategic plans in all academic programs with assessment plans that link to the UCA Strategic Plan.  | \$0   | Department/unit administrators  | Strategic and assessment plans complete and a standardized reporting system adopted.   |
|  | D) Initiate student focus groups for General Education (two colleges each year; Business   | \$7,180 / year  | General Education Council   | Focus group meetings and surveys completed, responses  |

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|   | and Liberal Arts in FY12)  |                  |   | analyzed, and recommendations summarized.  |
|   | E) Communicate mission and learning outcomes of General Education to students, parents, and faculty.             | \$0              | General Education Council, VP for Enrollment Management   | A name for General Education program adopted, its mission and primary learning outcomes publicized to prospective students, current students, parents, and faculty |
| 4) Improvement and innovation in facilities and technology. | A) Complete data gathering and planning for a campus technology plan.  | \$0 for the plan | Chief Information Officer   | Campus Technology Plan begun, with a target completion date of December 2012.  |
|   | B) Implement processes and governance structures for proposing and prioritizing technology projects/initiatives. | \$0              | Chief Information Office, Faculty Senate Committee on Committees, Executive Staff               | Committees and processes in place and operational by January 2012.   |
|   | C) Create academic carryover accounts for use on capital needs.  | \$200,000        | President, Provost, VP for Finance and Administration, and COD                                  | Establish and fund carryover accounts for use on Capital Needs for each college and Provost. <u>Completed</u>  |
|   | D) Adopt a comprehensive campus facilities master plan.  | \$160,000        | President, VP for Finance and Administration  | Campus facilities master plan adopted.   |
|   | E) Develop a plan to ensure facilities are maintained and updated as necessary.                                  | \$1.3 million    | President, VP for Finance and Administration, Provost, and campus participation in prioritizing | Allocations will be made to ensure facility maintenance schedules are based on designated priority. <u>Completed</u>   |
| 5) Increase engagement with external partners.              | A) Establish a university speaker's bureau. (see also 6D below)  | \$0              | VP for University and Government Relations  | UCA personnel will speak to civic, business, and other organizations to inform and promote UCA & its programs. <u>Completed</u>                                    |
|   | B) Ensure key individuals are active in civic and business organizations to promote UCA and its programs.        | \$0              | VP for University and Government Relations  | UCA employees are visible as members and leaders in civic and business organizations   |
|   | C) Complete Outreach and Community Engagement Strategic Plan.  | \$0              | Associate Provost & Graduate Dean, Interim Director of Outreach                                 | Strategic plan will be ready for implementation.   |

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| 6) Promote Diversity in all areas. | A) Employ a consultant to survey campus needs in diversity, appoint a UCA diversity committee, and prepare a strategic plan for diversity.                     | \$3,000  | Dean of Liberal Arts  | A strategic plan for diversity will be ready for implementation in FY 2013.  |
|                                    | B) Create a diversity statement for the <i>Faculty Handbook, Staff Handbook, and Student Handbook</i> .  | \$0      | Dean of Liberal Arts, faculty and senate handbook committees, and SGA executive council | A coordinated diversity statement will be found in each handbook, as well as other references to diversity and in other locations. |
|                                    | C) Develop diversity plans in each college and unit on campus  | \$0      | Dean of Liberal Arts  | Diversity plans completed in all units.  |
|                                    | D) Establish "Exploring Our World" Speaker Series for campus and "outreach."   | \$11,800 | Dean of Liberal Arts  | Speakers will foster an appreciation and respect for other cultures.   |
|                                    | E) Define the UCA diversity mission and adopt 4-6 primary learning outcomes for all courses in diversity.  | \$0      | Associate Provost, Director of Academic Assessment                                      | Establish 4-6 primary learner outcomes for diversity, and identify courses reflecting those outcomes.                              |
|                                    | F) Develop university diversity website to post ongoing diversity events.  | \$0      | Dean of Liberal Arts, VP for University and Government Relations                        | Diversity events visible and accessible from the university's main page.   |
|                                    | G) Establish a master list of all groups on campus that contribute to a culture of diversity and inclusiveness, and list their mission, goals, and objectives. | \$0      | Office of Multicultural Student Services  | Master list of organizations will be completed and publicized.   |
|                                    | H) Establish SGA-/student-led forums each year to enhance campus climate of diversity  | \$0      | SGA President and UCA's Director of Multicultural Affairs                               | A plan is in place for implementation of student-led forums.   |