



FRONT AND CENTER.

FRAMEWORK FOR THE FUTURE: A BLUEPRINT FOR NATIONAL LEADERSHIP *AND REGIONAL PROMINENCE*

UNIVERSITY OF CENTRAL ARKANSAS TM





FRONT AND CENTER.

THE UNIVERSITY OF CENTRAL ARKANSAS
WAS FOUNDED IN 1907
AS ARKANSAS STATE NORMAL SCHOOL



Over the last century, the University of Central Arkansas has emerged from a small, teacher-education college to become a regional university offering a wide array of baccalaureate, master's, and doctoral degrees taught by engaged and innovative faculty who are leaders in their respective fields.

IN MAY OF 2011, THE UNIVERSITY'S BOARD OF TRUSTEES ADOPTED THE FOLLOWING VISION STATEMENT AS PART OF ITS STRATEGIC PLAN:

“The University of Central Arkansas aspires to be a premier learner-focused public comprehensive university, a nationally recognized leader for its continuous record of excellence in undergraduate and graduate education, scholarly and creative endeavors, and engagement with local, national, and global communities.”

As UCA moves ahead, the institution strives for continuous improvement as it prepares students for careers in an ever-changing, global economy. UCA must adapt to a changing educational environment while providing an affordable and valuable experience to students and their families.

UCA must care for and maintain its current academic and institutional infrastructure, and develop new facilities; as well as provide the faculty and staff with compensation, incentives, and resources necessary to continue its legacy of providing an outstanding education through excellence in teaching, research, and service.

There are challenges ahead; but, more importantly, there are tremendous opportunities. Opportunities exist for those institutions of higher education, and their leaders, who recognize their strengths, develop new programs and facilities to advance learning, and provide a comprehensive learning and living environment for students.

WHAT FOLLOWS IS A FRAMEWORK FOR THE FUTURE – A Blueprint for National Leadership and Regional Prominence.





BECOME ONE OF THE TOP
REGIONAL UNIVERSITIES
IN THE SOUTH

COLLEGE OF BUSINESS

A.

DEVELOP A SOUND, ATTAINABLE ENROLLMENT MANAGEMENT PLAN, AND INCREASE RETENTION AND GRADUATION RATES.

UCA has a well-designed enrollment management plan with a goal to have an enrollment of 13,500 students within five years.

1}

HIGH SCHOOL RECRUITMENT

Continue aggressive recruitment efforts in all Arkansas high schools, and increase recruitment of out-of-state students, with particular emphasis in the Dallas/Fort Worth metroplex. Enroll 75 freshmen from DFW metroplex by fall 2015, and 125 freshmen by fall 2017.

TIMELINE: Annually.

RESPONSIBILITY: Admissions.

2}

VIRTUAL TOUR

Develop a UCA virtual tour for prospective students and visitors, to be available online and in a mobile-friendly format.

TIMELINE: Fall 2013; updated annually.

RESPONSIBILITY: Admissions/
Communications.

3}

UNDERGRADUATE ADMISSION STANDARDS

Conduct a comprehensive review to strengthen undergraduate admission standards by fall 2015.

TIMELINE: Review completed - spring 2014; new admission criteria and standards apply for freshman class 2015.

RESPONSIBILITY: Academic Affairs.

4}

RETENTION/GRADUATION RATES

Increase undergraduate retention rates as established in the university's Key Performance Indicators (KPI), so that the entering freshman class of 2016 will have a six-year graduation rate of 60 percent.

Implement tracking programs and initiatives to identify students "at risk" and implement a new "First-Year Seminar" with a class size of no more than 25 students.

TIMELINE: Tracking programs and "First-Year Seminar" - completed; 60 percent graduation rate applies to freshman class 2016.

RESPONSIBILITY: Academic Affairs/
Housing and Residence Life.



GOAL:
ENROLLMENT OF
13,500
WITHIN 5 YEARS



GOAL:
SIX-YEAR GRADUATION RATE OF
60%
FOR
2016 FRESHMAN CLASS

5}

RESIDENTIAL COLLEGES

Evaluate each residential college to determine ways to improve recruitment, review retention rates for each residential college, and consider necessary adjustments to improve student retention.

