Annual Report of the
Strategic Planning and Resource Council

Tammy M. Rogers, Chair
September 2015

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SPARC Annual Report

The Strategic Planning and Resources Council (SPARC) was established in its current form in April 2012 to create a SPARC Executive Committee, a Strategic Planning Committee (SPC) and a Strategic Budgeting Advisory Committee (SBAC) with a single Chair serving all three committees. This structure was designed to provide stronger integration between the budget and the strategic plan with a resultant increased emphasis on accomplishment of the strategic goals of the university. As the coordinating body between the Strategic Planning and Strategic Budgeting Advisory Committees, SPARC is charged with providing a summary report of all three committees on an annual basis. This document and its appendices constitute that report for academic year 2014-15 (Fiscal year 2015).

Strategic Planning and Resource Council Executive Committee

The Executive Committee of SPARC was composed of the following members during the majority of 2014-15:
Nancy B. Reese, SPARC Chair
Tammy M. Rogers, Incoming SPARC Chair
Don Bradley, President Faculty Senate
Chad Hearne, President Staff Senate
Ashley Ross, President Student Government Association

On June 1, 2015, the presidents of the Senates and Student Government Association (SGA) transitioned, so the new membership of the SPARC Executive Committee for 2015-16 is as follows:
Tammy M. Rogers, SPARC Chair
Ben Rowley, President Faculty Senate
Colin Stanton, President Staff Senate
Zach Carter, President Student Government Association

The SPARC Executive Committee met at least monthly during 2014-15 with work centered on coordinating and guiding tasks of the SPC and SBAC (see list of accomplishments for these committees under the next two sections of this report). A list of key tasks completed by SPARC and its constituent committees during 2014-15 is provided in Appendix 1. Key tasks and deadlines for 2015-16 for the SPARC, SPC, and SBAC are provided in Appendix 2. The key tasks for 2015-16 differ some from previous years because the Strategic Plan is being revised during this academic year.

The SPARC Executive Committee also worked with the President's Office to issue an RFP for strategic planning consultants to assist with the review and revision of the strategic plan in 2015-16. The University has engaged the services of Collegiate Brain Trust (CBT) Consulting and has formed a strategic planning task force to oversee the revision of the university's strategic plan. The SPARC Executive Committee members and numerous members of the SPC and SBAC are also serving on this task force along with other representatives of campus and community stakeholders.

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 for 2014-15 is provided in Appendix 3. 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

During 2014-15, the Strategic Planning Committee made numerous accomplishments. Among those accomplishments were:
- Assessment of progress toward the strategic plan during 2013-14
- Comprehensive review of the 2010 Strategic Planning Initiatives and evaluation of their continued applicability to the UCA Strategic Plan
- Administration of the Shared Governance and Communication Survey (SGCS) for a fourth year
- Comparison of the results of the SGCS across its four years of administration and distribution of a report of that comparison to the campus community

Additional accomplishments of the SPC may be found in the Key Task Lists for 2014-15 (Appendix 1). In August 2015, the SPC completed an assessment of the 2014-15 progress toward the strategic plan. This progress report is contained in seven parts as follows:

Overview of Progress	Appendix 4a
Detailed Progress – Goal 1	Appendix 4b
Detailed Progress – Goal 2	Appendix 4c
Detailed Progress – Goal 3	Appendix 4d
Detailed Progress – Goal 4	Appendix 4e
Detailed Progress – Goal 5	Appendix 4f
Detailed Progress – Goal 6	Appendix 4g

Planning for 2015-16

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2. Also contained in the table are deadlines and a summary of results for completed activities.

Strategic Budgeting Advisory Committee

Charge

The Strategic Budgeting Advisory Committee (SBAC), a sub-division of the Strategic Planning and Resources Council (SPARC), is charged with the following responsibilities:
- Collaborate with the Strategic Planning Committee as part of SPARC
- Review changes and updates to the university budget in light of the strategic plan
- Make recommendation, 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

- Conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds
- Present its concerns to the president and the university campus as a whole

A list of the current membership of this committee is provided in Appendix 6.

Accomplishments

During 2014-15, the SBAC made numerous accomplishments that included:

- Reviewing university financial statements, including the "Statement of Cash Position" and the "Operating Summary", on a monthly basis
- Providing input to the Strategic Planning Committee on proposed changes to the UCA Strategic Plan
- Issuing a call for new funding proposals for FY 16
- Posting all received new funding proposals to myUCA for review and comment by the campus community
- Conducting an open forum at which new funding proposals were presented
- Discussing and ranking proposals for new funding and forwarding the top 10 proposals to the Office of the President (Appendix 7)
- Making inquiries and receiving reports regarding:
  - University Sponsored Scholarships
  - Changes to the Shared Governance Survey
  - Funding for Disability Support Services
- Passing recommendations including:
  - Recommendation to faculty and staff senates that they should, in the future, develop a joint proposal to SBAC regarding salary issues
  - Recommendation to add additional student voting members to SBAC

Additional accomplishments of the SBAC may be found in the Key Task Lists for 2014-15 (Appendix 1) and 2015-16 (Appendix 2).

Planning for 2015-16

A list of planned activities of the SPC as well as those of the SBAC and of SPARC may be found in Appendix 2. Also contained in the table are deadlines and a summary of results for completed activities. Of particular note is the call to the campus community for new funding proposals on September 11, 2015 with budget hearings scheduled for November 12, 2015.

Appendix 1: Key Task List 2014-15, Completed

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	June 1, 2014	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases.
Final version of Strategic Plan revisions reviewed and approved by SPC	SPC		July 3, 2014	All revisions approved.
Progress reports on FY 2014 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2014	Request for progress reports sent to all responsible parties on 6/18/14.
Progress Reports on FY 2014 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2014	Final reports received by deadline.
Final SPC recommended changes to Strategic Plan forwarded to Faculty Senate, Staff Senate, and SGA and posted on SPARC website	SPARC, SPC	SPARC Chair, Director of Web Development	August 1, 2014	Changes posted on website and reviewed by Faculty and Staff Senates and SGA. Forwarded as information item on 9/8/14.
Progress Report on FY 2014 Actions compiled	SPARC		August 16, 2014	Report completed on 09/3/14.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 4, 2014	Report completed and approved on 9/4/14.
Instructions and forms for Budget and Salary Requests for FY 2016 Reviewed	SPARC	VP for Finance and Administration	September 5, 2014	Instructions and forms reviewed and revised by SPARC Executive Committee on 9/5/14.
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 5, 2014	Final review and approval of report by

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
				SPARC on 9/19/14.
Formation and charge of Shared Governance Survey Task Force	SPARC	Task Force Members	September 10, 2014	Task Force convened and charge conveyed 9/10/14.
Budget and Salary Request Instructions Approved by SBAC	SBAC		September 11, 2014	Instructions and forms approved by SBAC on 9/11/14.
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 12, 2014	Report completed and approved on 5/8/14.
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 12, 2014	Call issued, forms and instructions sent to all division heads and salary committees on 9/13/14.
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2014	Report submitted to Faculty Senate, Staff Senate, and SGA and posted on SPARC website on 9/22/14.
Revisions to Strategic Plan reviewed by UCA BOT	SPC, SPARC	President's Office, UCA Board of Trustees	October 10, 2014	These revisions were not on the agenda in October 2014. They were approved at the August 2015 meeting.
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 24, 2014	Requests received on October 24, 2014.
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 27, 2014	Requests posted on October 27, 2014.
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2014	Reports presented at October meetings for each group.

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Action Steps and Assessment Plan for Fiscal Year (FY) 2015 and 2016 set and distributed to campus community; posted on UCA Website	SPC, SPARC	VP for University and Government Relations	October 31, 2014	Actions posted on website
"Shared Governance" survey distributed to campus community	SPARC		November 1, 2014	The survey was distributed to campus in March 2015.
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 13, 2014	Budget and Salary hearings were held November 13, 2014.
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 14, 2014	Progress report provided in time for December BOT meeting.
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2015	Recommendations were sent to President Courtway on December 23, 2014.
Survey Task Force recommendations submitted to SPARC Chair	Shared Governance Survey Task Force	SPARC Chair	February 27, 2015	On November 6, 2014, the committee provided a recommendation to continue with the current survey format until the next HLC visit.
Results of "Shared Governance" survey analyzed; report comparing results of surveys of previous 3 years complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	February 27, 2015	Results have been collected and are being analyzed in July 2015.

