

Annual Report of the Strategic Planning and Resource Council

DRAFT

**Tammy M. Rogers, Chair
September 2017**

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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 2016-17 (Fiscal Year 2017).

Strategic Planning and Resource Council Executive Committee

The Executive Committee of SPARC was composed of the following members during the majority of 2016-17:

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

On June 1, 2017, the presidents of the Senates and Student Government Association (SGA) transitioned, so the new membership of the SPARC Executive Committee for 2017-18 is as follows:

Tammy M. Rogers, SPARC Chair
 Taine Duncan, President Faculty Senate
 Erica Ruble, President Staff Senate
 Hershila Lallu, President Student Government Association

The SPARC Executive Committee met regularly during 2016-17 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 2016-17 is provided in Appendix 1. Key tasks and deadlines for 2017-18 for the SPARC, SPC, and SBAC are provided in Appendix 2. The key tasks for 2016-17 differed greatly from previous years because the Strategic Plan was revised for 2017-2022. The Board of Trustees adopted the new strategic plan for FY 2017-2022 on May 13, 2016. The new strategic plan is available at: <http://uca.edu/about/strategicplan/>

Strategic Planning Committee

Charge

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

- Collaborate with the Strategic Budgeting Advisory Committee, as part of the Strategic Planning and Resource Council.
- Make recommendations concerning the implementation of the strategic plan initiatives for the next fiscal year, in addition to a five-year period.

- Conduct studies and make inquiries related to the strategic plan and mission of the university.
- Present concerns and recommendations to the President and the university campus as a whole.

A membership list of this committee for 2016-17 is provided in Appendix 3.

Accomplishments

SPC made numerous accomplishments during 2016-17 that include:

- Assessing progress of strategic plan initiatives implemented during 2016-17.
- Providing an update to campus regarding implementation of the strategic plan at the Campus Talk on April 4, 2017.
- Developing a communication strategy about alignment of university strategic plan with units/departments/offices/programs that are not named specifically in the Strategic Planning Task Force initial recommendations.
- Reviewing the charge and committee procedures in the committee description in light of the newly adopted strategic plan for 2017-2022 and recommending changes to President Davis.
- Developing procedures to collect information about progress on new strategic plan goals and initiatives for the next 5-year cycle.

Additional accomplishments of the SPC are located in the Key Task Lists for 2016-17 (Appendix 1). In August 2017, the SPC completed an assessment of the 2016-17 progress toward the strategic plan. This progress report is contained in Appendix 4.

Planning for 2017-18

A list of planned activities of the SPC as well as those of the SBAC and of SPARC are located 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 recommendations, in support of the university's mission and strategic plan, concerning new proposals from division 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 2016-17 membership of this committee is provided in Appendix 5.

Accomplishments

During 2016-17, the SBAC faced a period of transition. The Strategic Planning Task Force (SPTF) strongly recommended that the SBAC process for reviewing budget proposals and

making recommendations be reevaluated in light of the new plan. Based upon this recommendation and the implementation of the new strategic plan, the SBAC decided not to hold budget proposal hearings in 2016-17. In place of the hearings, the committee reviewed the proposed initiatives from the SPTF report and made recommendations in July 2016 regarding initiative funding to President Courtway. These recommendations are included in Appendix 6. Beginning of fiscal year budget allocations related to strategic plan initiatives appear in Appendix 7. These actions allowed the committee to focus on developing new procedures for the remainder of the year. SBAC made numerous accomplishments during 2016-17 that included:

- Reviewing university financial statements, including the “Statement of Cash Position” and the “Operating Summary” on a monthly basis.
- Providing recommendations for prioritizing initiatives from the 2017-2022 Strategic Plan for immediate funding in 2016-17 budget to the President and executive staff in July 2016.
- Developing procedures to review and make recommendations to the President about strategic initiatives and budgetary matters on a timely basis.
- Providing an update to campus regarding implementation of the strategic plan (including relevant budget information) at the Campus Talk on April 4, 2017.
- Reviewing the charge and procedures of the committee description in light of the newly adopted strategic plan for 2017-2022 and recommending changes to President Davis.

Additional accomplishments of the SBAC may be found in the Key Task Lists for 2016-17 (Appendix 1).

Planning for 2017-18

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

Appendix 1: Key Tasks List 2016-17, 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, 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, 2016.
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, 2016.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 3, 2016	Approved by SPC September 1, 2016.
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 4, 2016	Approved August 31, 2016.
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 10, 2016	Approved by SBAC September 8, 2016.
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	SPC, SBAC	October 1, 2016	Report sent to President Courtway and Faculty Senate, Staff Senate, and SGA presidents on September 8, 2016. Report posted on SPARC website for campus on September 9, 2016.
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGA	SPARC		October 31, 2016	Faculty Senate September 22, 2016. Staff Senate and SGA received the written report on September 8, 2016. Due to presidential search time constraints, no in

				person update was given to Staff Senate and SGA.
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, 2016	KPI report presented by Provost to BOT on December 9, 2016.
FY 2018 Budget recommendation complete		VP for Finance and Administration	March 2017	Budget Discussions at Board Retreat, March 28-29. Proposed budget presented at Faculty Senate April 27, 2017.
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's office	May 31, 2017	Due to SGA elections in the fall, some SGA positions will not be filled until September 2017. Most new members were appointed by May 31, 2017. Personnel changes have created some changes and vacancies in a few positions as of August 1, 2017.
FY 2018 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2017	FY 2018 Budget approved by BOT on May 12, 2017.