TIMELINE: Spring 2014.

RESPONSIBILITY: Academic Affairs/Housing.

6}

TWO-YEAR INSTITUTIONS

Solidify relationships with two-year institutions to significantly increase the number of transfer students by (i) signing articulation agreements with each two-year institution, (ii) working on dual admission and reverse transfer initiatives, (iii) increasing recruitment visits to those campuses, and (iv) ensuring UCA has competitive scholarship offerings for transfer students.

TIMELINE: Articulation agreements signed - spring 2014 for Pulaski Technical College, University of Arkansas Community College at Morrilton, and Arkansas State University - Beebe. Articulation agreements for all other two-year institutions completed - December 2014.

Recruitment visits to colleges: each semester.

Scholarship review: completed - spring 2014.

RESPONSIBILITY: Admissions/Communications.

7}

INTERNATIONAL STUDENTS

Increase international enrollment by not less than 50 students each year until enrollment reaches 750 international students on campus.

TIMELINE: Annually.

RESPONSIBILITY: International Engagement/Academic Affairs.

8}

GRADUATE PROGRAMS

Review all graduate degree/programs to identify those with growth potential, develop new programs where necessary, and adjust existing programs to become more competitive. Develop recruitment and marketing plans for each program. Achieve total graduate enrollment of at least 2,025 by fall 2017.

TIMELINE: Spring 2014.

RESPONSIBILITY: Graduate School and Colleges/Academic Affairs.



B.

REVIEW AND EXPAND ACADEMIC PROGRAMS TO HAVE NATIONALLY RECOGNIZED PROGRAMS IN EACH COLLEGE.

1}

REVIEW PROGRAMS

Review programs across all colleges to (i) identify those with national prominence and market them most effectively, (ii) identify other programs with the potential to achieve “national recognition,” and, (iii) establish metrics for such recognition.

TIMELINE: Spring 2014.

RESPONSIBILITY: Academic Affairs.

2}

NEW GRADUATE PROGRAMS

Review and evaluate new graduate and professional programs, specifically including online delivery with particular concentration in fields with high demand such as health sciences, computer science, business, and education.

TIMELINE: Spring 2014.

RESPONSIBILITY: Graduate School/Deans.

3}

ESTABLISH “PROGRAMS OF DISTINCTION”

Propose certain areas of excellence, where additional resources should be placed (funds, faculty, etc.) to achieve “national recognition” and ensure UCA becomes a leading regional university.

TIMELINE: Fall 2014.

RESPONSIBILITY: Provost and Deans.

4}

DEVELOP THE PREMIER ENTREPRENEURSHIP/INNOVATION PROGRAM IN THE STATE OF ARKANSAS

In partnership with the central Arkansas business community, establish a multi-disciplinary entrepreneurship/innovation program that encourages and supports students in business development. Position the EPIC Residential College for substantial growth. Support the development of a startup community that includes relevant startup space in downtown Conway.

TIMELINE: Plan developed - fall 2014.

RESPONSIBILITY: Dean of College of Business/Provost/President.

5}

HONORS COLLEGE

Strengthen the tradition and position of the state’s first and best Honors College. Evaluate and prepare recommendations for an significant expansion of the Honors College.

TIMELINE: Spring 2014.

RESPONSIBILITY: Honors College.

6}

SERVICE LEARNING

Expand service-learning program to a campus-wide initiative that provides civic responsibility and community building.

TIMELINE: Fall 2014; updated annually.

RESPONSIBILITY: Academic Affairs.

C.

CREATE AN ENVIRONMENT THAT ATTRACTS AND RETAINS AN OUTSTANDING FACULTY AND STAFF.



1}

ESTABLISH EXTERNAL FUNDING FOR FACULTY

Develop a plan and timetable to gain additional external funding for excellence in teaching and research. Develop goals for each college for faculty research grants, travel, and stipends for competitive salaries.

TIMELINE: Spring 2014.

RESPONSIBILITY: Deans/Institutional Advancement.

2}

ESTABLISH MERIT/EQUITY POOL FUNDING

Develop a plan for a yearly “merit” and/or “equity” pool to offer bonuses or incentive compensation for outstanding teaching/research/service/mentoring and advising.