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Solicit campus-wide input on strategic plan through a series of open meetings	SPARC, SPC	Faculty and Staff Senates, SGA	March 2015	The SPC voted February 19, 2015 to delay any forums until after the strategic plan revision consultants were selected and the revision process starts in AY 2016.
FY 2016 Budget recommendation complete		VP for Finance and Administration	March 2015	Budget recommendation completed.
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's Office	May 1, 2015	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases.
FY 2016 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2015	Budget approved.

Appendix 2: Key Tasks, 2015-2016

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Replacement members of SPC and SBAC named or elected	SPARC	Faculty Senate, Staff Senate, SGA	June 1, 2015	Most replacement members named or elected; a few elections did not occur, resulting in extension of terms in some cases and vacancies that will be filled in August.
Solicit campus-wide input on strategic plan through a series of open meetings	SPARC, SPC	Faculty and Staff Senates, SGA, SPTF	TBD in conjunction with SPTF	
Progress reports on FY 2015 actions requested from responsible parties.	SPARC	SPARC Chair	July 12, 2015	Requests were sent July 1, 2015.
Progress Reports on FY 2015 Actions submitted to SPC	SPC	SPARC Chair; All responsible parties listed on Strategic Plan	August 1, 2015	
Progress Report on FY 2015 Actions compiled	SPARC		August 16, 2015	Draft report sent to SPC and SBAC for review on August 28, 2015.
SPC Annual Report completed and approved by SPC	SPARC, SPC	SPARC Chair	September 3, 2015	
Instructions and forms for Budget and Salary Requests for FY 2017 Reviewed	SPARC	VP for Finance and Administration	September 4, 2015	
SPC and SBAC Annual Report reviewed by SPARC	SPARC	SPC, SBAC	September 4, 2015	
Budget and Salary Request Instructions for FY 2017Approved by SBAC	SBAC		September 10, 2015	
SBAC Annual Report completed and approved by SBAC	SPARC, SBAC	SPARC Chair	September 10, 2015	

Key Task	Responsible Committee	Additional Responsible Parties	Deadline	Results
Call for Budget and Salary requests to unit heads, Salary Committees	SBAC	Heads of Units; Faculty and Staff Salary Committees	September 11, 2015	
Strategic Planning and Resource Council (SPARC) Annual Report submitted	SPARC	Strategic Planning Committee (SPC), Strategic Budgeting Advisory Committee (SBAC)	October 1, 2015	
Budget and Salary Requests received by Strategic Budgeting Advisory Committee	SBAC	Heads of Units; Faculty and Staff Salary Committees	October 23, 2015	
Budget and Salary requests posted to myUCA	SBAC	VP for University and Government Relations	October 28, 2015	
SPARC Annual Report presented to Faculty Senate, Staff Senate, and SGC	SPARC		October 31, 2015	
Budget and Salary hearings held	SBAC	Heads of Units; Faculty and Staff Salary Committees	November 12, 2015	
IRC / Progress Report on Strategic Plan to President's office for Dec BOT meeting	SPARC, SPC, SBAC	Associate Provost and Chief Information Officer, Director of IR, VP for Finance and Administration	November 13, 2015	
"Shared Governance" survey distributed to campus community	SPARC		December 1, 2015	
Budget and Salary recommendations from SBAC submitted to President and transmitted to campus community	SBAC	President, VP for University and Government Relations	January 31, 2016	
Results of "Shared Governance" survey analyzed; report comparing results of surveys of previous 3 years complete and distributed to campus community	SPARC	IR, VP for University and Government Relations	February 27, 2016	
FY 2017 Budget recommendation complete		VP for Finance and Administration	March 2016	
Replacement members for SPC and SBAC named or elected		Faculty Senate, Staff Senate, SGA, President's Office	May 1, 2016	
FY 2017 Budget on BOT agenda	SBAC	President, VP for Finance and Administration	May 2016	

Appendix 3: Membership List: Strategic Planning Committee, 2014-15

Capacity	Member	Term Expires
SPARC Chair	Nancy Reese	2015
Incoming SPARC Chair	Tammy Rogers	2017
President Faculty Senate	Don Bradley	2015
Vice-President, Faculty Senate	Ben Rowley	2015
President Staff Senate	Chad Hearne	2015
Vice-President, Staff Senate	Colin Stanton	2015
President of SGA	Ashley Ross	2015
Vice-President, SGA	Zach Carter	2015
Faculty Representatives (3)		
Faculty Member	Michael Rubach	2015
Faculty Member	Patricia Kohler-Evans	2016
Department Chair	John Toth	2016
Non-classified Staff	Aaron Knight	2015
Classified Staff	Kristin Heffington	2016
SGA Representative	Corey Parks	2015
SGA Representative	Christina Griffin	2016
Dean	Jonathan Glenn	2016
Vice-President	Brad Teague	2016
BOT Member	Victor Green	2015
Community Member	vacant	2015
Provost Designee	Steve Runge	Permanent
Director of Assessment (*ex-officio*)	Kurt Boniecki	

Appendix 4a: UCA Strategic Plan Progress Report
for FY 2014 Overview of Progress

The UCA Strategic Planning Committee, part of the Strategic Planning and Resources Council, has gathered information regarding progress toward the UCA strategic Plan in 2014-14. 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 2015 (academic year 2014-15). Much more information may be gleaned from the "Progress Report by Goal" where actions taken toward each goal and objective are described along with both the desired and actual results of those actions in FY15.

Overview

The following are some, but certainly not all, of the accomplishments made toward the UCA Strategic Plan in FY2015 by goal.

Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

- Established a budget for the launch of UCA Online and hired Director of Online Learning.

- UCA Core is fully implemented at the lower division, upper division, and first year seminar. The UCA Core website has been updated. Faculty training for assessment in the Core has begun and will continue.

- 83% of academic programs, 83% of non-instructional program housed in Academic Affairs and 63% of programs housed outside of Academic Affairs have Continuous Improvement Plans in place.

- A five member team from UCA participated in the HLC Assessment Round Table.

- 44 students received funding to support research and travel to present research through funding provided from the Provost's Office.

Goal 2: Act with Integrity and Transparency at All Levels

- Shared Governance and Communication Survey was administered to the campus community for the fourth year in spring 2015 based upon the recommendations of the review by the SPARC subcommittee; results were analyzed and compared to those from prior years. Results document a continued increase in transparency and trust in campus leadership/

- Progress toward the Strategic Plan is reported annually to the campus community via meetings with Senates and SGA and via posting of the SPARC Annual Report on the UCA website.

- UCA Campus Talks continue to be held regularly, providing a venue of communication among faculty, staff, students, and administration. President Courtway also implemented annual meetings with the academics colleges.

- The UCA website is being continually updated to remain mobile friendly and increase accessibility to the most visited parts of the website.

Goal 3: Promote Diversity in All Areas

- A Black Alumni Association was formed and the Advancement Division hosted the first Black Alumni Weekend.

- The Advancement division increased minority representation on both the Alumni Board and the UCA Foundation Board.

- The number of colleges participating in the Exploring Our World Speaker Series doubled.

Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan

- Indicators of financial health of the institution are reviewed routinely by the Board of Trustees and used in decision-making.

- Private gifts and pledges exceeded $11,000,000 while the direct cost per dollar raised decreased from $0.31 last year to only $0.16 this year.

- Additional faculty and staff professional development and travel was funded from year end transfers.

- A cost of living adjustment for faculty and staff and an equity/merit pool for faculty were included in the budget for a third year in a row.

Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology

- MAP-Works program expanded to include all residential and commuting freshmen to assist in campus-wide retention efforts.

- DegreeWorks has been fully implemented for graduate students.

- A campus technology plan has been implemented and several projects have been completed or are ongoing under the plan.

- A prioritized database of all deferred maintenance needs has been created and used for the past two years.

- An imaging system has been approved and funded for the registrar's office.

Goal 6: Increase Engagement with External Partners

- The Division of Outreach and Community Engagement facilitated 10 initiatives in 2014-15.

- UCA Service Learning programs saw increases in course offerings, faculty and student involvement, and community partners.

- The Division of Advancement continued its engagement of alumni and donors through several successful email campaigns.

