

Strategic Plan into an Operational Plan – will require work by the University's executive staff, deans, department chairs, and other supervisory personnel to assign oversight responsibilities, to develop final prioritization and define specific outcomes in light of funding requirements, and to establish timelines comprising feasible deadlines for all initiatives.

Approved and recommended by SPARC 2011-02-24.

Goal 1: Focus on Integrity at All Levels of Action

- ♦ 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,
 - Continue support of faculty/staff/student input into decision making, thus improving shared governance.
 - Make decisions based on data, evidence, and appropriateness to the university's vision and mission; make those facts clear so that stakeholders can understand and respect decisions.
 - Ensure that all units continue to share information in comprehensive and readily accessible ways – 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.
- ♦ 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

- ♦ Create 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.
- ♦ 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.
- ♦ Become increasingly competitive in recruiting and retaining excellent faculty and staff.

Goal 3: Provide a Learner-Focused Environment for All Students

- ♦ Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.
- ♦ 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.
- ♦ Enrich global-oriented learning environment.

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

- ♦ 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.

Goal 5: Increase Engagement with External Partners

- ♦ Serve the public and UCA's students by partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.
- ♦ Strengthen communication, coordination, and prioritization of fundraising efforts and needs across campus.

Goal 6: Promote Diversity in All Areas

- ♦ Increase gender and racial diversity as highest priorities, but seek also socioeconomic, ethnic, linguistic, cognitive, intellectual, and age diversity in student, staff, and faculty populations.

Insert Financial Health as Goal 3