TIMELINE: May 2014; reviewed annually.

RESPONSIBILITY: Academic Affairs/Institutional Advancement.

3}

ESTABLISH BENCHMARKS FOR FACULTY COMPENSATION

Set goals for faculty salaries based on averages/standards of the College and University Professional Association for each department/college. Comparable disciplines and starting salaries that are competitive in the national marketplace will be considered.

TIMELINE: Annually.

RESPONSIBILITY: Academic Affairs/Finance and Administration.

4}

REVIEW AND EVALUATE STAFF COMPENSATION

Work with the UCA Staff Senate to review and evaluate compensation levels to ensure that UCA is competitive in the marketplace.

TIMELINE: Annually.

RESPONSIBILITY: Finance and Administration/Human Resources.

D.

IMPROVE INFORMATION TECHNOLOGY (IT) SYSTEMS.

1}

HIRE A DIRECTOR OF INFORMATION TECHNOLOGY OPERATIONS

Conduct national search for, and hire, a director of information technology.

TIMELINE: Spring 2014.

RESPONSIBILITY: Office of the Provost/President.

2}

IT ANALYSIS

Perform comprehensive analysis of status of campus information technology, short-term and long-term needs, and timeline (with estimated costs) to upgrade and maintain IT.

TIMELINE: Review of systems and improvement plan - summer 2014.

Implementation of IT upgrade - 2014 - 2015 academic year. Review of continuous upgrades of IT - annually.

RESPONSIBILITY: Director of IT.

3}

PLAN FOR IT UPGRADES

Development of a comprehensive plan to upgrade and maintain all IT functions, with clear priorities of needs; a phase-in strategy for upgrades; and projected cost estimates for each upgrade.

TIMELINE: Annually.

RESPONSIBILITY: Director of IT/Finance and Administration.





CREATE A CAMPUS THAT ATTRACTS AND
RETAINS THE BEST STUDENTS,
FACULTY, AND STAFF



A.

BUILD, REPLACE, AND MAINTAIN ACADEMIC AND AUXILIARY INFRASTRUCTURE.

1}

DEVELOP A CAMPUS MAINTENANCE PLAN

Develop an annual plan for transfers to provide for critical maintenance needs of the existing infrastructure, and include this plan and funding as part of the university's budget each fiscal year.

TIMELINE: Annually.

RESPONSIBILITY: Finance and Administration.

2}

HPER EXPANSION AND STUDENT RECREATIONAL FIELDS

Expansion of Health, Physical Education and Recreation (HPER) Center and construction of new student recreational fields.

TIMELINE: HPER expansion completed - fall 2014.

Recreational fields - completed.

RESPONSIBILITY: Finance and Administration.

3}

NATURAL SCIENCES BUILDING

Complete analysis of Lewis Science Center and develop a plan for future uses, possible remodeling, and future expansion plans.

TIMELINE: Complete planning - January 2014. Comprehensive plan for future - spring 2014. Presentation to Board of Trustees - spring 2014. Groundbreaking (pending Board approval) - spring 2015.

RESPONSIBILITY: Academic Affairs/Finance and Administration.

4}

NURSING AND HEALTH SCIENCES BUILDING

Complete analysis of, and planning for, a new nursing and health sciences building.

TIMELINE: Planning - academic year 2013-2014. Groundbreaking (pending Board approval) - fall 2015.

RESPONSIBILITY: Academic Affairs/Finance and Administration.



GOAL:

50%

INCREASE OF STUDENTS
IN GREEK SYSTEM
BY FALL 2016



5}

GREEK LIFE

Increase number of students in the Greek system by at least 50 percent by fall 2016.

TIMELINE: Complete planning - August 2014.

50 percent increase - fall 2016.

RESPONSIBILITY: Student Services.

6}

GREEK VILLAGE

Plan, construct, and develop a Greek Village/housing system on campus along with a Greek community center.

TIMELINE: Planning - completed.

Presentation of final plan to Board - completed. Construction of Phase I begins - spring 2014. First houses and Phase I of community center occupied - fall 2015.