- Two editions of the UCA Magazine were sent to over 9000 donors, alumni, faculty, and staff.

- The Division of Advancement hosted 18 targeted alumni events with total attendance of 2100.

- The Division of Advancement hired an additional major gifts officer.

Appendix 4b: Detailed Progress – Goal 1

Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

Objective A: Sustain a learner-focused environment.

Objective B: Build and maintain a culture of continuous improvement.

Objective C: Create and institute strategies to achieve university goals related to student recruitment, admission, retention, and graduation.

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

Objective E: Promote research, scholarship, and creative productivity among faculty, staff, and students.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.A1. Review adequacy of online instructional support and policies.	$0	Chief Technology Officer ICW: Associate Provost for Instructional Support	D: Online instructional needs determined and consistent online class policies in place.	With the advent of UCA Online and the hiring of the Director of Online Learning, these processes and policies are currently being developed and refined.	UCA Online Budget	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.A2. Implement first-year seminars as part of the new UCA Core	$0	Director of UCA Core ICW: Provost, Council of Deans, Department Chairs, Faculty, Instructional Development Center	D: Propose revisions to FYS. Implement revisions approved for Fall 2015.	FYS are in place as part of the new Core. However, in light of issues with advising, concurrent enrollment, and transfer students Core Council will be considering revisions to the FYS requirement in order to ensure that first time students to UCA are required to take an FYS course. The Core council will consider creating a standing sub-committee dedicated to FYS courses. These are a work in progress but we've been receptive to feedback from faculty and advising and are hoping to better design the courses, and how they are distributed to get students into these courses, and get them the unique experience they are designed to provide.	none	Continue
G1.A3. Ensure that Promotion and Tenure Guidelines recognize faculty advising and mentoring of undergraduate and graduate students.	$0	Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty	D: Faculty advising and mentoring included in all departmental P&T Guidelines.	No action taken during 2014-15	NA	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.A4. Develop guidelines for determining and clearly communicating the distribution of teaching, scholarship, and service activities in faculty workloads.	$0	Chair of Faculty Handbook Committee ICW: Provost, College Deans, Department Chairs, Faculty	D: Guidelines for determining and communicating faculty workload distribution developed.	A study of faculty workload(s) was initiated by the provost's office. The study was not completed during the 2014-15 academic year.	NA	Continue
G1.A5. Develop and implement faculty workshops on mentoring students	TBD	Director of the IDC	D: Offer a faculty workshop or discussion group focused on mentoring students	Both the January 2014 Mini-Conference of Mentoring Students for Success, along with the Spring 2014 book group discussion of the book Mentor, achieved this goal.		(1) Roll off (this should have been indicated at the end of AY 2013-2014).
G1.A6. Assess and support the objectives of University College.	TBD	Associate Provost for Instructional Support ICW: Provost, Director of University College	D: Create and implement University College Assessment Plan. Fund facility and equipment upgrades to University College classrooms, and professional development for University College faculty.	University College is collecting and reporting assessment data on students' success in transitional and respective college-level courses, but has not submitted a CI Process plan. A CI Process plan is forthcoming. Some facility and equipment upgrades were completed using the University College budgeted M&O, but further upgrades are needed, including lighting, furniture, carpeting, additional Sympodium cabinets, data cabling, and whiteboards. University College faculty engaged in 37 professional development activities.	(1) Used existing personnel (2) $2,127.86 (3) $4,022.87	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.B1. Review and implement Upper-division and Capstone course proposals of UCA CORE.	$0	Director of UCA Core ICW: Associate Provost for Instructional Support, General Education Council, Provost	D: All courses of UCA CORE reviewed and implemented	All courses of the UCA Core, both Lower Division and Upper Division have been reviewed, approved and implemented. Core Council has placed a hold on new proposals until the curriculum forms can be updated. Curriculum forms are currently being revised to reflect the UCA Core language and structure. These will be in place by Fall 2015. Reviewing and implementing courses will then resume and will be a continual process.	none	Continue
G1.B2. Complete review and implementation of assessment plans for all learner outcomes in degree and certificate programs.	$0	Assoc. Provost for Instructional Support ICW: Departmental assessment coordinators Assessment Committee	D: All assessment plans reviewed and implemented	83% of degree programs have submitted CI Process plans and have been reviewed by the Academic Assessment Committee.	(1) Used existing personnel (2) None (3) None	Continue
G1.B3. Assessment plans for non-Academic Affairs areas will be fully implemented.	$0	Assoc. Provost for Instructional Support ICW: Vice Presidents, Directors	D: All non-Academic Affairs areas monitor effectiveness annually and use data to promote continuous improvement.	63% of units not in Academic Affairs have submitted a CI Process plan.	(1) Used existing personnel (2) None (3) None	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.B4. Complete the creation of formal assessment plans for all non-instructional programs/areas in Academic Affairs.	$0	Assoc. Provost for Instructional Support ICW: Provost, Deans, Chairs, Directors	D: All non-instructional Academic Affairs areas adopt plans to monitor effectiveness and promote continuous improvement.	83% of non-instructional units in Academic Affairs have submitted a CI Process plan.	(1) Used existing personnel (2) None (3) None	Continue
G1.B5. Build faculty expertise in program assessment.	TBD	Assoc. Provost for Instructional Support ICW: Academic Assessment Committee, members of the faculty, academic administration	D: Faculty from all departments on campus are trained in program assessment.	Designated UCA Core departmental liaisons completed online training in the use of the UCA Core rubrics.	(1) Used existing personnel (2) None (3) None	Continue
G1.B6. Participate in HLC Academy for Assessment of Student Learning (Year 3)	TBD	Assoc. Provost for Instructional Support ICW: Director of UCA Core, and other Academy participants	D: Participants complete third phase of workshop.	UCA submitted reports to the HLC Academy in October, 2014, and March, 2015, describing our progress towards the goals of our two Academy projects. A five-member team attended the HLC Assessment Academy Midpoint Roundtable on June 3 - 5, 2015.	(1) Used existing personnel (2) None (3) $7,722.53	Revise: Participate in HLC Academy for Assessment of Student Learning (Year 4)

