

**Annual Report of the  
Strategic Planning and Resource Council  
Nancy B. Reese, Chair  
October 1, 2012**

In Spring 2012, UCA began the process of developing a strategic plan to guide the university over the next four years. Under the leadership of Dr. Michael Schaefer and with the guidance of consultant Dr. David McFarland, the Strategic Planning and Resource Council and its associated task forces drafted the following documents: Planning Assumptions, Driving Forces, Institutional Distinctiveness, Vision, Mission, and Core Values. Six strategic goals were developed by the entire university community in Fall 2010. During the following months, meetings and forums were held to develop specific initiatives aimed at advancing the strategic goals. By May 2011, the complete Strategic Plan (Mission, Vision, Core Values, Six Strategic Goals, and one to three Initiatives per goal) had been approved by the entire university community and the UCA Board of Trustees.

To ensure ongoing monitoring, review, and revision of the strategic plan, the Strategic Planning and Resource Council (SPARC) was restructured 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.

**Strategic Planning and Resource Council Executive Committee**

The Executive Committee of SPARC is composed of the following members:

Nancy B. Reese, SPARC Chair  
Kevin Browne, President Faculty Senate  
Stephanie McBrayer, President Staff Senate  
Spencer Sims, President Student Government Association

The SPARC Executive Committee has held three meetings this fall and is currently meeting twice per month – the 1<sup>st</sup> Friday of each month at 8:00 am, and the 4<sup>th</sup> Tuesday of each month at x-period. Work of the committee has centered around developing processes for reporting progress on and updating the UCA Strategic Plan, production and timing of the Institutional Report Card (IRC), coordinating the strategic planning and budgeting processes, and communicating the strategic plan to the campus community. A list of key tasks and deadlines for the coming year for the SPARC, SPC, and SBAC is provided in Appendix 1.

**Strategic Planning Committee**

History and Charge

The Strategic Planning Committee (SPC) was created in April 2012 with the restructuring of SPARC and was constituted in early Fall 2012. A membership list of this committee is provided in Appendix 2. The committee is charged with 1) collaborating with the Strategic Budgeting

Advisory Committee, 2) making recommendations concerning the implementation of the strategic plan initiatives for the next fiscal year, in addition to a five-year period, 3) conducting studies and making inquiries related to the strategic plan and mission of the university, and 4) presenting concerns to the president and the university campus as a whole.

### Accomplishments

Although the SPC just began its work in Fall 2012, its first task, that of assessing progress toward the strategic plan, has been completed. The UCA Strategic Plan Progress Report for Fiscal Year (FY) 2012 is provided in Appendix 3. In addition, the Strategic Planning Committee has recommended changes in the Goals and Objectives of the Strategic Plan for FY 2013 – 2017 (Appendix 4). These recommendations have been widely distributed across campus for input from various constituencies (Faculty and Staff Senates, Student Government Association, Council of Deans, President and Executive Staff, Academic Council). Once the final version of the Goals and Objectives for 2013-2017 has been approved, it will be forwarded to the UCA board of Trustees for consideration.

### Planning for 2012-13

As noted in the report of the SPARC Executive Committee, Appendix 1 provides a complete list of the planned activities of the SPC as well as those of the SBAC and of SPARC. Also contained in the table are deadlines and a summary of results for completed activities. Of significant note are two items:

- Publication of the Institutional Report Card (IRC) in late Fall 2012. The IRC will provide a summary of UCA's performance on key performance indicators (KPIs) during the preceding fiscal year. The SPC has a significant role to play in the production of the IRC, as a summary of progress toward the strategic plan also will be included.
- Coordination of university wide meetings and forums in Spring 2013. These meetings will occur for the purpose of soliciting input from the university community regarding any revisions needed in the strategic plan for FY 2015.

### **Strategic Budgeting Advisory Committee**

The report beginning on the following page was developed by Dr. Janet Wilson, Chair of the Budget Advisory Committee for 2011-12 and approved by the committee at its April meeting.

**Budget Advisory Committee**  
**Annual Report to the Faculty Senate, 2011-2012**

Janet Wilson, Chair

April 12, 2012

- Charge:
- a. To review changes and updates to the university budget.
  - b. To conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds.
  - c. To present concerns and recommendations to the president.

A number of changes were instituted this year in an effort to increase shared governance and communication regarding changes to the university's budget. Of particular focus was the linking of new funding requests with the Strategic Plan and responding to budget-related concerns found in the Higher Learning Commission's 2010 report. A summary of key activities are provided below:

- Regularly reviewed UCA's Cash Position and Operating Summary reports
- Reviewed written and oral presentations by unit heads of new funding requests that were tied to the Strategic Plan
- Prioritized new funding requests for FY 13
- Approved memo of prioritized funding requests for FY 13 that was sent to President Courtway and the campus
- Reviewed written and oral presentations from both faculty and staff salary review committees
- Prioritized salary requests relative to new funding requests for FY 13
- Approved memo of prioritized salary requests for FY 13 that was sent to President Courtway and the campus
- Approved memo of multi-year budget requests that was sent to President Courtway and the campus
- Reviewed and made suggestions regarding a timeline that will allow for an assessment of funding needs, presentation of new funding and salary requests, deliberation by committee members, creation of recommendations, funding decision-making by administrators, and deliberations/decision-making by Board of Trustee members (see Appendix 5)
- Reviewed and made suggestions regarding the reorganization of the Strategic Planning and Resource Council (SPARC): Strategic Planning Committee (SPC) and Strategic Budgeting Advisory Committee (SBAC)
- Chair of the BAC and Faculty Senate President participated in the first ever Board of Trustees FY 13 Budget Workshop on April 2, 2012

It is expected that on May 4, 2012, the Board of Trustees will approve the reorganization of SPARC thus institutionalizing the link between the Strategic Plan and the budgeting process. This change also provides a better balance between faculty/staff representatives on the committee. Finally, by identifying a tenured faculty member as Chair for a three year period, providing them with a course reduction each term, and identifying an incoming Chair in the SPARC Chair's third year of service, we are better able to provide for consistent leadership in the position. See Appendix 6 for a copy of SPARC: SPC & SBAC.

UCA Strategic Planning and Budgeting Key Tasks and Deadlines  
2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
Institutional Report Card – Timing and Responsibility Established	SPARC	President, Provost, COD	August 27, 2012	SPARC will Coordinate with J. Glenn; Deadline to President’s office by Nov 15; to BOT for Dec meeting
Progress Reports on 2012 Action Steps submitted to SPC	SPC	BOT Chair, President, Provost, VP for University and Government Relations, VP for Finance and Administration, VP for Enrollment Management, VP for Advancement, Associate Provost and Graduate Dean, Associate Provost and Chief Information Officer, Associate Provost for Instructional Support, Dean of Liberal Arts, Executive Director of Outreach, Director of the Center for Community and Economic Development, Director of Assessment, Director of General Education, SBAC Chair Faculty Senate, Staff Senate, Student Government Association (SGA), Faculty Salary Review Committee, Staff Salary Review Committee, University Assessment Committee. General Education Council, President Academic Council, Department Chairs, Unit Administrators, Office of Multicultural Student Services	August 31, 2012	Reports received, compiled, and distributed to the SPC on Sept 6, 2012
Contact “Responsible Parties” and request targets for Key Performance Indicators (KPIs)	SPARC	Assoc Provost and CIO	September 1, 2012	Responsible parties contacted via email. Deadline for KPI targets established as November 1, 2012.