RESPONSIBILITY: Student Services/Finance and Administration.

7}

PERFORMING ARTS CENTER

Plan for the expansion and relocation of a Center for the Performing Arts.

TIMELINE: Preparation of comprehensive plan - spring 2015. Groundbreaking for center (assuming private donors and pending Board approval) - spring 2017.

RESPONSIBILITY: Academic Affairs/Finance and Administration.

8}

ATHLETIC PROGRAMS

Develop a plan, with timeline and funding sources, to upgrade athletic facilities.

TIMELINE: Summer 2014; updated annually.

RESPONSIBILITY: Director of Athletics/Finance and Administration.



B.

PLAN, DEVELOP, AND TRANSFORM DONAGHEY AVENUE.

Donaghey Avenue is the university’s “Main Street.” It is also an important thoroughfare to the City of Conway. The university, working with officials of the City of Conway, will create a master plan for the future use of Donaghey Avenue between College Avenue and Robins Street.

The university will plan for and facilitate the development of Donaghey Avenue through the campus so that it is an asset to all of the university’s constituencies and the City of Conway.

1} PLAN FOR TWO BLOCKS ON THE EAST SIDE OF DONAGHEY AVENUE

Request permission from the Board of Trustees to engage the services of an architectural and engineering firm to develop a plan for the two blocks on Donaghey Avenue between South Boulevard and Martin Street.
TIMELINE: Firm to be selected - completed. Plan presented to Board - summer 2014.
RESPONSIBILITY: President/Finance and Administration.

2} CREATE INITIAL MIXED-USE DEVELOPMENT ON DONAGHEY AVENUE

Plan, develop, and create a mixed-use development between South Boulevard and Bruce Street. The development would include ground-floor retail and commercial ventures, and innovative student housing on upper floors.
TIMELINE: Plan completed - summer 2014. Board presentation - fall 2014. Groundbreaking (pending Board approval) - spring 2015. Marketing and leasing - fall 2015 - spring 2016. Occupancy - fall 2016.
RESPONSIBILITY: President/Finance and Administration.

3} DEVELOPMENT OF PLAN FOR STREETScape OF DONAGHEY AVENUE

Working with City of Conway, develop a plan to improve Donaghey Avenue, as well as its aesthetics, by incorporating potential medians, roundabouts, street trees, and landscaping.
TIMELINE: Spring 2014.
RESPONSIBILITY: President/Finance and Administration.

4} COMPREHENSIVE LAND USE PLAN FOR ENTIRE DONAGHEY AVENUE CORRIDOR

TIMELINE: Plan completed - spring 2015.
RESPONSIBILITY: President/Finance and Administration.

IRBY



MAXIMIZE
EXTERNAL RELATIONS
EFFECTIVENESS



A.

CENTRALIZE UNIVERSITY COMMUNICATIONS.

1}

CONSOLIDATE ALL UNIVERSITY COMMUNICATIONS

TIMELINE: Summer 2014.

RESPONSIBILITY: Office of the President.

2}

UNIVERSITY MEDIA/MARKETING/COMMUNICATIONS PROFESSIONAL

Conduct a search for, and hire a person with primary responsibility for university media/marketing/communications as part of the consolidation of university communications.

TIMELINE: Spring 2014.

RESPONSIBILITY: Office of the President.

B.

INCREASE ADVANCEMENT GOALS AND ACTIVITIES.

1}

REVISE AND INCREASE FUNDRAISING GOALS

Review and revise external fundraising goals in line with overall university needs.

TIMELINE: Complete review and establishment of goals - spring 2014.

RESPONSIBILITY: Institutional Advancement/President.

2}

ESTABLISH CAPITAL CAMPAIGN WITH A STATED, ATTAINABLE GOAL

TIMELINE: Campaign timeline established - spring 2014.