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.C1. Assess, review, revise and continue implementation of Strategic Enrollment Management Plan	TBD	Provost ICW: President, college deans	D: On-going development of the Enrollment Management Plan.	Accomplished. The 2014 edition of the EMP was revised, reviewed by the campus, and published in February 2015. SSRC immediately began work on the next edition, which will be considerably changed in structure and management - careful separation of planning and results, significant attention to systematic assessment and improvement, etc.	none	Continue
G1.C2. Communicate mission and learning outcomes of UCA Core to students, parents, and faculty.	$0	Director of UCA Core ICW: General Education Council, Academic Advising Center, Admissions, IDC	D: Mission and learning outcomes of approved Core publicized in electronic and print media to all parties.	The UCA Core website has been updated with current language regarding mission, and the revised Core assessment rubrics. In addition, on line training via blackboard is being offered to all faculty to facilitate understanding and use of the Core rubrics.	none	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.C3. Continue to strengthen tutoring and supplemental instruction programs.	TBD	Assoc Provost for Academic Services and Student Success ICW: Director of Student Success Center and Director of the Writing Center	D: More tutors and supplemental instructors hired to support students in high attrition/high failure courses.	Tutoring Services: expanded services in FY 15 to include Praxis tutoring and initial development of online tutoring by TSC tutors; attained CRLA-ITTPC Certification status. Supplemental Instruction: Added 4 SI Leaders in History (to existing 4 in Biology and 4 in Psychology); Incorporated departmental GAs into the process, with results that varied from department to department. Participation was relatively low overall, but 94% of SI participants were retained vs. 89% of non-participants.	(1) added 4 additional SI leaders ($9,600); .5 GA per each of 3 departments ($18,000) (2) Praxis Tutorial annual subscription ($400); 1 iPad for online tutoring ($450); Certification fee ($150) (3) travel (none)	Continue
G1.D1. Discuss procedures for increasing the SmartEval response rate.	$0	Assoc. Provost for Instructional Support ICW: Student Evaluation of Teaching Committee	D: Make recommendation to Provost and Faculty Senate regarding incentives for completing SmartEval.	Not completed. The Student Evaluation of Teaching Committee will make a recommendation to the Provost and Faculty Senate in AY 2015-16.	N/A	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.E1: Allow greater faculty/staff time for job-relevant and job-embedded professional growth that motivates and revitalizes employee work lives. Correspondingly, reduce the employee time dedicated to institutionally mandated training sessions (e.g. sexual harassment, diversity) by requiring participation once every three years rather than annually.	$0	President, Provost, Director of Human Resources	D: Unless required annually by law, institutionally-mandated training sessions for faculty and staff required every three years. We will continue to have mandated training sessions in order to comply with state and federal laws. Such sessions will be either in-person or on-line to provide maximum flexibility for faculty and staff.	Ongoing. Training continues at all levels.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.E2: Incorporate specific employee professional growth goals and plans in the annual employee supervision and evaluation process, including provision for all full-time faculty and staff to have at least one professional growth experience per calendar year (minimum three hours), as mutually agreed by the individual employee and his/her immediate supervisor.	TBD	Director of HR ICW: President, VPFA	D: At least one professional growth opportunity included in each employee's annual development plan.	Did not happen. Work in progress	No budget/ not applicable	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.E3: Include in the Campus technology Plan provision for regular technology training offerings to meet the needs of campus technology users.	TBD	Chief Technology Officer	D: Schedule for provision of regular technology training offerings.	We will be launching new technology trainings this summer for Google Apps and extend those offerings into the fall semester. Training sessions will include: Gmail, Drive, Calendar, and also sessions on Classroom for faculty. The IT department will also continue to monitor the needs of faculty and staff in order to provide additional training sessions as needed to ensure all users receive the appropriate technology training. For example, the IT department will offer relevant training to end users once the Active Directory project begins and will affect their daily routines.	No budget needed	Roll off
G1.E4. Investigate the feasibility of a Student Research Week to showcase and recognize student research and scholarship at UCA.	$0	Graduate Dean ICW: Provost, Council of Deans	D: Recommendation for Student Research Week presented to Council of Deans.	This project was modified due to increased interest by Student Government. Meetings were held with interested parties. Realized the constraints of space will impact the implementation of vision. Still under discussion.		Continue to work on this project.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G1.E5. Conduct needs analysis of equipment demands for the production of presentation posters, space requirements, types of data collection equipment, and computing needs.	$0	Graduate Dean ICW: Provost, Council of Deans	D: Conduct needs analysis of equipment demands for the production of presentation posters, space requirements, types of data collection equipment, and computing needs. Recommendation for a facility to support student and faculty research presented to Council of Deans.	Proposal for equipment for poster printing submitted to SPARC budget committee. Request did not make the list.		As we continue to engage students in research activities we will need to provide the basic equipment necessary for their production of materials. Continue and resubmit funding request.
G1.E6. Enhance communication between research related groups (STOPS), URC, RAC, college deans and student affairs to seek additional funding for student travel related to research presentations. Establish a dedicated budget line for graduate student travel and research.	TBD	Graduate Dean ICW: Provost, Council of Deans	D: Greater number of students awarded travel funds to present research.	Provost office provided $15,000 for student research and travel support. Forty four students were funded, 32 projects, $12,170 was paid out with $6,510 of that for professional/conference travel. Of the 44 students supported, 26 were graduate students and the remaining 18 were undergraduate students.		Continue to seek additional funds for student support. Increase general student awareness of funding opportunities.

Appendix 4c: Detailed Progress – Goal 2

Goal 2: Act with Integrity and Transparency at all Levels

Objective A: Support faculty/staff/student input into decision-making.

Objective B: Base decisions on data, evidence, and appropriateness to the university's vision, mission, and strategic plan.

Objective C: Share information in comprehensive and readily accessible ways with all university constituencies.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G2.A1. BOT to complete review and update of Board Policy 202, President Search Process.	$0	President; Board of Trustees	D: Recommended edits approved; policy updated.	This policy will be reviewed when a new search is undertaken.		Continue
G2.A2. Review the role and membership composition of all University committees in light of UCA's mission.	$0	Faculty Handbook Committee, Faculty Senate, Staff Senate, Staff Senate Appointments Committee, SGA	D: Committee on Committees for FY2015 will be reworked to include representatives from faculty, staff and students to ensure equal representation on all University committees, where applicable.	Updated committee memberships, mission descriptions, and term ending dates on UCA.edu website. Began process of comparison of University website to Faculty Handbook to find discrepancies.	NA	Continue
G2.A3. Senates and SGA continue to be able to ask questions during Board of Trustee meetings	$0	Faculty Senate, Staff Senate, SGA, Board of Trustees	D: All constituent groups will understand an action agenda item before the Board votes.	This policy continues		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G2.B1. Maintain the information quality initiative – Data Standards and Information Access.	$0	Associate Provost for Academic Services and Student Success ICW: DSIA groups	D: Timely access to consistently reliable university information facilitated over time.	Ongoing attention to both parts of the initiative, with appropriate progress	No additional budget	Continue (this one can't be completed by its very nature)
G2.C1. Re-administer the Shared Governance and Communication Survey. Review and improve survey as required.	$0	Faculty Senate, Staff Senate, Executive Staff, SPC	D: Task Force being assembled for revisions to this process with representation from SPC & SBAC.	The task force recommended that the survey continue to be administered in its current format for 2014-2015 to maintain consistency across the time periods examined. The SPC will revisit this survey when the new strategic plan is implemented.	NA	Roll Off
G2.C2. Continue 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.	D: At least 50 UCA employees and students are in attendance at each campus talk event. All questions answered.	At least two are held each semester. Also, in spring 2015, meetings were held with each college. This will continue.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G2.C3. Post all university-wide committee meeting minutes on centralized website.	$0	Faculty Senate, Staff Senate	D: All university committee minutes are posted on centralized website.	Some progress for some committees. Spotty at best, though. Needs a more consolidated location and organization for posting.	NA	Revise (may need to change language from ALL university-wide committees to a more controlled and pertinent listing for the sake of logistics and feasibility).
G2.C4. Review UCA organizational chart	$0	Faculty Senate, Staff Senate, Executive Staff	D: All groups and their administrative relationships are appropriately represented at various levels of organization.	No action taken	NA	Roll off. While Faculty Senate should be aware of the current organization chart for UCA, a formal review of the document on a yearly basis is not needed.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G2.C5. Continue improvement of UCA's Web pages for clarity and accuracy.	$0	VP for University and Government Relations, Web Development Team, departmental website managers	D: Web pages will be consistently accurate, up-to-date, and easy to navigate.	The UCA homepage and the majority of our sites are mobile friendly. We are continually migrating the remaining sites to a mobile friendly template. A service called Siteimprove is used to ensure that our website is free of misspellings and broken links. Since there are over 10,000 pages on our website, this is an ongoing, never-ending process.		Continue
G2.C6. Continue implementation of polices that ensure data and corresponding e-communications are properly managed, stored, and branded.	$0	Director of Advancement Communications and Director of Advancement Research.	D: Policies implemented to assure constituent confidence, maximize impact and maintain brand integrity.	All email blasts to alumni and friends sent through Advancement were in compliance with email best practices and honored opt out requests. Partnered with campus communities regarding email and data requests as opportunities presented themselves. We are PCI Compliant for our online payment gateway account for iModules.	NA	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G2.C7. Assess extent to which strategic Objectives have been implemented.	$0	SPARC	D: Progress towards implementing the strategic plan Objectives will be documented. Institutional Report Card issued no later than November 15 each year.	The Institutional Report was completed and added to the university website October 31, 2014.	NA	Continue

Appendix 4d: Detailed Progress – Goal 3

Goal 3: Promote Diversity in All Areas

Objective A: Attract and support a diverse student, staff, and faculty populations.

Objective B: Enhance interaction and understanding among diverse groups.