Additional Tasks Accomplished in 2016-17

SPARC Executive Committee in Conjunction with SPC

- Developed procedures to collect information about progress on new strategic plan goals and initiatives for the next 5-year cycle.
 - For FY 2017, information was requested directly from unit administrators with funded initiatives or initiatives that are being pursued within current unit budgets such as the guided pathways (Academic Maps) initiative. Further procedures will be developed as the strategic plan is further implemented in the coming year. Plans are in place for each Division Head to attend a SPC scheduled meeting in 2017-18 and provide an update of strategic plan related activities in their divisions.
- Developed communication strategy about alignment of university strategic plan with units/departments/offices/programs that are not named specifically in the SPTF initial recommendations.
 - An SPC working group presented a recommendation to allow units/departments/offices/programs goals to align to either the 2017-22 Strategic Plan goals or the four core values that carried forward from the 2011 Strategic Plan. The

recommendation was adopted by the SPC on November 3, 2016. Dr. Jonathan Glenn worked with Institutional Research and the Director of Assessment, Dr. Brandon Combs, to have the UCA Core Values added to the reporting mechanisms (Digital Measures, PAWS) for the units/departments/offices/programs annual reports for 2016-17 and moving forward.

- Reviewed charge and committee procedures in the committee description in light of the newly adopted strategic plan for 2017-2022 and recommended changes to the President.
 - The SPARC executive committee drafted an updated charge and procedures document for the SPC to reflect the 2017-22 Strategic Plan. The draft was presented and discussed at the October SPC meeting. After minor modifications, the new charge and procedures draft was approved by the SPC on November 3, 2016. The recommended changes have been forwarded to President Davis for review.

SPARC Executive Committee in Conjunction with SBAC

- Reviewed charge and committee procedures of the committee description in light of the newly adopted strategic plan for 2017-2022 and recommended changes to the President.
 - After several ongoing discussions in spring 2017 by both SPARC and SBAC, the SPARC executive committee drafted an updated charge and procedures document for SBAC in June 2017. SBAC approved the draft revised charge and procedures on July 26, 2017. The recommended changes have been forwarded to President Davis for review.
- Developed procedures to review and make recommendations to the UCA President about budgetary matters on a timely basis.
 - The recommended procedures in the revised charge outline a new process for review of proposed university expenditures. The fall process will solicit proposals for base budget changes allowing SBAC to consider proposals and make recommendations for the next fiscal year by December. The recommendations can then be considered as the next fiscal year budget is constructed at the beginning of the spring semester. The spring proposals will focus on one-time expenditures funded with any available year-end funds. Again, the process is designed to allow SBAC to make recommendations prior to decisions being made after the end of the fiscal year in June. The modifications for both processes are designed to allow SBAC to serve as an advisory body to the President prior to decisions being made regarding university expenditures.
 - The recommended revised SBAC procedures section includes language to reflect that there may be a need to review proposals that occur “off-cycle” as well at the discretion of the President or the SPARC chair.
 - The committee adopted revised forms for the fall 2017 proposal process at the July 2017 meeting.
- Developed communication strategy about alignment of budget expenditures directly tied to the university strategic plan.
 - SBAC requested information updates from the unit directors who had active strategic planning initiatives funded this year in February 2017. The material was presented to the campus at the April 4, 2017 Campus Talk and again at the April 27, 2017 Faculty Senate meeting.

Appendix 2: Key Tasks List 2017-2018

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, 2017	Most replacement members named or elected; some SGA vacancies will be filled after SGA elections in September.
Progress reports on FY 2017 strategic initiatives requested from responsible parties	SPARC	SPARC Chair	July 1, 2017	Requests for information sent on June 22, 2017.
Progress Reports on FY 2017 actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	July 31, 2017	All reports received by July 28, 2017.
Progress Report on FY 2017 actions compiled	SPARC		August 15, 2017	Report compiled August 4, 2017.
Budget and Salary Request Instructions for FY 2018 Approved by SBAC	SBAC		September 1, 2017	Forms approved by SBAC on July 26, 2017.
Call for Base Budget and Salary requests to Division heads, Salary Committees	SBAC	Heads of Divisions; Faculty and Staff Salary Committees	September 1, 2017	Call for requests sent July 31, 2017.
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 1, 2017	Report reviewed and approved August 11, 2017.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 7, 2017	Report reviewed and approved August XX, 2017.

SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 26, 2017	Report Reviewed and approved August XX, 2017.
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2017	
Base Budget and Salary Requests received by SBAC	SBAC	Heads of Divisions; Faculty and Staff Salary Committees	October 5, 2017	
Base Budget and Salary requests posted to myUCA SPARC Channel	SBAC	SPARC Chair	October 17, 2017	
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGA	SPARC		October 31, 2017	
Base Budget and Salary hearings held	SBAC	Heads of Divisions; Faculty and Staff Salary Committees	October 24, 2017	
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 Finance and Administration	November 8, 2017	
Base Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President	December 1, 2017	
Call for Year-End Funding Proposals	SBAC	Heads of Divisions	February 1, 2018	
Year-End Funding Proposals received by SBAC	SBAC	Heads of Divisions	March 8, 2018	

Year-End Funding presentations	SBAC	Heads of Divisions	March 27, 2018	
FY 2019 Budget recommendation complete		VP for Finance and Administration	March 2018	
Year-End Funding recommendations submitted to President	SBAC		May 1, 2018	
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's office	May 1, 2018	
FY 2019 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2018	

Appendix 3: Membership List: Strategic Planning Committee, 2016-17

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Tammy Rogers	2018
President Faculty Senate	Kaye McKinzie	2017
Vice-President, Faculty Senate	Taine Duncan	2017
President Staff Senate	Kevin Carter	2017
Vice-President Staff Senate	Erica Ruble	2017
President of SGA	Kelsey Broaddrick	2017
Vice-President, SGA	Bryce Woods	2017
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2017
Faculty Member	Donna Bowman	2018
Department Chair	Phillip Bailey	2018
Non-classified Staff	John Fincher	2017
Classified Staff	Carmesha Jemerson	2017
SGA Representative	Zac Jolly	2017
SGA Representative	Joshua Welch	2017
Dean	Jonathan Glenn	2018
Vice-President	Brad Teague	2017
BOT Member	Sheila Vaught	2017
Community Member	vacant	
Provost Designee	Steve Runge	Permanent
Director of Assessment (<i>ex-officio</i>)	Brandon Combs	Permanent

Appendix 4: UCA Strategic Plan Progress Report for FY 2017 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 2016-17. What follows is our report on that progress.

Overview

The following are some, but certainly not all, of the accomplishments made toward the UCA Strategic Plan in FY2017.

[Initiative 1.A.1, 2.A.1](#) - Create initiatives for retention and student professional development. \$7000 was allocated to each academic college. Total FY 2017 initial allocation was \$42,000.

Outcomes:

The Philosophy and Religion department in the College of Liberal Arts hired a student to serve as a tutor in the Tutoring Services Center for a total of 18 hours (\$153). No other colleges implemented activities before the budget freeze in fall 2016.

[Initiative 1.A.2](#) – Implement a Success Coaching Program including a Coordinator/Counselor, graduate assistants and student workers. Total FY 2017 initial allocation was \$154,500.

Background:

Started in Spring 2015, the Peer Coaching program included 16 Peer Coaches funded by Housing & Residence Life (who live in first-year residence halls) and 1 Peer Coach (PC) funded by Office of Student Success. Coaches met with first-year students following the spring Mapworks survey, as well as students in the UCAN program and UNIV 1100 classes.

For 2015-2016, the Peer Coaching program continued to utilize the 16 HRL Peer Coaches in the first-year residence halls, and Office of Student Success employed two Peer Coaches, who worked in both Old Main Hall and the Office of Diversity and Community. All coaches met with students following the fall and spring Mapworks surveys, as well as students in UCAN and the UNIV 1100 classes, and were available for walk-ins.

Utilization of Additional Funds:

With the additional funding made available for 2016-2017 through the strategic planning process, the program has expanded to include the original 16 HRL-funded residential Peer Coaches, 10 Office of Student Success Peer Coaches and, as of Spring 2017, two graduate student coaches from the UCA Counseling program.

Approximate cost of expansion (6 additional PCs, 2 GAs): \$39,200/semester

The expanded coaching program allows our PCs to provide:

- mandatory coaching sessions for students on Academic Probation
 - two sessions will be required as of Fall 2017
- voluntary coaching sessions for students on Academic Alert
- extended coaching sessions with Counseling Graduate Assistants for students returning from suspension, students on second or third probation, non-traditional re-admits, and veterans
- follow-up sessions for the Fall and Spring Mapworks freshman surveys
- sessions with students in UCAN and ACAD 1300
- walk-in sessions available throughout the year
 - coaches are now available in all first-year residence halls, Old Main, Tutoring Services, and the Office of Diversity and Community
- spring semester first generation student outreach program for new admits
 - more than 300 first-generation students who were admitted for Fall 2017 from Pulaski and Faulkner counties were contacted weekly by peer coaches from May – July 2017

Outcomes:

Fall 2016

- 389 individual coaching sessions were held with 328 unique students
- 58% of students on academic probation met at least once with a coach
- 34.2% of students coached had attained good standing at the end of the term
 - Not coached: 13.5%
- 30.5% of students coached continued on academic probation at the end of term
 - Not coached: 39.9%
- 35.3% of students coached were academically suspended at end of term
 - Not coached: 46.6%

Spring 2017

- 554 individual coaching sessions were held with 487 unique students
- 68% of students on academic probation met at least once with a coach

Initiative 1.A.3 – College Transition Collaborative program. Total FY 2017 initial allocation was \$35,000.