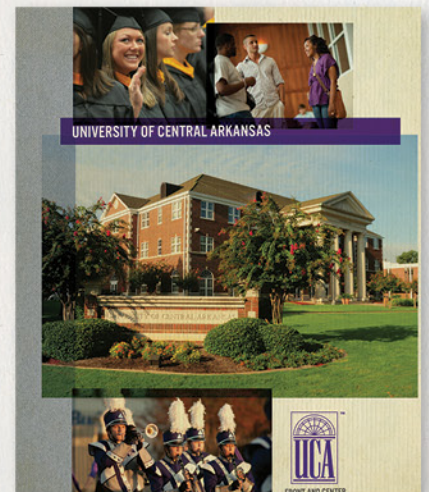
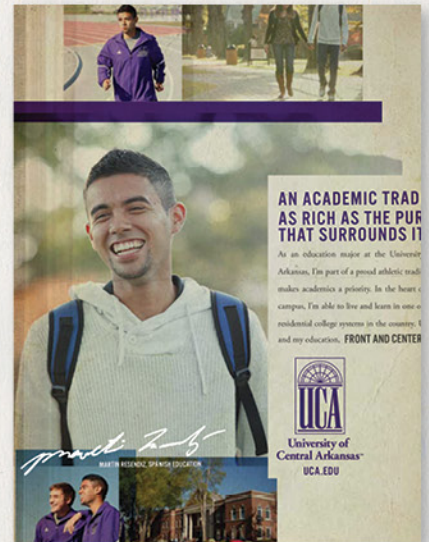
RESPONSIBILITY: UCA Foundation, Inc. Board/Institutional Advancement.

3}

PRIORITIZE FUNDRAISING GOALS

TIMELINE: Spring 2014.

RESPONSIBILITY: UCA Board of Trustees/ UCA Foundation, Inc. Board of Directors/ President/Institutional Advancement.





C.

EXPAND CULTURAL PROGRAMS AND ACTIVITIES INTO THE COMMUNITY AND THROUGHOUT THE STATE TO RAISE AWARENESS OF THE ARTS AT UCA.

1}

EXPAND ARKANSAS SHAKESPEARE THEATER (AST)

Develop a plan to increase awareness of AST throughout the state. Secure external funding from other sources such as foundations; donors; local, regional, and state entities to bring productions to other areas of the state.

TIMELINE: Plan completed - spring 2014.

Production - June 2015.

RESPONSIBILITY: AST/College of Fine Arts and Communication/Institutional Advancement.

2}

REYNOLDS PERFORMANCE HALL

Establish Reynolds Performance Hall and the Public Appearances Series as a statewide performance venue.

TIMELINE: New plan completed - spring 2014.

RESPONSIBILITY: Reynolds Director.

3}

FINE ARTS PROGRAMS AND EVENTS

Expand outreach and marketing efforts of Baum Gallery, events in Snow Fine Arts, and the UCA Music Department to attract more visitors to campus.

TIMELINE: Plan submitted - May 2014.

RESPONSIBILITY: College of Fine Arts and Communication/Academic Affairs.

4}

EXPAND SUMMER ACADEMIC PROGRAMS FOR CHILDREN

Review all summer programs on campus with a view toward expanding offerings and increasing awareness of the university, including traveling and statewide camps.

TIMELINE: Review and plan completed - spring 2014.

RESPONSIBILITY: Outreach and Community Engagement/Academic Affairs/Athletics.



D. INCREASE CONTACTS WITH ALUMNI AND INCREASE ALUMNI INVOLVEMENT AND PARTICIPATION.

1}

INCREASE ALUMNI MEMBERS

Review participation by alumni and increase alumni membership by at least 10 percent per year.

TIMELINE: Annually.

RESPONSIBILITY: Alumni Services/
Institutional Advancement.

2}

DEVELOP ALUMNI EVENTS THROUGHOUT STATE AND REGION

Continue hosting alumni events in Arkansas; the Dallas/Fort Worth metroplex; and other targeted areas.

TIMELINE: Annually.

RESPONSIBILITY: Advancement/Alumni Services/Athletics/Academic Affairs.

3}

INCREASE ALUMNI GIVING

Establish new goals for alumni giving and increasing alumni giving by at least five percent each year, both in number of donors and in aggregate contributions.

TIMELINE: Annually.

RESPONSIBILITY: Alumni Services/
Institutional Advancement.



GOAL:

INCREASE

ALUMNI

GIVING

BY 5% EACH YEAR





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