UCA Strategic Planning and Budgeting Key Tasks and Deadlines  
2012-13

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Revise "SPARC Proposed Reorganization" (Appendix 2.1 of the HLC Monitoring Report) to reflect: 1) Changes in timing of Institutional Report Card (IRC) 2) Addition of Director of Assessment to SPC	SPARC	Faculty Senate, COD, Board of Trustees (BOT)	September 1, 2012	Revisions to "SPARC Proposed Reorganization" submitted for consideration to Faculty Senate, COD, and President Courtway on Sept. 17, 2012.
Develop Instructions for Budget and Salary Requests for FY 2014	SBAC; SPARC	VP for Finance and Administration	September 8, 2012	Instructions developed and sent to SBAC members.
Budget and Salary Request Instructions Approved by SBAC	SBAC		September 13, 2012	Instructions approved by SBAC at September meeting.
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 17, 2012	Call sent to unit heads via email on 9/13/12.
KPI Targets set and received	SPARC	Various "Responsible Parties"	September 30, 2012	Deadline moved to November 1, 2102.
Strategic Planning and Resource Council (SPARC) Report to Faculty Senate	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2012	Approved by SBAC April 2012; Approved by SPC September 2012; Submitted to Faculty and Staff Senates and SGA September 28, 2012.
Action Steps and Assessment Plan for Fiscal Year (FY) 2013 and 2014 set and distributed to campus community; posted on UCA Website	SPC, SPARC	VP for University and Government Relations	October 1, 2012	
UCA Website updated to reflect new SPARC	SPARC	VP for University and Government Relations	October 1, 2012	

UCA Strategic Planning and Budgeting Key Tasks and Deadlines  
2012-13

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
structure and Action Steps – new material needs to be first seen; old material archived and accessible				
University electronic assessment software in place	Assessment Committee	Associate Provost for Instructional Support; Director of Assessment	October 1, 2012	
Review and revision of “Shared Governance” questionnaire complete	SPC, SBAC	VP for Finance and Administration	October 1, 2012	
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 26, 2012	
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 29, 2012	
“Shared Governance” survey distributed to campus community	SPARC		November 1, 2012	
“Budget 101” presented during one of Campus Talk sessions – Fall 2012	SBAC	VP for Finance and Administration	November 1, 2012	
HLC Financial Recovery Plan Report complete	SBAC	VP for Finance and Administration	November 1, 2012	
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 8, 2012	
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 15, 2012	
Strategic Plan framework built into electronic	Assessment Committee	Associate Provost for Instructional Support; Director of Assessment	December 31, 2012	

UCA Strategic Planning and Budgeting Key Tasks and Deadlines  
2012-13

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
assessment software and all units trained to enter data into system				
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2013	
Results of "Shared Governance" survey analyzed; report comparing results of 2011-12 and 2012-13 surveys complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	January 31, 2013	
Campus-wide Strategic Plan update forums held to add / modify initiatives for FY 2015 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Faculty and Staff Senates, SGA	January and February 2013	
Unit Strategic Plan update meetings held to add / modify initiatives for FY 2015 and to identify long range targets for achieving UCA Vision	SPARC, SPC	Unit Heads	January and February 2013	
FY 2014 Budget recommendation complete		VP for Finance and Administration	March 2013	
Update of Strategic Plan for FY 2015 completed by SPC and transmitted to President and campus	SPC	President, VP for University and Government Relations	April 2013	

UCA Strategic Planning and Budgeting Key Tasks and Deadlines  
2012-13

<b>Key Task</b>	<b>Responsible Committee</b>	<b>Additional Responsible Parties</b>	<b>Deadline</b>	<b>Results</b>
community				
FY 2014 Strategic Plan on BOT agenda	SPARC	President	Early May 2013	
FY 2014 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2013	
Departments & Unit Planning Retreats: Develop Action Steps to Address Strategic Plan FY 2015 Initiatives	Assessment Committee, SPARC	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	May 2013	
Electronic Submission of Annual Reports Containing Progress Toward FY 2013 Strategic Plan	Assessment Committee	Deans, Vice-Presidents, Department Chairs, Unit Heads, Director of Assessment	July 1, 2013	



**Membership List  
Strategic Planning Committee  
2012-13**

<u>Capacity</u>	<u>Member</u>	<u>Term Expires</u>
SPARC Chair	Nancy Reese	2015
President Faculty Senate	Kevin Browne	2013
Vice-President, Faculty Senate	George Bratton	2013
President Staff Senate	Stephanie McBrayer	2013
Vice-President, Staff Senate	Lindsey Osborne	2013
President of SGA	Spencer Sims	2013
Vice-President, SGA	Jovana Ilic	2013
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2014
Faculty Member	Brian Bolter	2014
Department Chair	Jay Ruud	2013
Non-classified Staff	Patricia Smith	2013
Classified Staff	Kim McKee	2014
SGA Representative	Adam Price	2013
SGA Representative	Colby Qualls	2014
Dean	Jonathan Glenn	2014
Vice-President	Shelley Mehl	2014
BOT Member	Bobby Reynolds	2013
Community Member	Tab Townsell	2014
Provost Designee	Steve Runge	Permanent
Director of Assessment	Wendy Castro	Permanent

# **UCA Strategic Plan Progress Report**

## **For FY 2012**

### **Preamble**

The UCA Strategic Planning Committee, part of the Strategic Planning and Resources Council, has gathered information regarding progress toward the UCA strategic Plan in 2012. What follows is our report on that progress. The report is divided into two sections: "Overview" and "Progress Report by Goal". The "Overview" provides highlights of accomplishments toward the Strategic Plan during fiscal year 2012 (academic year 2011-12). Much more information may be gleaned from the "Progress Report by Goal" where actions taken toward each goal and objective are described along with the both desired and actual results of those actions in FY12.

### **Overview**

The following are highlights of the accomplishments made toward the UCA Strategic Plan in FY2012 by goal.