Background

The College Transition Collaborative (CTC) is a group of researchers and 35 institutions of higher education working together to create, evaluate, and disseminate mindset interventions that promote college persistence and achievement, especially among socially disadvantaged students. UCA is one of the CTC partner institutions participating in a four-year study to test the effect of a pre-matriculation, social-belonging intervention on student success. The CTC social-belonging intervention aims to help students view challenges and setbacks encountered in school as normal and improvable and, as a consequence, to sustain their social and academic engagement in the face of challenges. We are now beginning the final year (AY 17-18) of our four-year participation in the CTC social-belonging project.

Utilization of Additional Funds

Each year of the project, we pay \$35,000 (typically in September) to the research team at Stanford University to cover costs associated with the design, implementation, and evaluation of the project. The Winthrop Rockefeller Foundation contributed \$35,000 to UCA for the second year of the project. Therefore, the total cost to UCA will be \$105,000. September 2017 will be our final payment.

Outcomes

This year, the CTC research team is analyzing data collected from 2,430 incoming UCA freshmen over the past two years on the effectiveness of two types of interventions: a standard version consistent across all partner institutions and a customized version unique to UCA. Preliminary results of the 2015 cohort show that the customized intervention increased the full-time completion rates for disadvantaged students, but not for advantaged students. The customized intervention also reduced the number of disadvantaged students in the bottom GPA quintile, but did not significantly affect advantaged students. A full report is being prepared and will be distributed to CTC partners at the end of 2018.

Initiative 1.B.1.C – Expand existing orientation and develop additional student orientation. Total FY 2017 initial allocation was \$22,240.

Background:

Summer Orientation and Academic Registration (SOAR) is the optional, overnight orientation experience that has existed in some form for 25 years. As demand has grown for this program, the department of new student programs has worked to offer more sessions while trying not to overburden the student volunteers who help staff all the sessions. In order to offer more sessions throughout the summer, additional funding was required to expand the student volunteer staff (SOS) so that each SOAR could be adequately staffed and the students could be adequately trained.

Utilization of Additional Funds:

Even with budget cuts of \$2,500, expanded training opportunities were implemented. Bobby Tucker, an accomplished student affairs professional and nationally known campus speaker, was brought in to train SOSers in the spring training event in April. However, some planned spring training events for the student staff were cut due to the budget freeze.

A graduate assistant position is being funded at half tuition and fees and with an annual stipend of \$10,200. This is to provide oversight assistance to the director for all late night and weekend programming during SOAR and Welcome Week, as well as to assist with leadership team training, staff selection, and regular staff training sessions.

The Student Orientation Staff (SOS) was increased by 10 students, to a new total of 90 peer leaders. The addition of 10 total staff members to SOS accounts for most of the need for additional funding. Each student volunteers their time, meaning that their staff uniforms, meals, and lodging must be paid for by the department during their times of service. Additional training

costs for the August training overnight retreat at the C.A. Vines 4H Center (ExCEL Leadership Training program) for all of staff are also covered by the increased funding.

Outcomes:

Three SOAR sessions were added to the schedule with the new staffing.

Existing Welcome Week programs, specifically Monday Night Madness, Battle of the Halls, and the annual Dodgeball Tournament, are being enhanced with the additional funding. More games, better supplies and materials for the games and prizes for the winners are being added.

Initiative 1.C.1 – Expand Supplemental Instruction Program. Total FY 2017 initial allocation was \$89,400.

Background:

UCA has offered Supplemental Instruction in several Core courses since 2010 with the program slowly growing in scope each year. Course offerings for 2016-2017 included PSYC 1300, BIOL 1400/1401/1402, and PSCI 1330. A collaborative effort of the Office of Student Success and Tutoring Services, SI provides an undergraduate SI Leader who attends a specific class section and offers weekly study and review sessions for students in that section. Initial data on the program showed results similar to national data, with students who participate in SI sessions performing significantly better in the class.

Utilization of Additional Funds:

SI Leaders - The Department of Psychology faculty opted to include SI in every section of PSYC 1300 for Spring 2017, which increased the total of SI Leaders hired for the program from 14 to 19. For Fall 2017, we have hired 21 SI Leaders to cover courses in PSYC 1300 (all), BIOL 1400, BIOL 1440, and CHEM 1402.

SI Graduate Assistants – For Fall 2017, the Tutoring Coordinator will be assisted in overseeing SI by one full-time GA from Psychology (funded by the Office of Student Success) and one full-time GA from Biology (funded by the Office of Student Success). The GAs meet weekly with their SI Leader “team” and assist in increasing and monitoring student attendance, SI Leader reporting processes, and marketing of the program.

SI Coordinator - Although the University has gradually increased funding for SI Leaders and graduate assistants to assist with oversight of the program, the lack of a full-time coordinator has continued to limit the program's implementation and effectiveness. If funds become available for future, this position could be critical to improving the program.

