B. Strategic Goals and Objectives 2013-2018

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

*Eliminate negative terminology in the wording of strategic plan objectives*

* *Make objectives more concise and action-oriented*
* *Transfer former objectives 2D and 2E to actions under objectives 2B and 2A, respectively*
* *Add a fifth objective under Goal 3 related to departmental maintenance, operation, and equipment funds*
* *More fully develop the objectives for Goals 4 and 6*

Goal 1: *Act With* ~~Focus on~~ Integrity *and Transparency* at All Levels ~~of Action~~

1. ~~Act with transparency at all levels of the University, recognizing that if we don’t practice and model integrity, we can’t meet our other five goals. With that fact in view,~~
2. ~~Continue~~ Support ~~of~~ faculty/staff/student input into decision-making. ~~, thus improving shared governance.~~
3. ***Base*** ~~Make~~ decisions ~~based~~ on data, evidence, and appropriateness to the university’s vision, ~~and~~ mission, ***and strategic plan***. ~~; make those facts clear so that stakeholders can understand and respect decisions.~~
4. ~~Ensure that all units continue to~~ Share information in comprehensive and readily accessible ways ***with all university constituencies.*** ~~– up and down the University’s administrative chain and also laterally (i.e., across departments and colleges and other units), thereby fostering a campus-wide sense of trust, shared purpose, and high morale.~~
5. ~~Make sure that the current SPARC efforts are pursued, assessed, re-evaluated, and part of ongoing dialogue. As current initiatives are accomplished, move others from campus forums into high priority.~~

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

1. ***Sustain*** ~~Provide~~ a learner-focused environment. ~~for all students~~.
2. ***Build and maintain a culture of continuous improvement.*** ~~Creat~~**~~e~~** ~~a culture of internal assessment through which assertions of excellence are made demonstrable. Each program takes responsibility for meaningfully assessing itself through maintenance of relevant professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g., CPA, teacher accreditation) and exit exams, and through individual college and program strategic planning.~~
3. ***Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.*** ~~Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.~~
4. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
5. Promote research, scholarship, and creative productivity among faculty***, staff,*** and students.

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

~~E Foster life-long learning by providing faculty and staff with ongoing professional growth opportunities, which require adequate, reliable resources for professional training and participation in conferences and other scholarly meetings.~~

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

**Goal 3: Develop And Manage The Fiscal Resources Necessary To Provide Ongoing Support For The University’s Mission And Strategic Plan**.

1. ***Maintain*** financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) ~~will be maintained~~ at or above established target levels.
2. Implement a fiscally prudent plan ~~will be implemented~~ to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
3. ***Establish or augment*** faculty, staff, and student research, ~~and~~ development***, and travel*** funds. ~~will be established or augmented to provide sufficient annual funding for travel, development, and research support.~~
4. ***Significantly increase*** ~~Increases will occur in~~ extramural funding ~~by 42% (from $6 million to $8.5 million)~~ and new private gifts and pledges ~~by~~ ~~62% (from $4.32 million to $7 million) by 2017~~ ***as established by university key performance indicators.***
5. ***Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.***

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

1. ~~Develop a comprehensive, centralized strategic plan for Information Technology. This plan should establish a coherent, dependable roadmap for infrastructure and equipment upgrades across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc.~~
2. ***Develop and implement a comprehensive, centralized strategic plan for campus technology.***
3. ***Annually review and update, as needed, the campus master plan to guide property acquisition, campus land use, and construction of new facilities.***
4. ***Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.***

Goal 5: Increase Engagement with External Partners

1. Serve the public and UCA’s students by ***establishing and maintaining local, regional, national, and global partnerships.*** ~~partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.~~
2. Strengthen communication, coordination, and prioritization of ***outreach and development.*** ~~fundraising efforts and needs across campus.~~

Goal 6: Promote Diversity in All Areas

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