#### **Goal 1: Focus on Integrity at all levels of action**

- Monthly "Campus Talk" events held where President and senior staff responds to questions from the campus community
- Measures instituted to increase transparency in budgeting including timeline for budget development, public presentations of new budget proposals and ranking by Strategic Budget Advisory Committee (SBAC), and public discussion of budget at Board of Trustees (BOT) meeting a month before vote on budget occurred.
- Shared Governance and Communication Survey administered to campus community in fall 2011, identifying issues surrounding trust and communication and providing baseline against which future survey results will be compared
- Five-year salary plans developed by faculty and staff salary committees and presented to SBAC and then Executive Committee in open process
- UCA Board members assigned to divisional groups to improve communication and knowledge of Board members regarding issues on campus

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

- SmartEval system for on-line course evaluation purchased and implemented with a student response rate for 2011-12 of 46-49%
- University College faculty transitioned to division of Academic Affairs
- Formal assessment plans developed for all non-Academic Affairs areas
- UCA accepted to Higher Learning Commission (HLC) Assessment Academy and 6-member team from UCA participated

### **Goal 3: Provider a Learner-Focused Environment for All Students**

- National Survey of Student Engagement (NSSE) administered in spring 2012 providing baseline data on one measure of institutional effectiveness
- Focus groups held with students and employers of UCA graduates and responses used by General Education Task Force during process of recommending revision to General Education program
- Name for General Education program (UCA Core), along with mission and primary learning outcomes for the program, adopted by General Education Council

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

- Development of Campus Technology plan initiated
- Carryover accounts established for academic and non-academic areas for use on capital needs
- Comprehensive campus facilities master plan adopted by BOT

### **Goal 5: Increase Engagement with External Partners**

- University speaker's bureau established
- Meetings with out-of-state alumni and friends increased by 73% yielding over \$46,000 in donations to UCA Foundation
- Overall alumni giving increased by over 28%
- Successful Institute for Community and Economic Development complete in August 2012

### **Goal 6: Promote Diversity in All Areas**

- Diversity statement for UCA publications approved by BOT
- Diversity plans developed for all colleges and units across campus
- "Exploring Our World" speaker series implemented fostering increased appreciation and respect for other cultures
- Monthly student-led forums held designed to enhance campus climate of diversity
- Diversity Advisory Committee approved by UCA BOT

## UCA Strategic Plan FY2012 Progress Report by Goal

### Goal 1: Focus on Integrity at all levels of action

Objective 1a: Continue support of faculty/staff/student input into decision-making, thus improving shared governance.

Objective 1b: Make decisions based on data, evidence, and appropriateness to the university’s vision and mission; make those acts clear so that stakeholders can understand and respect decisions.

Objective 1c: 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.

Objective 2: 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.

Actions	Objectives				Cost	Responsibility	Results A: Actual Results D: Desired Results	Responsive Action
	1a	1b	1c	2				
<b>Goal 1 – Focus on integrity at all levels of action</b>								
<b>G1.A.</b> Establish monthly “Campus Talk” event: President and senior staff respond to questions from the campus community; BOT members also encouraged to attend.			◆		\$0	President and senior staff. Faculty, staff and students will have the responsibility to be involved.	A: Complete and ongoing. At least 50 UCA employees and students are in attendance at each campus talk event. All questions answered.	Continue monthly “Campus Talks” for FY 2013.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	1a	1b	1c	2			A: Actual Results D: Desired Results	
<p><b>G1.B.</b> Develop a plan for improvement of UCA's Web pages for clarity and accuracy.</p>			◆		\$0	VP for University and Government Relations, Web Development Team	<p>D: Plan will be in place to ensure that web pages will be accurate and easy to navigate.</p> <p>A: Carry Forward. Three ways we have moved forward in this area: 1) Homepage refresh - took the upper levels of the website and using analytics, updated links and information for site visitors; 2) Identified key content for reuse on website; 3) Implemented system that allows reuse of key content on website.</p>	<p>Continue in FY 2013. Action: Continue improvement of UCA's Web pages for clarity and accuracy.</p>
<p><b>G1.C.</b> Establish a timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.</p>	◆	◆			\$0	Subcommittee of the Strategic Budgeting Advisory Committee	<p>A: Complete. Timeline developed and approved by SBAC. Annual budget recommendations sent to Executive Staff. BOT discussed budget at a public meeting in April prior to vote on budget in May.</p>	<p>Standardize use of timeline in FY 2013 and beyond. Action: Standardize timeline for budget development to facilitate timely recommendations by the Strategic Budgeting Advisory Committee.</p>

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
Goal 1 – Focus on integrity at all levels of action	1a	1b	1c	2			A: Actual Results D: Desired Results	
<b>G1.D.</b> Maintain the information quality initiative – Data Standards and Information Access.		◆			\$0	Chief Information Officer, DSIA groups	D: Facilitate timely access to consistently reliable university information over time.  A: Carry Forward. On-going process, with significant progress this year. Business process analysis needs additional attention in future.	Continue this action for FY 2013 and beyond.
<b>G1.E.</b> Appoint a consultant to review IR operations to determine staffing needs and procedures.		◆			\$3,000	President	A: Complete. Consultant’s report received; recommendations are being implemented as appropriate. Work is ongoing to implement a plan to ensure that IR can meet the needs of internal and external clients.	Complete and implement plan to ensure IR meets needs of internal and external clients.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
	1a	1b	1c	2				
<b>Goal 1 – Focus on integrity at all levels of action</b>							<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G1.F.</b> Campus surveys on campus communication and shared governance			◆		\$0	Faculty Senate, Staff Senate, and Executive Staff	A: Complete and ongoing. Shared Governance and Communication Survey administered during Nov and Dec 2011. Data from 209 respondents analyzed, concerns identified, and baseline established. Survey will be administered annually and results compared to determine resolution of identified issues.	Action for FY 2013: Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.
<b>G1. G.</b> Develop manual for Faculty Senate Executive Committee outlining lines of communication.			◆		\$0	Faculty Senate Executive Committee	A: Complete. Manual completed, lines of communication will be institutionalized and standardized lines of communication adopted.	Institutional and standardize lines of communication.
<b>G1.H.</b> Conduct survey of faculty and staff salary goals.	◆	◆			\$0	Faculty Salary Review Committee and ad hoc staff salary committee	D: Committees will recommend 5-year plans to address faculty and staff salary goals A: Complete. Surveys completed and recommendations from staff and faculty salary committees presented to SBAC in January 2012.	Continue into FY 2013. Action to be developed.

Actions	Objectives				Cost	Responsibility	Results	Responsive Action
	1a	1b	1c	2				
<b>Goal 1 – Focus on integrity at all levels of action</b>							<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G1.I.</b> Clearly define the role and function of the Academic Council.	◆		◆		\$0	Provost, Chairs, Associate Deans, Faculty Senate	D: Role and function of the Academic Council is now clearly defined. A: Carry forward. Faculty Senate declined to recognize body as official entity. Clarification of role will continue in FY2013.	Continue action as written for FY 2013.
<b>G1.J.</b> Create better linkages between the Board members and the campus by establishing BOT member liaisons with divisional groups made up of faculty, staff, and students.	◆		◆		\$0	BOT Chair and President	D: Each functional division will have an active committee that meets quarterly with their Board member liaison. A: Complete and ongoing. Each Board member assigned to divisional group, meetings ongoing.	Monitor effectiveness of linkages in FY 2013. Action to be developed.
<b>G1.K.</b> Reorganize Strategic Planning and Resources Council to comprise two committees, Strategic Planning and Strategic Budgeting Advisory (superseding current Budget Advisory)				◆	\$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, SGA presidents, current SPARC chair	A: Board of Trustees approved reorganization at May 2012 meeting. New council began functioning in Fall 2012.	Develop and implement framework and processes for all responsibilities of SPARC as reorganized.