Estimated cost of continuing the expanded program for Fall 2017/Spring 2018 (21 SI leaders, 2 SI GAs, supplies): \$78,000; (Future) full-time SI Coordinator: \$40,000 salary + \$12,400 in benefits

Outcomes:

Fall 2016 and Spring 2017 both saw very poor participation rates in SI sections, to the point that Institutional Research was not able to compile usable data on the program. Our current students

are not taking advantage of "optional" services such as SI. Given this outcome, the Department of Psychology and Counseling faculty have opted to require SI participation as part of every section of PSYC 1300 for Fall 2017. Biology also requested a trial of the program in BIOL 1440 this Fall (instead of only in 1400), and CHEM 1402 has been added on the recommendation of students and academic advisors.

Initiative 2.B.5 – Increased Access to Career Development Programs offered through Career Services. Total FY 2017 initial allocation was \$48,250.

Background:

The Career Services Office has a reputation for excellence in service and commitment among UCA faculty, employers and the students served. As programs continue to grow, it has become increasingly difficult to provide ongoing opportunities for more students to connect with professional networks. Unfamiliarity with the career development process poses a range of challenges for students. There is a great need for staff to do more outreach on campus as well as provide one-on-one services to students. Career Services continues to try to do more with less; however, to make sure programs are well organized and effectively executed an additional staff person is needed. Our staff need to be able to service all students. Career Services has partnerships with all six colleges. Some UCA graduates have stated they were not aware of the Career Services Office on campus. The efficiency and effectiveness of Career Services is in jeopardy because of a shortage of staff. Career Services collaborates with numerous campus partners in academic affairs, student services, alumni relations, and other sectors of the University, as well as directly with employers. All work collaboratively to generate strategies and implement solutions that address the evolving needs of both students and employers.

Utilization of Additional Funds:

Career Services hired an Assistant Director of Career Coaching with the funds provided through the strategic planning process for the 2016-2017 academic year.

Outcomes:

As of June 15, 2017, the Assistant Director of Career Coaching has made 3,693 student contacts and 20 employer contacts. The following model programs were implemented: Countdown to Graduation, Career Whispers, Professional Ideas to Excel (PIE), World of Work Closet Showcase, LinkedIn Professional Photos, International Student Mock Career Fair, Career Fair Promo Tables, Moving Marketing Program, Stage Connections, Step Ahead Program, Plugged In and workshops for special populations. The nature of this position allowed the Assistant Director opportunities to exercise a high degree of imagination, ingenuity and problem-solving skills to impact students. Services were provided to students who would not have taken advantage of Career Services, otherwise. This position expanded and increased students and employers access to our career development programs.

Initiative 1.A.1.b –

(1.) Provide book scholarships to Pell-eligible students. Total FY 2017 initial allocation was \$150,000.

(2.) Fund Project X. Total FY 2017 initial allocation was \$6,300.

Item (1.) Pell

Background:

Initiated in Fall 2016, the Student Success Challenge provides UCA's first-year, Pell-eligible students the opportunity to attend five "success" events during a semester. Upon completion, students receive a \$250 institutional scholarship for the following term. Notices of the program were sent out by Financial Aid at the beginning of the Fall and Spring semesters to the more than 700 Pell-eligible freshmen, with follow-up letters sent to each student (which were hand delivered to those in residence halls), along with email reminders from the Office of Student Success (OSS) and text reminders from Academic Advising.

Utilization of Funds/Outcomes:

Fall 2016: 47 students completed the Challenge

Spring 2017: 46 students completed the Challenge (22 were repeat students)

Scholarship funds awarded Spring 2017 and Fall 2017: \$23,250

Plans and Goals for 2017-2018:

In order to encourage greater participation in the Student Success Challenge for fall 2017, OSS and our partner offices plan to:

- Promote the program beginning in mid-August via email, Facebook, Twitter and during Welcome Week.
- Involve First-Year Seminar faculty in promoting the program to all freshmen (non-Pell students can complete the Challenge and receive UCA promotional items).

We also plan to create a Blackboard “Community” (similar to a course shell). Students will login to find the required tasks and directions, complete quizzes, upload completion verification sheets, and track their progress. This format may allow students to better access their current status in the Challenge and will allow for better assessment of participation.

The goal for 2017-18 is to double the number of students who complete the Challenge.

Estimated cost of the program for 2017-2018 (@200 students x \$250): \$50,000/annually

Item (2.) Project X

Background

The Office of Diversity and Community (ODC) launched the Early Arrival Program (EAP) *Project X: Demystifying the Unknowns of College Life* in August 2016 under the auspices of the Black Male Achievement Challenge (B-MAC). Project X gives historically underrepresented African American and Latino male students a head start on their UCA academic journey. In particular, Project X exposes students to campus resources and optimal academic and social

behaviors to attain success in college. The program fosters unity among these new students and connects them to faculty, staff, and current students who can assist in their transition to UCA and their continued development. Project X includes academic success workshops, brotherhood/bonding, teambuilding, faculty and staff presentations, peer mentoring, leadership development, and program materials. At the completion of the program, participants engage in a closing ceremony and segue into B-MAC.

