

Action Steps Linked to the UCA Strategic Plan for FY2013

Document status: Full Draft

Strategic Goals	Action Steps	Cost	Persons/Groups Responsible	Desired Results
1) Focus on integrity at all levels of action.	A) Campus wide forums to discuss Board Policy 202-President Search Process	\$0	Faculty Senate, Staff Senate, SGA, Executive Staff, Board of Trustees	Opportunities will be available for input from all stakeholders relative to procedures to be followed in the search for a president.
	B) Review the role and membership composition of all University committees in light of UCA's mission.	\$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, SGA	Review of the role and composition of all committees are completed and revised where warranted.
	C) Include mission statement in Student, Staff, and Faculty Handbooks	\$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, SGA, Student Affairs leadership	Mission statement will be easily found in all handbooks.
	D) Readminister the Shared Governance and Communication Survey. Review and improve survey as required.	\$0	Faculty Senate, Staff Senate, Executive Staff	Results compared to previous year will show more effective shared governance and communication.
	E) Review UCA organizational chart	\$0	Faculty Senate, Staff Senate, Executive Staff	All groups and their administrative relationships are appropriately represented at various levels of organization.
	F) Complete review of current grievance processes and recommend appropriate changes	\$0	Faculty Senate, Staff Senate, Executive Staff	Employee grievance processes will be clear and up-to-date.
	G) Create a web-based location to post all university-wide committee meeting minutes	\$0	Faculty Senate, Staff Senate	A centralized location will be created for all to have access to past committee minutes.
	H) Identify places to publish abbreviated mission statement and publish it	\$0 for identification TBD for publication	SPARC, Marketing	All will be able to articulate abbreviated mission statement
	I) Senates and SGA able to ask questions during Board of Trustee meetings	\$0	Faculty Senate, Staff Senate, SGA, Board of Trustees	All constituent groups will understand an action agenda item before the Board votes.
	J) Maintain the existing information quality	\$800 / year	Chief Information Officer, DSIA	Facilitate timely access to

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	initiative – Data Standards and Information Access.		groups	consistently reliable university information over time. <u>Established and ongoing</u>
2) Foster a culture of academic, scholarly, and creative excellence.	A) Review adequacy of online instructional support and policies	\$0	Instructional Technology Group	Online instructional needs determined and consistent online class policies in place
	B) Appoint head/director for University College	\$65,000 pay and fringe, but dependent upon the transition plan	Provost, Academic Transition Team	University College will be assigned to academics.
	C) Review student evaluation instrument	\$0	Standing Student Evaluation Committee	Complete review of evaluation instruments for all forms of delivery (online, directed studies, etc.)
	D) Publish academic strategic plans	\$0	Director of Academic Assessment, Associate Provost	All programs have a 5-year strategic plan with all plans posted on UCA Website
	E1) Review/revision of General Education Program	\$0	General Education Council (with faculty input), COD, Provost	General Education program review based on assessment data, student/faculty surveys/focus groups. General Education Core revision begun.
	E2) Continue to build faculty expertise in assessment and General Education.	Will vary depending on professional development budget and opportunities	Members of the faculty and academic administration	Learning from professional developmental opportunities applied to improvement of the General Education Program and assessment. <u>Established and ongoing</u>
	F) Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.	\$0 for plans	Provost, Deans, Chairs, Directors	All non-Academic Affairs areas adopt plans to monitor effectiveness and promote continuous improvement.
	G1) Review funding needs for faculty development.	\$0	Faculty Senate, SPARC	A funding goal will be set and sources of funding identified.
	G2) Review funding needs for training and development of classified and non-classified	\$0	Staff Senate, SPARC	A funding goal will be set and sources of funding identified.

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	staff.			
	G3) Review funding needs for student research and travel.	\$0	SGA, SPARC	A funding goal will be set and sources of funding identified.
	H) Locate Undergraduate Studies in Academic Affairs	\$0	Provost, Faculty Senate	The AA degree will be housed in Academic Affairs and not Enrollment Management
3) Learner-focused environment	A1) Complete revision of all learner outcomes in degree and certificate programs	\$0	Departmental assessment coordinators, University Assessment Committee, Director of Academic Assessment, General Education Council	Assessment consultations completed in all programs identified in 2012. Annual assessments occur in every program; results and subsequent changes are posted.
	A2) Finish revising specific outcomes (area knowledge, skills, and attitudes and values) based on mission statement and basic outcomes compiled in 2012.	\$0	General Education Council (with faculty input), COD, Provost	<p>General Education Program outcomes are clearly articulated and widely understood.</p> <p>Additional desired results:</p> <ul style="list-style-type: none"> § Evaluation of course-level assessment in all GE courses completed. § GE Assessment Subcommittee recommendations implemented to strengthen departmental assessment of GE courses. <u>Established and ongoing</u> § Student focus groups conducted annually in at least two colleges as part of program review. <u>Established and ongoing.</u> § Mapping and evaluation of capstone courses as possible measure of GE skills completed. § Lessons learned from assessment are used to

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				inform program improvement.
	B) Create a new <i>Assessment Handbook</i> for Academic Assessment.	\$0	Director of Academic Assessment, with the Assessment Committee and other appropriate councils	<i>Assessment Handbook</i> completed, reviewed, and adopted
4) Improvement and innovation in facilities and technology.	A) Complete campus technology plan	\$0	Chief Information Officer, appropriate committees and councils	Campus technology plan and all processes and structures for its implementation will be in place and operational.
5) Increase engagement with external partners.	A) Advertise for director of outreach and engagement.	\$85,000	Associate Provost and Dean of the Graduate School	Director selected.
	B) Complete review of assessment of institutional outreach and develop mechanisms for evaluating those parts not assessed elsewhere	\$0	Institutional Effectiveness personnel [<i>tbd</i>]	Plans and mechanisms exist for evaluation of the university's engagement with its external partners
6) Promote Diversity in all areas.	A) Conduct search for chief diversity officer and office staff.	\$150,000	President	Chief diversity officer and secretarial staff member selected.
	B) Establish Office of Institutional Diversity	(See Above)	President, Diversity Committee	Diversity Officer establishes guidelines for the university and begins implementation of programs process and procedures. Office assists in establishing goals for each unit.
	C) University wide diversity survey developed and implemented	\$2,500- \$3,500 (Estimated)	Faculty Senate, Staff Senate, SGA	Learn areas of need and issues that need to be addressed. Establish procedure for responding to concerns. Keep records of all related activities.
	D) Establish revenue pool for under - represented faculty and staff hiring.	\$200,000	President, Chief Diversity Officer, Vice President of Finance and Administration, SBAC	Be competitive in the job market for said faculty and staff.
	E) Establish and maintain University Diversity Page. Establish University Diversity	\$3,000 - \$4000 (Estimated)	Chief Diversity Officer and Chief Information Officer and	Establish transparency for history of diversity in all units. Goals

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	Ledger for each college and all other units on campus		staff	established to improve history. History is updated each semester.
	F) Complete University Diversity Plan	\$0	Chief Diversity Officer, University Diversity Committee	Campus-wide diversity plan adopted to meet University's diversity goals.