## UCA Strategic Plan FY2012 Progress Report by Goal

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

Objective 1: 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.

Objective 2: 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.

Objective 3: Become increasingly competitive in recruiting and retaining excellent faculty and staff.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>						<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G2.A1.</b> Establish a consistent budget line for funds to support faculty/staff development/travel.		◆		Amounts depend upon the budget process. This year: - added \$210,000 for faculty travel, development - added \$16,664 for staff development	VP for Finance and Administration, and Provost and VP for Academic Affairs  ICW: Associate Provost for Finance & Administration	A: Carry forward. Funds for faculty development provided on interim basis for FY12; staff funds in base budget for FY12. Funds also available on competitive basis from professional development endowment administered by the Staff Senate..	Requests to increase professional development budgets will be presented to and ranked by SBAC in FY13

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>						<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G2.A2.</b> Create a plan for classified and non-classified staff development.		◆		\$0	VP for Finance and Administration, Provost, Staff Senate	A: Carry Forward. Requests to increase professional development budgets will be included in the budget process in the form of a budget request. These requests will be evaluated and ranked by the SBAC.	Requests to increase professional development budgets will be presented to and ranked by SBAC in FY13
<b>G2.B.</b> Complete and implement enrollment management plan.	◆			\$386,000 (reallocated from advertising funds)	VP for Enrollment Management	A: Carry forward. SEM Works engaged in December 2011. Assisted in environmental scan, SWOT analysis, and creation of Customer Relationship Management (CRM) recruitment plan. Contract with SEM Works not renewed. Instead we will utilize EMAS software for our CRM in Enrollment Management for the coming year for recruitment efforts. Comprehensive plan to be developed by Division of Enrollment Management	Action for FY 2013: Complete and implement Strategic Enrollment Management Plan

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>						<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G2.C.</b> Purchase and implement SmartEval system.	◆			\$14,995 / year	Director of Assessment	D: Response rate of instructor evaluations rises, with a target of 80%. A: Complete and ongoing. Response rate in 2011 was 49% and in Spring/Summer 2012 was 46%. <u>Recommend that action steps be added to FY 2013 - 2014 to increase SmartEval response rate.</u>	Continue into FY 2013 with a focus on increasing response rate. Action to be developed.
<b>G2.D.</b> Develop a plan to transition University College Faculty into the academic division.			◆	\$0 for the plan	Associate Provost for Instructional Support, ICW: Provost, VP for Enrollment Management	D: The relocation of University College faculty to the academic division is completed. A: Complete. As of Spring 2012, University College faculty and program began reporting solely to Office of the Provost through Associate Provost for Instructional Support. With beginning of FY2013, a full-time Interim Director was in place, replacing previous half-time Director who returned to full-time duties as Associate VP for Enrollment Management.	Action complete – no response required.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 2 – Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence</b>						<b>A: Actual Results</b> <b>D: Desired Results</b>	
<b>G2.E.</b> Develop formal assessment plans for non-Academic Affairs areas.	◆			\$0	Vice Presidents, Directors, Associate Provost & Chief Information Officer	D: All non-Academic Affairs areas have plans to monitor effectiveness and promote continuous improvement. A: Complete.	New Action for FY 2013: Assessment plans for non-Academic Affairs areas will be fully implemented.
<b>G2.F.</b> Apply for HLC Assessment Academy and participate if accepted.	◆			\$20,000 (estimated for planning session and workshop)	Director of Assessment, Director of General Education	A: Complete. Application submitted (2/2012) and accepted (3/12/2012); 6-member team from UCA participated in the first workshop (the Assessment Roundtable)	New action for FY 2013: Participate in HLC Academy for Assessment of Student Learning (Year 2)

## UCA Strategic Plan FY2012 Progress Report by Goal

### Goal 3: Provider a Learner-Focused Environment for All Students

Objective 1: Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.

Objective 2: 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.

Objective 3: Enrich global-oriented learning environment.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 3 – Provide a Learner-Focused Environment for All Students</b>						<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G3.A1.</b> Complete revision of learner outcomes to facilitate assessment in all programs, including general education.		◆		\$26,000	Director of Assessment ICW: Departmental assessment coordinators, Academic Assessment Committee, General Education Council	D: Learning outcomes and assessment rubrics adopted. The adoption of measurable learning outcomes, rubrics, and procedures for evaluation is ongoing.  A: Carry forward. The General Education Task Force began the development of rubrics for use in assessing all UCA Core classes. Other programs are ongoing in FY 2013.	Action for FY 2013: Finish revising specific outcomes based on the mission statement and basic outcomes of the UCA Core adopted in 2012; review and implement program change proposals made by the General Education Task Force of Summer 2012.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 3 – Provide a Learner-Focused Environment for All Students</b>						<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G3.A2.</b> Begin to develop a new <i>Assessment Handbook</i> for Academic Assessment		◆		\$0	Director of Assessment ICW: Academic Assessment Committee, Associate Provost for Instructional Support	D: <i>Assessment Handbook</i> under development. A: Complete and ongoing. Handbook is under development.	Action for FY 2013: Complete development of <i>Assessment Handbook</i> for Academic Assessment
<b>G3.B.</b> Continue periodic administration of the NSSE (every three years).		◆		\$6,300 / administration	Director of Assessment	D: NSSE will be administered and data analyzed and disseminated in Spring 2012. A: Carry forward. NSSE was administered in Spring 2012, and data will be analyzed and disseminated in Fall 2012.	Continue into FY 2013. Action to be developed.
<b>G3.C.</b> Create strategic plans in all academic programs with assessment plans that link to the UCA Strategic Plan.		◆		\$0	Associate Provost for Instructional Support ICW: Department/unit administrators	D: Strategic and assessment plans complete and a standardized reporting system adopted. A: Carry forward. Standardized forms adopted and posted on PandA website.	Continue into FY 2013. Action to be developed.

Actions	Objectives			Cost	Responsibility	Results		Responsive Action
	1	2	3			D: Desired Results	A: Actual Results	
<b>Goal 3 – Provide a Learner-Focused Environment for All Students</b>								
<b>G3.D1.</b> Initiate student focus groups for General Education (Business and Liberal Arts in FY12)		◆		\$7,180	Director of General Education, General Education Council	D: Focus group meetings and surveys completed, responses analyzed, and recommendations summarized. A: Complete. Focus group responses used by the General Education Task Force in the process of recommending revisions.		Action for FY 2013: Continue student focus groups for General Education assessment. (for remaining academic colleges)
<b>G3.D2.</b> Conduct focus groups with employers of UCA graduates		◆		\$200	Director of General Education, General Education Council	D: Information on desired employee skills and extent to which UCA graduates meet skills expectations gathered, analyzed, and reported. A: Complete. Focus group responses used by the General Education Task Force in the process of recommending revisions.		None required.