Objective C: Cultivate enriched learning opportunities in a global community.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G3.A1. Appoint a UCA diversity committee, and prepare a strategic plan for diversity.	$3,000	President, Board of Trustees, Diversity Advisory Committee	D: Diversity Committee appointed and active; strategic plan in place.	Ongoing		Continue
G3.A2. Develop diversity plans in each college and unit on campus	$0	Diversity Advisory Committee	D: Diversity plans completed in all units.	A new diversity strategic plan was developed to put forth a wide range of dimensions that speak to the University's core areas, social identity characteristics, and focal/constituent groups. It further adopts vision-aligned objectives with corresponding principles and practices. Each division and academic college will annually report its customized initiatives based on the aforesaid. The communications campaign to inform and collaborate with the campus for the first year of implementation begins Fall 2015.		This item should be modified to become the Diversity Strategic Plan Campus Wide Outcomes
G3.A3. Develop university diversity website to post ongoing diversity events.	$0	Diversity Advisory Committee ICW: VP for University and Government	D: Diversity events visible and accessible from the university's main page.	The diversity website (www.uca.edu/diversity) was reorganized and enhanced to serve as a clearinghouse for campus diversity that includes links to the Office of Institutional Diversity, the		Revise: The website will be updated as needed.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
		Relations		Office of Diversity and Community, Diversity Enrichments/Training, Diversity Initiatives and Support, Diversity Ledgers and other diversity related information.		
G3.A4. Assess college plans for diversity annually and prepare reports for the Office of Institutional Diversity.	*tbd*	Dean of CLA ICW: College deans, college diversity committees, faculty, staff	D: Each college will have diversity plans implemented, evaluated, and results reported.	Ongoing.		Continue
G3.A5. Continue to maintain diversity as new board members are recruited and approved.	$0	VP for Advancement	D: Alumni Board and UCA Foundation will be representative of the alumni demographics	We have successfully continued to recruit and appoint a diverse group of alumni and friends to both boards. The UCA Alumni Association board (UCAAA) currently has 13% minority representation. To be qualified for the UCAAA board, the person must be a member of the UCA Alumni Association. In the past year, a new Black Alumni Chapter has been formed and successfully executed our first Black Alumni Weekend. This has dramatically increased the minority membership of the alumni association and will provide potential new board members. The UCA Foundation board has 19% minority membership.	0	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G3.A6 University-Diversity Assessment model developed and implemented. Each college reviews annual and five-year plans, reestablishes goals and objectives. Colleges develop and/or designate diversity courses for general education.	$1,000	VP for Institutional Diversity, Diversity Advisory Committee, College Diversity Committees, faculty, staff	D: University wide assessment of diversity success and problems is completed, results tabulated, and decisions made in sync with the strategic plan. Diversity courses in general education for each college finalized. Courses are required.	Each division and academic college continues to execute its diversity plan, with academic colleges continuing to offer related diversity courses.		Continue
G3.A7. Secure membership in major ethnic and cultural groups and organizations, especially African American. Hispanic, and Native American.	$5,000	VP for Institutional Diversity and staff	D: Major cultural groups and organizations identified and membership secured in those entities.	The AVP for Institutional Diversity is a member of the National Association of Diversity Officers in Higher Education (NADHOE). UCA works with the State's Procurement Office to secure minority vendors. UCA supports the featured events of the MLK Commission, the Arkansas Black Hall of Fame, and the League of United Latin American Cultures.		Continue
G3.A8. Update Diversity Ledger Plan process and finalize form, goals and objectives as to students, faculty, and staff.	$0	VP for Institutional Diversity	D: Diversity Ledger approved by President, COD, Faculty Senate, Staff Senate, SGA and posted on the website.	The Diversity Ledger has been updated to include 2014.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G3.B1. Establish revenue pool for under -represented faculty and staff hiring.	$200,000	President, VP for Institutional Diversity, VP for Finance and Administration, SBAC	D: Be competitive in the job market for said faculty and staff.	This has not occurred due to budget constraints and how it would be drafted.		Continue
G3.B2. Assist General Education Council in the development of diversity course assessment plan.	$0	VP for Institutional Diversity	D: General Education diversity course assessment plan finalized. Assessments begun.	UCA Core rubrics are approved and will be implemented in lower division Core in Fall 2015.		Roll off.
G3.B3. Establish revenue pool for diversity awards for faculty, staff, and students. These awards are for activity off campus which impact on various ethnic groups and cultures in a positive way.	$5,000	Office of Institutional Diversity, Diversity Advisory Committee, and Advancement	D: Awards established and implemented beginning in Spring 2015.	The Office of Institutional Diversity will begin working with the Diversity Advisory Committee this fall to fulfill this goal.		Continue- This work will begin in Fall 2015.
G3.C1. Continue "Exploring Our World" Speaker Series for campus and "outreach."	$11,800	Dean of Liberal Arts	D: Speaker series is expanded to include more colleges and a broader number of faculty to discuss the diversity topics.	More than double the number of colleges participated		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G3.C2. Establish revenue pool for outreach activities, including company diversity programs, national conferences, workshops, and assessment.	tbd	Office of Institutional Diversity, Diversity Advisory Committee, Staff	D: Diversity network established in companies in the community; attendance at key conferences; outreach workshops developed.	The Office of Institutional Diversity will begin working with the Diversity Advisory Committee this fall to fulfill this goal.		Continue- This work will begin in Fall 2015.

Appendix 4e: Detailed Progress – Goal 4

Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan.

Objective A: Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) at or above established target levels.

Objective B: Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.

Objective C: Establish or augment faculty, staff, and student research, development, and travel funds.

Objective D: Significantly increase extramural funding and new private gifts and as established by university key performance indicators.

Objective E: Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.A1. The Board will review target levels for financial indicators to direct the actions of the University as they relate to its financial health.	$0	President, VPFA, BOT	D: Target levels for all financial indicators reviewed and used in decision-making.	Board reviews finances at each meeting and is updated on financial indicators each year.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.A2. Present the Dashboard for the most recent set of indicators to the BOT each spring	$0	VP Finance and Administration	D: Financial Report Card presented to BOT each Spring and used to guide decisions involving financial issues.	The Financial Report Card is now presented to the Board at their October meeting. This provides the data to the trustees and campus in a more timely manner.	NA	D: Financial Report Card presented to BOT at their October meeting and used to guide decisions involving financial issues.
G4.B1. Gather comparative data through analyses of existing data sources, surveys of other institutions (where necessary), and metro region for staff comparisons.	tbd	Staff Senate, Faculty Senate	D: Data will be available to the campus community and utilized in the creation of the Comprehensive Compensation Plan.	Salary Review Committee is now using CUPA data for yearly analyses of inequity and compensation adjustment. At this point, full data is not available to the campus faculty community as a whole. Individual results are distributed through Chairs and Deans. There is no comprehensive compensation plan. We are doing much better with comparisons to other institutions compared with previous years, but there is still room for improvement. We could be more transparent with the data used for analyses, and we should strive for a more public and long-term comprehensive compensation plan, with a goal of bringing mid-level and senior faculty compensation levels up to national averages.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.B2. Staff Senate will survey classified and non-classified staff. Survey will include salary needs/wants as well as non-salary benefits that are important to staff.	$0	Staff Senate	D: Survey results will be available for review by the University community. The document will be used by the Staff Senate to make recommendations toward the Comprehensive Compensation Plan.	Staff Senate Compensation Committee will administer this survey every three years. The last survey was given in Spring 2013. The next one will be rolled out this FY, in spring 2016.	none	Continue
G4.B3. Develop targets for faculty and staff salaries	$0	Staff Senate, Faculty Senate, President, Provost, VPFA, Human Resources	D: A report/dashboard will be created to demonstrate UCA's position relative to those of our peers and aspirant institutions and to UCA salary targets.	The Faculty Salary Review Committee modified the inequity review process for faculty salaries to report a comparison to the CUPA median salary for master's larger institutions. The allocation of the faculty merit/equity pool to the various colleges was determined based on the relative comparison of faculty salaries in each college to the CUPA median. Comparison of individual faculty or staff salaries to peers and aspirant institutions has not been performed; however, Institutional Research has summarized overall salary data of these institutions by faculty rank for use as needed. Regarding staff salaries, the university allocated approximately $300,000 to make a prevailing wage adjustment for the lowest paid staff on campus beginning in FY 16.	Work performed by existing personnel	Update Goal - Consistently monitor status of faculty salaries as compared to the CUPA median data; develop targets for staff salaries