Utilization of funds:

The primary sponsor for Project X was from the Winthrop Rockefeller Foundation. In addition, internal budgets such as the Office of Institutional Diversity and the ODC provided funds toward Project X / B-MAC. ODC received the funds for Project X after the EAP; therefore, ODC invested in an array of initiatives that promote the engagement of men of color into the fabric and life of UCA for last academic year and into the upcoming academic year. The following list represents the \$6,351 received from the strategic planning funding:

\$628 = “Ask Me” Buttons

\$173 = B-MAC “Educated Black Man” shirts

\$713 = B-MAC “Say it Loud: Young, Black EdUCAted” shirts

\$1,067 = Information Post Cards

(Distributed at Bear Facts days, SOAR, other recruitment programs, and around campus)

\$1,395 = Messenger Bags

\$461 = Project X: EAP Mailing

\$328 = Project X EAP Lapel Pins

(Presented to finishers of program for professional wear such as Suit-and-Tie Tuesdays and on other professional occasions)

\$716 = Spirit Towels

(Given to students who sign up for program at Bear Facts days, SOAR, and other recruitment programs)

\$880 = Summer Staff for Project X

(A graduate student assisted with planning, coordinating, and implementation of the 2017 EAP)

SAP and Retention Rates

The measure of persistence to graduation used by the University of Central Arkansas is the Satisfactory Academic Progress (SAP) rate. A student is making satisfactory progress towards attaining a degree by earning 67% of the course hours attempted or by completing their degree. The combined Fall 2016 and Spring 2017 Satisfactory Academic Progress (SAP) rate was 47.9% for the 25 Project X students. The combined semesters report honors a FERPA protection. The average SAP for all black males during fall 2016 was 63.3%. Spring 2017 is not available at this time.

Although the SAP rates for this inaugural cohort are less than the SAP average for all black males, additional factors inform the interpretation of this outcome. For instance, 15 of the 25 students participating in the EAP enrolled in up to three developmental education courses, which do not count towards the degree, and they enrolled in only one degree-credit course. Thus, if the student did not pass the one degree-credit course but passed the developmental education courses, the SAP for these students would be poor and negatively affect the overall SAP average for the cohort. The fall to spring retention rate for Project X participants was 92%. The fall 2016 to

spring 2017 retention rate for all black males was 90.4%. Fall to fall retention rate is not available at this time.

Planning for Improvement

This foundational Project X EAP year yielded many lessons. As a result, the following arrangements are occurring for the upcoming year:

- Recruitment
 - The recruitment campaign began in the spring semester with more strategic and personal approaches to recruitment
 - Systematic campus collaborations with Admissions, Advising, and SOAR
 - Collaboration with current students to serve as ambassadors for Project X
 - Work in partnership with the Latino/Hispanic Outreach Coordinator to increase attendance in the Latino community
- Academic Connections
 - Join forces with Housing and Residence Life to use MapWorks data to determine students in yellow and red alert for academic and social distress
 - Strengthen partnership with the Office of Student Success to offer success coaching with targeted outreach and messages to historically underrepresented minority students
 - Connect students with their majors/departments by way of faculty
 - Encourage stronger participant connections to the Office of Diversity & Community's Academic Bridge Connection (ABC) Program that provides a study/resource room, computers, charging stations, copy services, and faculty & staff-led seminars
 - Continue mid-term grade check-ups and encourage appropriate campus resources to participants in jeopardy of not meeting GPA requirements
- Offer additional digital outreach and e-mentoring

Conclusions

ODC is pleased to have the opportunity to serve UCA's most fragile student community. Future funding is requested to create 5-7 minute vignettes (similar to Bear Tales) of themed-based tips for success relating to time in semester, observation of academic, retention, and graduation issues, and concerns of a critical mass of students.

Initiative 1.A.4. Implement Guided Pathways to Success (Academic Maps).

The GPS/AMAP initiative has moved forward slightly since the adoption of the new iteration of UCA's strategic plan in 2016. The following items summarize the current and immediate future state of this project.

- Existing infrastructure: The existing Academic Map process and product remain the foundation for the GPS/AMAP initiative. The AMAP review-and-update cycle is continuing with only internal process changes for the 2017-2018 academic year.

- Expenses: No funds have been spent on the GPS/AMAP initiative. As recognized in the planning process, Degree Works funding is already part of the budget. Training in GPS concepts and processes is currently on hold.
- Degree Works: The plan to build semi-automated Academic Maps in Degree Works is still in place, but it has been delayed by two factors:
 - Upgrading Degree Works to a new version—necessary because the new version includes a significant rewrite of Student Planner, the essential ingredient for Academic Maps—has been temporarily delayed (and the DBA supporting Degree Works is leaving UCA, so some additional delay may be anticipated)
 - Programmatic milestones should be in place before the Degree Works scribbling of AMAPs begins.
- Milestones: The next step in the initiative will immediately follow completion of the currently in-progress annual update of existing Academic Maps. The Office of the Provost will issue a request to academic department chairs to identify program-specific milestones (preference: one per semester; requirement: one per academic year) that will allow appropriate advising interventions when students following the map begin to stray.

Initiative 4.C.1. Create a collaborative process between the Graduate Dean and each college whereby opportunities for growth in new and existing graduate programs and extramural funding are identified and explored.