Actions	Objectives			Cost	Responsibility	Results	Responsive Action
	1	2	3				
<b>Goal 3 – Provide a Learner-Focused Environment for All Students</b>						<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G3.E.</b> Implement use of ETS Proficiency Profile as one tool for assessing the General Education program.		◆		\$4,625	Associate Provost for Instructional Support ICW: Director of Assessment, Director of General Education, General Education Council, Council of Deans, University Testing	D: Student reading, writing, critical thinking, and quantitative reasoning skills measured (250 seniors tested). A: Carry forward. Because of a late start only 105 seniors were tested. Remaining 145 tests purchased will be used to test a portion of the freshmen sample in FY 2013. Discussion is ongoing on how to increase sample of seniors.	Action for FY 2013: Continue and evaluate use of ETS Proficiency Profile as one tool for assessing the General Education program.
<b>G3.F.</b> Communicate mission and learning outcomes of General Education to students, parents, and faculty.	◆			\$0	General Education Council and VP for Enrollment Management ICW: General Education Council	D: A name for General Education program adopted (UCA Core), the revised mission and primary learning outcomes publicized to prospective students, current students, parents, and faculty. A: Complete and ongoing. Mission and learning outcomes for UCA Core was approved by the General Education Council and posted on the UCA website ( <a href="http://uca.edu/gened/files/2012/06/uca_core_final.pdf">http://uca.edu/gened/files/2012/06/uca_core_final.pdf</a> ).	Action carried forward into FY 2013 as written.



## UCA Strategic Plan FY2012 Progress Report by Goal

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

Objective 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.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G4.A.</b> Complete data gathering and planning for a campus technology plan.	◆	\$0 for the plan	Associate Provost & Chief Information Officer	D: Campus Technology Plan begun, with a target completion date of FY2013. A: Carry forward. Work underway; target completion date remains FY2013.	Action for FY 2013: Complete campus technology plan.
<b>G4.B.</b> Implement processes and governance structures for proposing and prioritizing technology projects/initiatives.	◆	\$0	Associate Provost & Chief Information Officer, Faculty Senate Committee on Committees, Executive Staff	D: Committees and processes in place and operational during the Spring semester 2012. A: Carry forward. Governing structures in place, but processes are being worked out in development of technology plan (G4.A.).	Continue into FY 2013. Action to be developed.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G4.C.</b> Create academic carryover accounts for use on capital needs.	◆	\$200,000 assigned to the colleges	VP for Finance and Administration ICW: President, Provost, and COD	D. Establish and fund carryover accounts for use on Capital Needs for each college and the Provost. A: Complete. Funds established at end of FY2011 with additional funding at end of FY2012, bringing balance to \$250,000. In addition, all non-academic divisions received a capital carry-over account of \$10,000 each at end of FY2012.	None required.
<b>G4.D.</b> Adopt a comprehensive campus facilities master plan.	◆	\$160,000	President, VP for Finance and Administration	D: Campus facilities master plan adopted. A: Complete. Plan officially adopted at 02/24/12 BOT meeting. Plan reviewed further at 08/03/12 BOT Retreat, where Board members took a tour to see impact of master plan first hand.	Action for FY 2013: Review approved campus master plan with the Board of Trustees each year at the retreat. Validate property acquisitions and building placements linked to the plan.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 4 – Commit to Ongoing Improvement and Innovation in Facilities and Technology</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
<b>G4.E.</b> Develop a plan to ensure facilities are maintained and updated as necessary.	◆	\$1.3 million	President, VP for Finance and Administration ICW: Provost; campus participates in prioritizing	D: Allocations will be made to ensure facility maintenance schedules are based on designated priority. A: Complete and ongoing. At end of FY12, ranked capital priorities presented by divisions then evaluated by Executive Staff to develop combined rankings. Once Planned Transfers were completed and funding established, rankings were reviewed to determine capital projects to be funded.	Action for FY 2013: Review the master deferred maintenance list, at minimum, on an annual basis. Provide list to the Board of Trustees at the annual retreat.

## UCA Strategic Plan FY2012 Progress Report by Goal

### Goal 5: Increase Engagement with External Partners

Objective 1: 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.

Objective 2: Strengthen communication, coordination, and prioritization of fundraising efforts and needs across campus.

Actions	Objectives		Cost	Responsibility	Results		Responsive Action
	1	2			D: Desired Results	A: Actual Results	
<b>Goal 5 – Increase Engagement with External Partners</b>	<b>1</b>	<b>2</b>			<b>D: Desired Results</b>	<b>A: Actual Results</b>	
A) Establish a university speaker's bureau.	◆		\$0	VP for University and Government Relations	D: UCA personnel will speak to civic, business, and other organizations to inform and promote UCA and its programs.	A: Complete and ongoing..	Continue into FY 2013. Action to be developed.
B) Ensure key individuals are active in civic and business organizations to promote UCA and its programs.	◆		\$0	VP for University and Government Relations	D: UCA employees are visible as members and leaders in civic and business organizations	A: Carry forward. Current city council member and out going chamber president are UCA employees.	Continue as written in FY 2013.
C) Support UCA's mission to engage with its external community by developing an infrastructure/plan to connect the needs of the community with the resources and expertise of the campus.	◆		\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: The Division of Outreach and Community Engagement's Strategic Plan will be ready for implementation.	A: Carry forward. Plan in process.	Continue in FY 2013. Action to be developed.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
<b>Goal 5 – Increase Engagement with External Partners</b>	<b>1</b>	<b>2</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
D) Secure additional travel funds for field staff (fund-raising personnel).		◆	\$10,000	VP for Advancement	D: Increase number of face to face visits with alumni and friends to identify prospects for giving capacity and affinity.  A: Complete and ongoing. Out of state meetings increased from 64 in FY11 to 111 in FY12, a 73% increase. We received over \$46k in gifts from those 111 out of state alumni.	Continue in FY 2013. Action to be developed.
E) Continue implementation of NetCommunity SPARK		◆	\$0	VP for Advancement	D: Assess Honors College pilot program implementation to help ensure smooth implementation in other academic colleges and units.  A: Carry forward. Implementation to all colleges accelerated by updating online giving pages, event registration and HTML email communications.	Action for FY 2013: Expand use of NetCommunity SPARK
F) Allocate \$50,000 in private funds to phonathon for matching new donor gifts.		◆	\$0	Director of Advancement Communications	D: Increase alumni giving participation percentage.  A: Alumni giving increased again to 8.28% from 6.43% the previous fiscal year. The use of wealth capacity data for segmentation of appeals and the Legacy Walk promotion also had a significant impact on the increase.	Complete. No action required.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
<b>Goal 5 – Increase Engagement with External Partners</b>	<b>1</b>	<b>2</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
G) Facilitate a service learning pilot project.	◆		To be determined	Associate Dean of CLA ICW: Provost and VP for Academic Affairs, and Executive Director of OCE	D: Long-term plan for continued service learning initiatives is proposed. A: Carry forward. Plan has been proposed, but a program/pilot based on the plan has not been implemented.	Action for FY 2013: Prepare launch of service learning program.
H) Increase capacity of the Center for Community and Economic Development to service local communities and municipalities.	◆		\$10,000	Executive Director of the OCE ICW: Associate Provost for Finance and Administration	D: Increased demand for economic and development activities by civic and business leaders. A: Carry forward. Completed successful institute for Community and Economic Development in August 2012. Need measures of demand for comparison.	Continue in FY 2013. Action to be developed.
I) Maintain and support existing outreach and engagement programs and their evaluation.	◆		\$0	Executive Director of the OCE ICW: Associate Provost for Finance and Administration	D: Evaluation completed and reported in FY 2013. A: Carry forward. In progress; will continue into FY2013 (new 2013 action step); Working with Director of Assessment	Continue action as written in FY 2013.