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.B4. Develop a comprehensive plan for all full-time employees that will address cost of living adjustments and increases for merit and equity. The plan will include necessary resources and a position on the plan's fiscal prudency. This may include the importance of appropriate spending to allow for carry over funding for the divisions and the university.	tbd	Staff Senate, Faculty Senate, President, Provost, VPFA	D: Plan will be presented to the SBAC in October 2013 for consideration for the FY 2014-15 budget.	Accomplished. The Faculty Salary Review Committee and the Staff Senate presented proposals regarding salary increases to the SBAC in October 2013 and 2014. SBAC recommended salary increases both years. As a result, a 3% COLA for staff, a 2% COLA for faculty and a faculty merit/equity pool equal to $250,000 was provided for FY 15 and a 1% COLA for faculty and staff and a $250,000 faculty merit/equity pool was provided for FY 16. UCA should work to develop and implement a clearer long-term comprehensive compensation plan. This would eliminate a lot of the worrying and haggling that takes place between faculty and administration on a yearly basis, easing tensions. When people know in advance what they can expect for raises in a 5 year period, it takes a lot of worry off their minds.	Budget allocated to fund salary increases	Continue
G4.B5 Address the Comprehensive Compensation Plan as resources warrant and fiscal prudency in mind.	TBD	President, VPFA, Provost	D: Upward movement in compensation based on the plan in a fiscally prudent manner.	COLAs given the last three years and merit/equity pools were provided for in last three fiscal years.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.C1. Evaluate the current status of funding to support travel, professional development and research for both the faculty and staff.	tbd	Faculty Senate, Staff Senate, Provost and VPFA	D: A document will be available to share with faculty and staff.	The requests provided to the SBAC indicated that the current level of funding is inadequate.	See response to G4.C3	Continue
G4.C2. Develop a plan by which funding to support the travel, professional development and research needs of the faculty and staff will be determined and made available.	$0	VP for Finance and Administration, and Provost, Faculty Senate and Staff Senate.	D: A comprehensive plan will be developed that will be inclusive of necessary resources, considerate of financial prudency	There were additional funds allocated from the Provost's office for travel and professional development. Additional funding is planned out of year end money to be used for FY16 to bridge additional funding being placed on the base in FY17.	$250,000 will be provided out of year end money to spend in FY15. $123,000 additional was provided from the Office of the Provost for the FY 15 year.	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.C3. Present plan (to support the travel, professional development and research needs of the faculty and staff) and funding request to SBAC at the Fall 2013 meeting to be considered in the FY 2014-15 budget.	$0	VP for Finance and Administration, Provost	D: Plan will be reviewed by the SBAC at their October 2013 meeting for consideration in the FY2014-15 budget.	A request for additional funding was presented to the SBAC for both FY 15 and 16. For FY 15, although the base budget was not increased, an additional $123,000 in one-time funds was provided to the departments for faculty use. For FY 16, although the base budget was not increased, a request for one-time funding will be presented to the Board of Trustees at the July 2015 meeting.	(3) FY 15 -- $123,000 in one-time funds; FY 16 -- to be determined.	Continue
G4.C4. Create a Graduate Student Association. The GSA will work to create a more collaborative, interactive graduate education environment and work with the RAC to initiate student research opportunities as well as outreach and development.		Graduate Dean	D: GSA created and functioning as described.	Names and interest information was gathered at new graduate student orientation. Effort was made to hold meetings. No constitution was passed or registration as a RSO on campus.		Continue this effort. Work with program coordinators to increase student awareness.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4. D1. Sponsored Programs will develop interactive website with up to date access to relevant funding opportunities, provide rapid and easy electronic IRB submissions and forms access, and work with Research Advisory Council to identify mission-oriented research projects and seek funding opportunities.	TBD	Graduate Dean, College Deans	D: Achieve $5.5 million in extramural funding.	This goal needs to be integrated in to G4.D13		Update: This goal needs to be integrated in to G4.D13
G4.D2. Resubmit or implement (depending on results of review) Title III Strengthening Institutions Grant.	TBD	Graduate Dean ICW: University College, Associate Provost for Instructional Support, Provost	D: Grant implemented or grant proposal resubmitted.	Grant was submitted in June.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.D3. Expand recognition for grant submission and awards through Sponsored Programs newsletter.	$0	Graduate Dean	D: Newsletter produced and disseminated monthly.	Models of newsletter have been reviewed and mock-ups have been developed.		Continue this effort. With the addition of a new staff members should be able to establish regular production and dissemination schedule.
G4.D4. Sponsored Programs will work with the Research Advisory Council and Student Government Association to meet targeted increase in student submissions.	tbd	Graduate Dean	D: Number of grant submissions by students or student groups increased by 5%.	No progress		Continue to work on this project using outreach efforts of SGA and orgsync.
G4.D5. Offer a minimum of two grant writing workshops per year, one general and one targeting a specific funding agency.	tbd	Graduate Dean	D: Two workshops held annually with faculty participation increased by 10% annually.	We participated in new faculty orientation. Workshops, web-based were delivered on NIH %15, ROI fellowships, and small business. Held six IRB presentations for students. Did not have baseline data to compare for participation rate. Faculty participation was low.		Continue
G4.D6. Secure $4.425M in new private gifts and pledges.	Existing funds	VP for Advancement	D: Achieve individual and area production fundraising goals as described in KPI Goal document.	Secured $11,040,751 - over 261% of $4.224M goal	See G6 B14 for reference to new MGO position	Continue with KPI goal for FY16 of $4,435,489

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.D7. Implement a comprehensive annual giving plan.	Existing funds	VP for Advancement	D: Increase alumni giving participation, annual gift renewals and overall private fundraising as defined by KPI projections for prioritized, unmet academic and programmatic needs. Includes improved donor stewardship and on-campus education efforts as to the impact of private fund raising.	US News participation, donor and new donor count all increased over FY14. US News alumni participation increased by .94% to 6.57%. Number of donors increased to 5,061 from 4,455. New donors increased to 1,367 from 1,146.	0	Continue
G4.D8. 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 by an average of 40 visits/year.	Total number of face to face visits increased to 500 from 375 the previous year.	Travel costs totaled $13,223.14	Continue but change to Executive Director of Development

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.D9. Engage and assist academic deans and other program leaders with private fundraising.	$0	VP for Advancement	D: Set annual targets for face to face visits and cultivation progress. Estimate 5-10 visits.	Marginal success with this. Will continue to work with Provost and Deans to encourage and support joint efforts.	0	Continue but change to Executive Director of Development
G4.D10. Each development officer would do 100-120 face-to-face visits/year and 12-15 proposals at $25K and above per year.	$0	VP for Advancement	D: Achieve the industry standard for face to face visits and proposal requests.	With four full time development staff members, all new to their respective positions last year, two surpassed their target goals, one achieved 94% and one 75%.	Travel costs totaled $13,223.14. One new Major Gift Officer position. See G6 B15 for costs	Continue but change to Executive Director of UCA Foundation
G4.D11. Monitor, identify and report true fund raising cost ratios.	$0	VP for Advancement	D: Achieve the industry standard for cost/dollar raised for a public, masters level university.	Raised $11,040,751 with total direct costs of $1,336,945 for a $.16 cost to raise a dollar. This is significantly less than last year's $.31 cost to raise a dollar.	Travel costs totaled $13,223.14	Continue
G4.D12. Create prioritized list of UCA needs in academic and non-academic departments. List will be reviewed and updated annually.	$0	VP for Advancement	D: Deploy advancement resources to the agreed priorities of need.	Framework for the Future document was used to guide the campaign feasibility study for UCA's next comprehensive campaign. Priorities have been identified and reviewed by President, Provost and academic deans.	Private funds used for feasibility study	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16
G4.D13. Sponsored Programs will continue to increase utility of electronic information dissemination and processing of IRBs and grants and will work with Research Advisory Council to specifically seek out cross-campus, interdisciplinary research efforts and funding opportunities.	$0	Graduate Dean, College Deans, Division/Unit Heads	D: Increase funded awards to 6.5 million.	Significant improvement have been made in the processes related to IRB. Notification are being made in a timely manner. There has been an increase in the number of grant notifications sent to colleges. Preliminary analysis shows that over 7 million was awarded in FY 2015.		Continue to seek out ways to increase grant seeking activity to maximize research and student support activity.

Appendix 4f: Detailed Progress – Goal 5

Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology

Objective A: Develop and implement a comprehensive, centralized strategic plan for campus technology.

Objective B: Annually review and update, as needed, the campus mater plan to guide property acquisition, campus land use, and construction of new facilities.