The Graduate School and Sponsored Programs underwent a tremendous transition this academic year, resulting in a new Graduate Dean and a fully-staffed sponsored programs department. Discussions have started to identify programs ripe for growth and funding potential.

Appendix 5: Membership List Strategic Budgeting Advisory Committee 2016-17

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Tammy Rogers (V if tie)	2018
President Faculty Senate	Kaye McKinzie (V)	2017
President Staff Senate	Kevin Carter (V)	2017
President of SGA	Kelsey Broaddrick (V)	2017
Vice-President, SGA	Bryce Woods (V)	2017
Faculty Representatives		
Health and Behavioral Sciences	Shawn Charlton (V)	2018
Education	Shelly Albritton (V)	2018
Fine Arts and Communication	Brent Shires (V)	2018
Business	Doug Isanhart (V)	2017
Natural Sciences and Mathematics	Charles Watson (V)	2017
Liberal Arts	Phillip Bailey (V)	2017
Unaffiliated/at-large	Renee LeBeau-Ford (V)	2018
Non-classified staff		
	Lori Hudspeth (V)	2018
	Kaylon Bradford (V)	2017
	Chad Hearne /Lesley Graybeal (V)	2017
Classified Staff		
	Karen Pruneda (V)	2018
	Tracy Spence (V)	2017
	Nadia Elsinger (V)	2018
Director of Academic Unit (Provost)	Michael Hargis (V)	2017
Athletic Administration designee	Darrell Walsh (V)	2017
SGA Representative	Ryan Pfaff (V)	2017
President-elect, Faculty Senate	Taine Duncan (NV)	2017
Vice-President, Staff Senate	Erica Ruble (NV)	2017
SGA Representative	Cortney Banning (NV)	2017
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: SBAC Strategic Plan Funding Recommendations from July 2016

SBAC's summer meeting occurred on 7-14-2016. As part of this meeting process, the group reviewed the new strategic plan and the items that were recommended by the SPTF for initiatives for the strategic plan. The group looked at items that listed a specific anticipated cost Appendix C of the SPTF report and assigned initiatives to one of five groups based for funding recommendations given current budget constraints:

1.) Initiatives likely to have a high impact and funding is recommended to the highest level possible:

- a. Initiatives 1.A.1. and 2.A.1 were viewed as being the methods to get faculty level activity and buy-in at the college level to create meaningful initiatives for retention and student professional development and allow for experimentation. The Deans would have to report on how the \$7000 was used and results each year. Estimated Initial Cost: \$42,000
- b. Implement a Success Coaching Program. Estimated Cost: \$105,000 annually
- c. In partnership with the College Transition Collaborative (CTC), develop, administer, and evaluate a custom intervention addressing the specific challenges faced by incoming UCA freshmen. Estimated Cost: \$35,000 annually
- d. Expand existing orientation and develop additional student orientation. Estimated Cost: \$22,240 in FY 2017 and FY 2018.
- e. Expand the Pilot Supplemental Instruction Program. Estimated Cost: FY 2017: \$87,000
- f. Offer greater access, both in-person and online, to skill development programs such as business and resume writing, interview skills, etc. Estimated Initial Cost: \$48,250 annually (Note: SBAC considered this most important to target early career selection programming targeted largely at freshmen and sophomores including things like expansion of the future interns program)

2.) Initiatives that are critical long-term but not requiring budget in FY 2017 because additional planning and implementation plans will need to be developed first:

- a. Expand existing orientation and develop additional student orientation. Estimated Cost: Expansion to annual cost of \$154,240 in FY 2019 and beyond.
- b. Extended Orientation programming beyond S.O.A.R and Welcome Week activities. Estimated Cost: \$105,000 annually
- c. Expand the Pilot Supplemental Instruction Program. Estimated Cost: FY 2018 forward: \$264,900 annually
- d. Provide students access to all necessary university resources and services beyond the normal business operating hours. Estimated Cost: Undetermined.

3.) Non-critical initiatives that would be nice to fund if possible in FY 2017 if budget is available:

- a. Increase awareness and attractiveness of weekend activities, in an effort to engage students on campus at an early stage. Estimated Initial Cost: \$10,000
- b. Increase access and support for internships, experiential learning, and career networking opportunities. Estimated Initial Cost: \$66,150 annually

4.) Items that require budget commitments but can wait for future fiscal years to implement:

- a. Institutionalize Alumni Attitude Study or like survey. Estimated Cost: \$15,000-18,000
- b. Develop mechanism for employers to provide feedback. Estimated Cost: \$15,000-18,000
- c. Alumni Relations partner with alumni focused career service provider to offer turnkey career webinars, tools, news, reference letter portal and related services. Estimated Cost: \$3,000-\$15,000 annually.
- d. Alumni Relations partner with Career Services to utilize existing training and offer that training to recent graduates and young alumni. Estimated Cost: minimal
- e. Launch "Life After UCA" series that would provide practical advice for those transitioning from college to the "real world." Offered both on-campus and online and be open to upperclassmen and recent graduates. Estimated Cost: \$5,000
- f. Develop Young Alumni Academy for recent graduates looking to plug-in to the Central Arkansas community. Estimated Cost: \$5,000
- g. Expand reach of existing Mentor Connection program sponsored by the Young Alumni Chapter of the UCA Alumni Association. Estimated Cost: \$5,000
- h. Alumni Relations expand both in-state, regional, national and international alumni networking opportunities through programming and events. Estimated Cost: \$7,500
- i. Develop a "Hire a UCA Grad" program. Estimated Initial Cost: \$15,000
- j. Establish a strategic reserve to allow for new strategies to meet strategic plan goals. Estimated Cost: \$500,000.
- k. Create a collaborative process between the Graduate Dean and each college whereby opportunities for growth in new and existing graduate programs and extramural funding are identified and explored. Estimated Cost: This will require faculty and staff time to develop.
- l. Establish a process to identify areas of potential growth and retrenchment in all programs. Estimated Cost: This will require faculty and staff time to develop.
- m. Establish a fund for feasibility studies and other expenses associated with evaluating new programs. Estimated Cost: \$75,000 annually

5.) Items that are possible but either have no budget (weren't addressed by the SBAC) or can happen in FY 2017 without additional funding:

- a. Implement Guided Pathways to Success. Estimated Cost: \$6000 plus continued license for Degree Works (already in budget).
- b. Continue expansion of Summer Start initiatives in the Office of Student Success. Estimated Cost: To be determined.
- c. Evaluate the impact of recently revised admission standards on graduation and retention rates. Estimated Cost: Staff and faculty time for analysis of the impact of policy changes.
- d. Increase awareness of key campus traditions related to academic, athletics, and other social functions. Estimated Cost: minimal

- e. Continue the development of strategic partnerships between and among Career Services, Counseling Center, academic units, Alumni Relations, and other applicable programs. Estimated Cost: minimal
- f. Expand access to student interest inventories and assessment tools. Estimated Cost: minimal
- g. Build career preparation into curriculum, where appropriate. Estimated Cost: minimal
- h. Increase awareness of career preparation resources currently available on campus
- i. The President in consultation with the Board of Trustees will exercise the authority to execute the strategic plan. Estimated Cost: Executive Staff time and attention to support the Office of the President in implementing the strategic plan will be critical.
- j. Devote the resources necessary to assure effective implementation of all components of the strategic plan. Estimated Cost: There is not an additional cost on this item beyond the other strategies listed.
- k. Suspend the new proposal funding process for a three-year period to devote resources to the goals of the strategic plan. Estimated Cost: No additional cost.
- l. Create a collaborative process between the Graduate Dean and each college whereby opportunities for growth in new and existing graduate programs and extramural funding are identified and explored. Estimated Cost: This will require faculty and staff time to develop.
- m. Establish a process to identify areas of potential growth and retrenchment in all programs. Estimated Cost: This will require faculty and staff time to develop.

In general, SBAC recommends focusing first and foremost on programs that impact existing students. Programs that will impact alumni are important but are a secondary concern in the prioritization of funding.

Appendix 7: Funded Strategic Plan Initiative Beginning of Fiscal Year Allocations

Funding for Initiatives of the Strategic Plan

30-Aug-16

Initiatives	Description	Amount	Division	Department	
1.A.1, 2.A.1.	Create initiatives for retention and student professional development	\$ 7,000	Academic Affairs	COB	
		7,000	Academic Affairs	COE	
		7,000	Academic Affairs	CFAC	
		7,000	Academic Affairs	CHBS	
		7,000	Academic Affairs	CLA	
		7,000	Academic Affairs	CNSM	
	Sub-total		\$ 42,000		
1.A.2	Implement a Success Coaching Program				
		Coordinator/counselor (12 mths)	40,000	Academic Affairs	Student Success
		Fringe Benefits	12,400	Academic Affairs	Student Success
		Graduate Assistants	47,500	Academic Affairs	Student Success
		Student Workers	54,600	Academic Affairs	Student Success
	Sub-total		154,500		
1.A.3	College Transition Collaborative program	35,000	Academic Affairs	Provost	
1.B.1.c	Expand existing orientation and develop additional student orientation	22,240	Student Services	Orientation	

1.C.1	Expand the Pilot Supplemental Instruction Program			
	Graduate Assistants	27,000	Academic Affairs	Student Success
	Student Workers	59,400	Academic Affairs	Student Success
	Textbook rental for SI Leaders	3,000	Academic Affairs	Student Success
	Sub-total		89,400	
2.B.5	Increased Access to Career Development Programs offered through Career Services			
	Career Coach Salary	36,832	Student Services	Career Services
	Fringes	11,418	Student Services	Career Services
1.A.1.b	(1) Provide book scholarships to Pell-eligible students	150,000	Finance & Admin.	Scholarship
	(2) Fund Project X	6,300	Student Services	Diversity
1.A.1.b, 1.A.4., 1.C.1, 1.B.4.	Other programs to be developed for student orientation, supplemental instruction, and extended hours of student support services			
		52,310	Various	Finance and Administration
	TOTAL ALLOCATION	\$ 600,000		