Actions	Objectives		Cost	Responsibility	Results	Responsive Action
<b>Goal 5 – Increase Engagement with External Partners</b>	<b>1</b>	<b>2</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
J) Take campus-wide inventory of existing community outreach and engagement projects and make available online.	◆		\$0	Executive Director of OCE ICW: Associate Provost for Finance and Administration	D: Online repository is created and housed at <a href="http://uca.edu/outreach">uca.edu/outreach</a> and is accessible from uca.edu (the university's home page); external partners are aware of UCA's outreach and engagement opportunities.  A: Carry forward. In progress; will continue to FY2013 (new 2013 action step).	Continue action as written in FY 2013.

## UCA Strategic Plan FY2012 Progress Report by Goal

### Goal 6: Promote Diversity in All Areas

Objective 1: 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.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 6 – Promote Diversity in All Areas</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
A) Employ a consultant to survey campus needs in diversity, appoint a UCA diversity committee, and prepare a strategic plan for diversity.	◆	\$3,000	Dean of Liberal Arts	D: Consultant hired, committee appointed, and strategic plan for diversity complete. A: Carry forward. Consultant's report received. Committee appointments in process. Strategic plan for diversity will be ready for implementation in FY 2013.	Action for FY 2013: . Appoint a UCA diversity committee, and prepare a strategic plan for diversity.
B) Create a diversity statement for the <i>Faculty Handbook</i> , <i>Staff Handbook</i> , and <i>Student Handbook</i> .	◆	\$0	President, Board of Trustees, Dean of Liberal Arts, Faculty and Senate Handbook Committees, and SGA executive council	D: A coordinated diversity statement will be found in each handbook, as well as other references to diversity and in other locations. A: Carry forward. BOT approved Policy 502 in May 2012 that contained statement for inclusion in university publications. Needs to be incorporated in all publications.	Action for FY 2013: Publish diversity statement in the <i>Faculty Handbook</i> , <i>Staff Handbook</i> , and <i>Student Handbook</i> .
C) Develop diversity plans in each college and unit on campus	◆	\$0	Dean of Liberal Arts	D: Diversity plans completed in all units. A: Carry forward. This step needs to be monitored until the VP for Institutional Diversity is hired.	Continue as written in FY 2013.



Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 6 – Promote Diversity in All Areas</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
D) Establish “Exploring Our World” Speaker Series for campus and “outreach.”	◆	\$11,800	Dean of Liberal Arts	D: Speakers foster an appreciation and respect for other cultures. A: Complete and ongoing. Speaker series has been expanded to include more colleges and a broader number of faculty to discuss the diversity topics.	Action for FY 2013: Continue “Exploring Our World” Speaker Series for campus and “outreach.”
E) Define the UCA diversity mission and adopt 4–6 primary learning outcomes for all courses in diversity.	◆	\$0	Associate Provost for Instructional Support ICW: Director of General Education, Director of Assessment	D: Establish 4–6 primary learner outcomes for diversity, and identify courses reflecting those outcomes. A: Carry forward. New UCA Core approved by the General Education Council includes diversity goal from the University Mission. General Education Task Force will propose specific learning outcomes and assessment rubrics for diversity in FY 2013. Action will be revised and included in FY2013.	Continue in FY 2013. Action to be developed.
F) Develop university diversity website to post ongoing diversity events.	◆	\$0	Dean of Liberal Arts ICW: VP for University and Government Relations	D: Diversity events visible and accessible from the university’s main page. A: Carry forward. Content and direction needed for diversity link. For any event to be visible and accessible from the university's main page, items must be submitted in calendar (open to any UCA employee).	Continue as written in FY 2013.

Actions	Objective	Cost	Responsibility	Results	Responsive Action
<b>Goal 6 – Promote Diversity in All Areas</b>	<b>1</b>			<b>D: Desired Results</b> <b>A: Actual Results</b>	
G) Establish a master list of all groups on campus that contribute to a culture of diversity and inclusiveness, and list their mission, goals, and objectives.	◆	\$0	Office of Multicultural Student Services	D: Master list of organizations completed and publicized. A: Complete. This list master list of RSOs is published each year by Student Lifer	Complete. No action required.
H) Establish SGA- /student-led forums each year to enhance campus climate of diversity	◆	\$0	SGA President and Director of Multicultural Student Services	D: A plan is in place for implementation of student-led forums. A: Complete. Multicultural Student Services held Monday Forums every 4th Monday & Cultural Celebrations were held 4 times a year	Action for FY 2013: . Implement SGA- /student-led forums each year to enhance campus climate of diversity
I) Establish a student diversity committee and a university wide Diversity Advisory Committee to oversee the college plans and assist all units in adapting their plans to the Strategic Plan. Initially, the committee will meet once a month.	◆	\$0	SGA, Staff Senate, Faculty Senate, Board of Trustees	D: Committees appointed and meeting regularly. A: Carry forward. Student diversity committee established and meets regularly. Appointments made to University Diversity Advisory Committee in September 2012.	Action for FY 2013: Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.

## **B. Strategic Goals and Objectives, 2012–2017**

*Following review of the 2011-16 UCA Strategic Plan and conversations with many members of the campus community, the Executive Committee of SPARC unanimously voted to propose the following revisions to the Goals and Objectives of the UCA Strategic Plan. In summary, these revisions:*

- ♦ *Consolidate Goals 2 and 3 from the 2011-2016 Strategic Plan into a single Goal 2 for 2012-2017,*
- ♦ *Add a new Goal 3 and four new objectives for 2012-2017 addressing fiscal issues of the university, and*
- ♦ *Move Initiative 3 under Goal 3 from the 2011-2016 Plan to become Objective B under Goal 6 for the 2012-2017 Plan.*

*In addition, the SPARC Executive Committee and the Strategic Planning Committee recommend that the terminology for the Strategic Plan become Goal, Objective, Action rather than the previously used Goal, Initiative, Action Step.*

*Proposed for review by SPARC Executive Committee 2012-09-06.*

### **Goal 1: Focus on Integrity at All Levels of Action**

- A. 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,
  1. Continue support of faculty/staff/student input into decision-making, thus improving shared governance.
  2. 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.
  3. 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.
- B. 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**

- A. Provide a learner-focused environment for all students.
- B. 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.
- C. Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.