Objective C: Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.A1. Complete campus technology plan.	$0	Chief Technology Officer ICW: appropriate committees and councils	D: Campus technology plan and all processes and structures for its implementation will be in place and operational.	The campus technology plan is complete. Several items on the plan have already been completed including: updating the COOP plan, development of the Mobile Device Security Policy, migration of email and Blackboard to cloud services, initiation of 24/7 Blackboard support, campus technology refresh program, and replacement of all Cat3 cabling with Cat5e or better. Several projects are also in the initial phases including: Active Directory migration, campus fiber replacements, and campus wireless upgrades. Certain projects are still being operationalized due to the expansive nature of them.	Technology and equipment purchases (UCA technology rollover fund)	Roll off

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.A2. Review web-based database system for collecting and reporting assessment data and faculty activities.	tbd	Associate Provost for Academic Services and Student Success ICW: Provost, Associate Provost for Finance and Administration, Director of Assessment, COD	D: Purchase, implement system and train users 2015. Begin electronic reporting in January 2016.	(1) Training and guides for use of Digital Measures have been created and implemented for each academic unit. Use of the Faculty Annual Self-Evaluation and Planning Report has been continued and updated. Screens for Promotion and Tenure have been created, but will be reviewed by faculty before final rollout. (2) It was determined that Digital Measures does not meet our needs for collecting and reporting assessment data.	The 2015 cost of Digital Measure was $26812.50	Revise: Continue developing the capacity and utility of Digital Measures for storing and organizing faculty activity and annual reporting for faculty, departments, and colleges. When approved, implement tenure and promotion processes within DM. Continue to seek cost-effective, integrated solutions for collecting and reporting assessment data.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.A3. Continue expansion of the MAP-Works Program through collaboration with campus partners to develop a comprehensive intervention plan.	tbd	Director of Housing & BearCard ICW: Assistant VP for Housing & Contract Services, Associate Provost for Instructional Support, Program Coordinator for Academic and Retention Initiatives.	D: Program expanded and success of the MAP-Works program in retaining at-risk residential students monitored.	Program has expanded to include integration into the curriculum of UNIV 1100 courses for conditionally admitted students. Additionally, multiple First-Year Seminar faculty members are utilizing Mapworks within courses. Intervention has focused heavily on students reviewing their personalized student report after completing the Mapworks Transition Survey. Analysis from AY 13-14 found that students who reviewed their student report were retained at higher rates than those that did not. These findings were also consistent when disaggregating the data to compare students based on the risk level identified by Mapworks. Intervention efforts have contributed to a 10% increase in the number of students reviewing the student report and a 14% increase in report views among students identified as "Very High Risk." Dr. Jacob Held, Director of the UCA Core, attended the annual Mapworks conference and increased involvement of Mapworks within First-Year Seminar is being developed.	3. $2,763 for travel to annual conference for Thomas Bruick and Dr. Jacob Held. UCA received a $650 discount on conference registration as a Mapworks Excellence Award winner.	Continue.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.A4. Complete the buildout of graduate curricula in DegreeWorks, test, and go live by Fall 2015.	tbd	Associate Provost for Academic Services and Student Success ICW: Associate Provost for Finance and Administration, University Registrar	D: Degree Works implemented for graduate students.	Done	Use existing and replacement personnel	Revise: Continue to build out and maintain Degree Works for both undergraduate and graduate programs, and ensure that it is usable for students and advisors.
G5.A5. Develop specifications and cost information to expand the existing imaging system in the Registrar's office to Admission and Financial Aid offices.	*tbd*	Vice President for Finance and Administration	D: Expansion of imaging system funded and implemented.	The Imaging system has been approved and funded. The specifications are being revised due to the length of time from the original request.	1) No new positions required 2) There will be equipment purchases 3) It is possible there may be minimal travel for training.	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.A6. Complete implementation of GradesFirst during FY2014-15 and 2015-16 to improve communication, enable students and advisors to manage advising responsibilities; retire Advisor Trac and Tutor Trac.	*tbd*	Assoc. Provost for Instructional Support ICW: CTO and primary use areas	D: Improve communication, enable students and advisors to manage advising responsibilities. Retire Advisor Trac and Tutor Trac.	GradesFirst is in progress and on schedule for implementation by Fall 2015 for all Freshmen and Sophomores. Academic Advising Center staff was trained in 2014-2015 and will begin use with all underclassmen in Fall 2015. Incoming students were trained on how to use GradesFirst during summer advising sessions. Biology and Nursing are being trained in Summer 2015 and will begin use in Fall 2015.	(1) Used existing personnel (2) $32,750 (3) None	Revise: Continue training students and faculty advisors in use of GradesFirst program, evaluate impact of GradesFirst on freshman cohort, and determine possible expansion to upper level transfer students.
G5.B1 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.	$0	Vice President for Finance and Administration and President	D: Maintain campus focus and direction on the development of the physical campus. Further to provide a basis for funding decisions and planning.	The campus master plan is reviewed throughout the year as well as when individual properties become available.	NA	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G5.B2. Review the master deferred maintenance list, at minimum, on an annual basis. Provide list to the Board of Trustees at the annual retreat.	$0	Vice President for Finance and Administration and Physical Plant director	D: Maintain an updated rolling deferred maintenance list from which to base funding decisions.	This prioritized database has been developed and has been in use for two years. The list is shared with the Board at the Budget Workshop.	The funding for the majority of the projects comes from reallocated funds. The reallocated funds are transferred at the end of each year in the Planned Transfer process.	Roll Off - Completed

Appendix 4g: Detailed Progress – Goal 6

Goal 6: Increase Engagement with External Partners

Objective A: Serve the public and UCA's students by establishing and maintaining local, regional, national, and global partnership.

Objective B: Strengthen communication, coordination, and prioritization of outreach and development.

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.A1 Continue outreach and engagement partnerships with academic and non-academic units to engage with local communities.	$0	Executive Director of OCE	D: Assessment instrument tested, finalized, and disseminated to both campus and off-campus constituents.	The instrument to assess campus constituents' participation in outreach and engagement activities was completed but was not disseminated. The instrument will be used for the university's self-study.	0	Roll Off

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.A2. UCA Responds to community's outreach and engagement needs.	$0	Executive Director of OCE	D: UCA responds to community's outreach and engagement needs.	The Division of Outreach & Community Engagement facilitated the following initiatives: 1) Conway Adult Education Center campus tour and information visits 2) UCA D.R.E.A.M. Team - mentorship program for at risk youth in Malvern Middle School 3) Nonprofit Workshop Series 4) College of Liberal Arts' Exploring Our World series 5) Community Education classes on disaster recovery provided to tornado victims in Vilonia and Mayflower 6) Talks and Boards - Entrepreneurship session for students and aspiring entrepreneurs 7) Imagine Central Arkansas Partners (HUD and MetroPlan) grant project to revitalize Markham Street and other parts of downtown Conway 8) Provided technical assistance in community and economic development for	0	Roll Off

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
				the following: Paris, AR; Mulberry, AR; Prairie County, AR; Berryville, AR; Greenwood, AR; Vilonia, AR; Mayflower, AR; Houseaboutit, Inc.; and ARCare. 9) Veteran's Day Celebration: Wall that Heals brought in from Washington, D.C. 10) Collaborated with Federal Reserve to offer free professional development workshops for educators		