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

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

- A. 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.
- B. A plan will be developed and implemented to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
- C. Faculty, staff, and student research and development funds will be established or augmented to provide sufficient annual funding for travel, development, and research support.
- D. 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.

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

- A. 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**

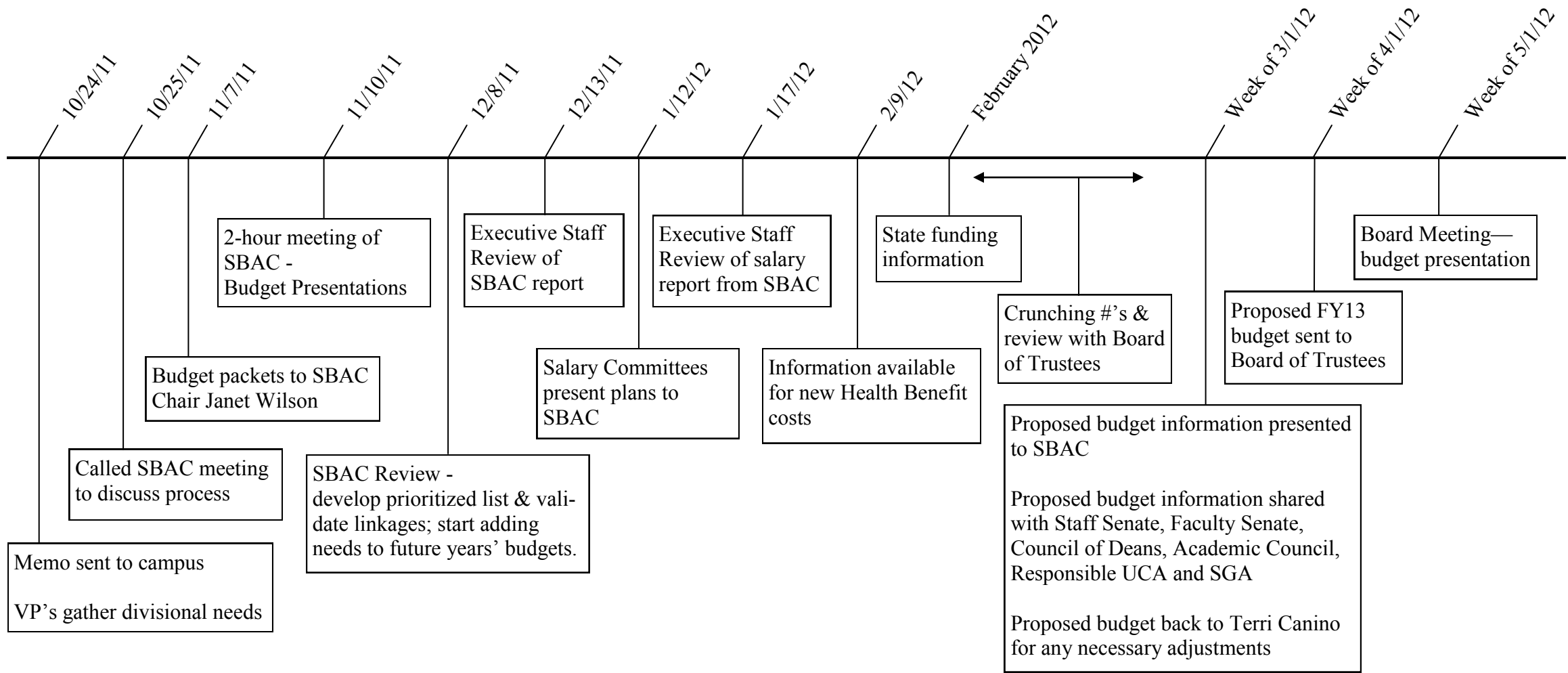
- A. Serve the public and UCA's students by partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.
- B. Strengthen communication, coordination, and prioritization of fundraising efforts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

**Goal 6: Promote Diversity in All Areas**

- A. 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.
- B. Enrich global-oriented learning environment.

# Timeline for Strategic Budgeting

## Fiscal Year 2012-2013



## **Appendix 2.1: Strategic Planning and Resource Council (SPARC) – Proposed Reorganization**

This appendix presents a reorganization plan for the Strategic Planning and Resource Council, bringing together a Strategic Planning Committee and a Strategic Budgeting Advisory Committee. The Faculty Senate, Staff Senate, and Student Government Association have all endorsed the proposal, and the reorganization will be presented to the Board of Trustees for action at its May 2012 meeting.

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## Strategic Planning and Resource Council

### Charge:

To coordinate efforts between the Strategic Planning Committee (charged with making recommendations concerning the implementation of the strategic plan initiatives) and the Strategic Budgeting Advisory Committee (charged with making funding recommendations that support strategic plan initiatives and the mission of the university).

### Membership:

The Strategic Planning and Resource Council will have the following members:

- a. One full-time, tenured faculty member, appointed by the president to a three-year term, will serve as chair of the Council. This person will vote only in the event of a tie. The chair will be provided with a one-course reduction in teaching load for the fall and spring terms during her/his term as chair.
- b. The president will appoint a chair-elect at the end of the current chair's second year to serve one year as *ex-officio* before becoming chair.
- c. The chair of the Council, the presidents of the Faculty Senate, Staff Senate, and Student Government Association, and the chair-elect in a year when there is a chair-elect will serve as the executive committee of the Strategic Planning and Resource Council.
- d. All members of the Strategic Planning Committee and all members of the Strategic Budgeting Advisory Committee. Elected/appointed members of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee must be different (with the exceptions of the presidents and vice-presidents of the Faculty Senate, the Staff Senate, and the Student Government Association).

### Procedure:

- a. The chair of the Council and the executive committee will meet monthly to discuss agendas, procedural deadlines, and reporting goals of the Strategic Planning Committee and Strategic Budgeting Advisory Committee. The executive committee functions to inform and assist the chair in this coordinated effort.
- b. The chair of the Council will serve as chair of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee.
- c. Annual Report and Presentation: A written report will be provided to the Faculty Senate, Staff Senate, and Student Government Association by October 1 of each year. This report should summarize the activities of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee during the prior year, provide appropriate statistics and data, and outline long-range planning for the following year. This report should be approved by the membership of the two committees. The chair of the Strategic Planning and Resource Council shall, by the same date, contact the presidents of the Faculty Senate, Staff Senate, and Student Government Association to schedule presentations to these bodies.

Meetings:

- a. The executive committee of the Strategic Planning and Resource Council will meet at least once per month from September through August of the following year.
- b. When possible, meetings will be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.
- c. The meeting schedules for the Strategic Planning Committee and the Strategic Budgeting Advisory Committee will be established in September, and the schedules will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

Reports to President

**I. Strategic Planning Committee**

Charge:

- a. To collaborate with the Strategic Budgeting Advisory Committee, as part of the Strategic Planning and Resource Council.
- b. To make recommendations concerning the implementation of the strategic plan initiatives for the next fiscal year, in addition to a five-year period.
- c. To conduct studies and make inquiries related to the strategic plan and mission of the university.
- d. To present concerns and recommendations to the president and the university campus as a whole.

Membership:

The Strategic Planning Committee will have the following voting members:

- a. The presidents and vice-presidents of the Faculty Senate, the Staff Senate, and the Student Government Association.
- b. Three tenured faculty members appointed by the Faculty Senate to two-year staggered terms. One of these appointees will be an academic department chair or equivalent.
- c. Two staff members (one classified and one non-classified) appointed by the Staff Senate to a two-year staggered term.
- d. Two students appointed by the Student Government Association to a one-year term.
- e. One Dean, elected by the Council of Deans to a two-year term.
- f. One Vice-President elected by the Executive Staff to a two-year term.
- g. One Board of Trustee to a one-year term.



- h. One community member appointed by the President to a two-year term.
- i. The Provost or designee.
- j. The Chair of the Strategic Planning and Resource Council will serve as chair. The chair will vote only when there is a tie.

*The Director of Assessment shall serve as an ex-officio member of the Strategic Planning Committee.*

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#### Procedures:

- a. Each spring, the Strategic Planning Committee will determine, via meetings with individual units and campus-wide forums, which initiatives the university community believes should be moved from the list of possibilities generated during the university-wide strategic-planning process during AY 2010-11 to the active list for the following fiscal year; it will also consider additions to the campus list. It will incorporate the results of this discovery process – along with assessment results and other information – in its recommendations to SPARC and the president.
- b. The Strategic Planning Committee will prepare a written report for the Strategic Planning and Resources Council by September 15 of each year. This report – based on the campus discovery process (see item b above), the information contained in the Institutional Report Card presented to the Board of Trustees at their ~~August~~ **December** meeting, and other appropriate inputs – will assess the university's progress on the various strategic initiatives contained in the Strategic Plan and recommend further action on those initiatives or, upon completion of those initiatives, recommend the adoption of new initiatives from the lists generated during the university-wide strategic-planning process during AY 2010-11 as updated in the annual campus discovery process. This report will serve as a source of information for the Strategic Planning and Resource Council when it makes its October 1 report to the Faculty Senate, Staff Senate, and Student Government Association; and for the Strategic Budgeting Advisory Committee when that group makes its budget considerations and recommendations to the university president in December.

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#### Meetings:

- a. The SPC will meet at least once per month from September through August of the following year.
- b. When possible, meetings should be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.
- c. The meeting schedule for every year will be established in September and the schedule will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

#### Reports to President

## II. Strategic Budgeting Advisory Committee

#### Charge:

- a. To collaborate with the Strategic Planning Committee, as part of the Strategic Planning and Resource Council.

- b. To review changes and updates to the university budget in light of the strategic plan.
- c. To make recommendations, in support of the university's mission and strategic plan, concerning new proposals from unit heads and salary requests from the Staff Senate Compensation Committee and the Faculty Salary Review Committee. Recommendations shall be for the next fiscal year, in addition to a five-year period.
- d. To conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds.
- e. To present concerns and recommendations to the president and the university campus as a whole.

#### Membership:

The Strategic Budgeting Advisory Committee will have the following voting members:

- a. The presidents of the Faculty Senate, Staff Senate, and Student Government Association
- b. One faculty representative from each college elected by each college from among the tenured or continuing faculty with a minimum of seven years of service in the college. Representatives are elected to two-year terms with Health and Behavioral Sciences, Education, and Fine Arts and Communication electing new representatives in the spring elections of even-numbered years, and Business, Natural Sciences and Mathematics, and Liberal Arts electing new representatives in the spring elections of odd-numbered years.
- c. One tenured or continuing faculty member with a minimum of seven years of service elected at-large from among faculty members not working within the six formal colleges. The representative is elected as needed to a two year term as part of an at-large Faculty Senate election. All faculty members are eligible to vote for this representative.
- d. Three classified staff members appointed by the Staff Senate to a two-year term.
- e. Three non-classified staff members appointed by the Staff Senate to a two-year term.
- f. A director of an academic unit that reports directly to the provost (e.g., dean, the director of the library, etc.) selected by the provost.
- g. A designee selected by the director of athletic administration. The director of athletic administration cannot serve on the SBAC.

h. The Chair of the Strategic Planning and Resource Council will serve as chair. The chair will vote only when there is a tie.

The committee will also include as non-voting members the presidents-elect of the Faculty Senate, the Staff Senate, and the Student Government Association. The vice president of finance and administration will attend meetings in a non-voting advisory role to deliver budget reports as required in the committee charge and to answer questions about the budget process. In addition, the associate provost for finance and administration will attend meetings in a non-voting role to answer questions about the impact of the budget on Academic Affairs. The SBAC will be assisted by a non-voting committee staff consisting of

Nancy Reese 9/14/12 2:19 PM

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the controller, the director of institutional research, the budget director, and an administrative assistant from the division of finance and administration.

**Procedure:**

- a. The vice president of finance and administration will provide a detailed copy of the annual budget to the SBAC in September of every year and will brief the SBAC on changes in the distributions of funds compared to previous years. The vice president of finance and administration will also provide monthly updates to the SBAC on university revenues and expenditures.
- b. The vice president of finance and administration will keep the SBAC informed about projections for future revenues and expenditures. Any changes in assumptions that might alter projections in a meaningful way will be reported to the committee. The SBAC will review the changes and present any concerns and recommendations to the president.
- c. In November of every year, the heads of the university divisions that report directly to the president and are responsible for a category of the university budget will present their proposed base budget increase for the next fiscal year, as well as a projected five-year plan, to the SBAC, including descriptions of need as tied to the strategic plan and explanations for any changes from the current fiscal year. In addition, the chair of the Staff Senate Compensation Committee and the Faculty Salary Review Committee will present salary recommendations for the next fiscal year, as well as a projected five-year plan. The SBAC will consider the proposals along with projected future revenues and make a recommendation to the university president regarding the divisional needs as assessed and ranked by the SBAC and to meet salary needs for the next fiscal year and for a projected five years.
- d. Copies of all SBAC recommendations will be presented to the heads of each university division reporting directly to the president and to the two salary committees. In addition, the campus will be notified once the recommendations have been forwarded to the president.

**Meetings:**

- a. The SBAC will meet at least once per month from September through August of the following year.
- b. When possible, meetings should be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.
- c. The meeting schedule for every year will be established in September and the schedule will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

**Reports to President**

**Diagram of SPARC Structure and Accountability**