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.A3. Service Learning program launch continues with another S-L Faculty Fellows and increasing numbers of community partnerships.	$8,000	Associate Dean of CLA ICW: Provost and VP for Academic Affairs, Executive Director of OCE	D: Service-learning program launch continues	In 2014-2015 we increased the number of service-learning courses offered, faculty and students participating, and community partners served. Increases in service-learning activities for 2014-2015 Academic Year: $22,226 or 21% increase in value of students' community work / 1,020 or 21% increase in number of service hours / 16 or 31% increase in number of community partners / 135 or 19% increase in the number of student participants /17 or 35% increase in the number of service-learning courses / 1 or 3% increase in the number of faculty teaching service-learning courses	"(1) No new positions (2) $132.71 - technology (3) $1,650 - travel "	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.A4. Implement outreach partnerships to engage alumni in student recruitment and retention. Determine the purpose, targeted audience and message.	Existing funds	Director of Alumni Services with cooperation of UCA Alumni Assn Board	D: Increase alumni participation and student enrollment/retention through the partnership with Enrollment Services to host 3 alumni socials each year	Alumni Services and Admissions have experienced changes in leadership over the past few months. Both the Director of Alumni Services and Admissions are working together to coordinate and execute multiple events for FY16.		Continue change to participation with Admissions (no longer Enrollment Services)
G6.A5. Promote university outreach programs and initiatives in a state-wide marketing campaign.	TBD	AVP for Communications, Public Relations	D: Increased visibility and awareness of university's outreach programs and services. Ongoing.	UCA's advertising agency, CJRW, created a marketing campaign that included TV commercials, print advertisements, and billboard promotion as well as posters, campus banners, and a President's Report. There was also an advertising campaign to promote UCA's online grad programs and a last minute enrollment campaign.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.A6. Launch three online noncredit learning communities developed by OCE in FY2015	TBD	Executive Director of OCE	D: Three online, noncredit learning communities developed by OCE.	The following online learning communities were launched: D.R.E.A.M. Team online learning community Center for Community and Economic Development launched several web-based trainings for community and economic development professionals.	0	Roll Off
G6.A7. UCA will evaluate needs for nursing facilities and funding options.	$40M Private funds	VP for Advancement ICW: Joint Board	D: UCA will evaluate needs for Nursing facilities and funding options.	Preliminary drawings have been created. Next steps will be guided by Academics and Finance and Administration for costing out the facility.	0	Continue after plans finalized
G6.B1. Deliver monthly "campus news alerts" to alumni and friends' smartphones	Existing funds	VPs for Advancement & Government Relations	D: Investigate an opt in text message application for timely Alumni announcements.	The Advancement Division hosted 18 targeted alumni events in FY2015 with a total attendance of 2,100.	Existing technology	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B2. Develop and distribute an updated UCA magazine.	Existing funds	AVP for Communications	D: Create printed magazine that will complement web presence and electronic communications pieces. By spring 2014, it will be mailed to key constituents and also be available online.	Two UCA Magazines (fall and spring) were published in fiscal year 2014-2015. The publications were mailed to a list of 9000+ donors, alumni, faculty, staff, and board members. A new website was created uca.edu/magazine where the magazine stories are accessible online as well as extended content.		Continue
G6.B3. Continue the distribution of a bi-monthly email communication containing feature stories (about alumni, friends, donors, students, faculty and staff), significant campus news, updates from the UCA Alumni Association and other items as determined by the Advancement and the Communications staff.	Existing funds	VP for Advancement	D: Continue using updated format. Partner with new communications unit to coordinate and leverage communication channel.	Delivered five bi-monthly Alumni & Friends Connect e-newsletters, a State of UCA video, and multiple Day of Giving email blasts to all alumni and friends in addition to nearly 60 other targeted emails supporting development, alumni services, Greek Village, assessment, athletics and more.	Existing technology	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B4. Continue distribution of a monthly UCA Upcoming Events email communication to our stakeholders that highlight selected events from various areas of campus. Emphasis is placed on official UCA Calendar events and Advancement needs.	Existing funds	VP for Advancement	D: Create and distribute approximately 11 UCA Upcoming Events emails to Alumni, Former Students and Friends of the University who reside in Arkansas, have an email address available in the Advancement Raiser's Edge database and that have not opted-out of such communications. The audience may be expanded to include additional targeted geographic areas based on specific event appeal.	Created and delivered 9 major event emails (UCA Upcoming Events monthly e-newsletters, Homecoming, Night of Distinction) and multiple other smaller targeted event specific communications.	Existing technology	Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B5.Continue regular data updates including NCOA (National Change of Address), phone and email appends.	Existing funds	VP for Advancement	D: The percentage of living alumni with address, phone or email in Advancement's Raiser's Edge database will be as follows: Address greater than 96%; Phone greater than 60%; Email greater than 35%	Continued to update the alumni and friend database, Raiser's Edge, through regular NCOA updates, monitoring of phone-a-thon updates, Google alerts, obituaries, alumni update and remittance forms. Conducted data appends for deceased records, birth date, address verification and cell phone numbers. Percentage of living alumni with address information is 92.64%; with phone information is 84.71%; and with email information is 42.60%.	Existing technology	Continue
G6.B6. Partner with the Provost's Office to develop and implement a mandatory campus-wide employment/contact form for graduating seniors to assist with assessment, fundraising, alumni and corporate engagement.	Existing funds	VP for Advancement	D: Continue to review and edit the Alumni Update form as other campus community needs arise.	Reviewed form and updated accordingly. The alumni update form is now in the undergraduate application packet.	0	Roll Off

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B7. Engage an employment data service to append employment information into Advancement's Raiser's Edge database.	$2,500	Director of Advancement Research	D: Percentage of living alumni with employment information will increase by 20%	Funding not available for a new employment data append (last one performed in FY13.) Percentage of living alumni with employment information was 38.9% at the end of FY15.	NA	continue
G6.B8. Augment the UCA Website to reflect best practices; drive traffic to the site via mixed-method communication	To be determined	VP for University & Government Relations	D: Alumni and friends will view the site as a desirable and worthwhile place to visit and return there with some measurable frequency.	We continue to monitor best practices for web development to ensure that we are using the most up to practices on our website. In particular, mobile technology, and the way Google ranks our site based on if it is mobile friendly. Social media is used to drive traffic back to uca.edu. This includes Twitter and Facebook. Every opportunity we have, we include a link in our posts back to a page on our website. We also use Google Analytics to monitor traffic to be sure the most popular pages are very visible on the homepage.		Continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B9. Continue to have events that engage alumni as related to the institutional mission.	Existing funds	VP for Advancement	D: Increase event participation by 15% each year. Increase alumni volunteer involvement by 15 or more annually.	The Advancement Division hosted 18 targeted alumni events in FY2015 with a total attendance of 2,100.	0	Continue
G6.B10 Set revised performance objectives for director of annual giving. New position for alumni marketing and membership.	Existing funds	VP for Advancement and AVP for University and Public Relations	D: Set revised performance objectives for director of annual giving.	Completed	0	Roll off
G6.B11. Hire a director of annual giving and staff support person for development field staff	$124,000	VP for Advancement	D: Set revised performance objectives for director of annual giving.	Completed. Conducted fall and spring phone-a-thons with moderate success, planned and executed first annual day of giving with over $30K raised in 24hours and executive targeted fundraising for new	No new funds were used. Positions existed in the budget.	Roll off

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B12. Take campus-wide inventory of existing community outreach and engagement projects and make available online.	$0	Executive Director of OCE	D: Online repository (hub) is created and housed at uca.edu/outreach and is accessible from uca.edu (the university's home page); external partners are aware of UCA's outreach and engagement opportunities.	Outreach created website uca.edu/outreach/summer.		Continue
G6.B13. Investigate expansion of Buffalo Alumni Hall to function as a campus welcome center for alumni and friends and "home" for all Advancement staff.	Private funds	VP for Advancement	D: Realize proximity-based synergy across Advancement sub-disciplines and provide a comfortable, welcoming place for visiting alumni and friends. Meet goal of 5,000 alumni visits.	UCA Foundation board will move this to next fiscal year. Have identified available unrestricted, unallocated assets which could be used for this project.	0	Continue but change to Executive Director of UCA Foundation

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B14. Expand use of IModules to further engage alumni and friends.	Existing funds	Director of Advancement Communications and Director of Advancement Research	D: Improved response through segmented, coordinated communication to targeted groups of alumni and friends.	We completed our first full year on the iModules Encompass system. Email engagement has increased significantly. Online transactions including donations, Alumni Association memberships and event registrations have increased 163% since FY14. 2.34% of FY15 fundraising came in online. 167 alumni association members chose automatic online renewal for their annual membership dues. This represents 9% of the alumni association membership. The average response rate for all alumni and friends email blasts is 15%. Segmented emails garnered the best response with open rates up to 80%. We sent over 662,144 emails in 76 email blasts.	technology	continue

Actions	Expected Cost	Responsibility	Desired Results	Actual Results	Budget Used:	Continue to 2015-16 AY?
G6.B15. Add additional major gift officer position in alignment with Campbell Plan recommendation	$193,000	VP for Advancement	D: Add additional major gift officer position in alignment with Campbell Plan recommendation.	Completed	$52,000 annual salary, $6,000 travel, $2,400 conference, $299 cell phone; $700 computer, $335 Ipad.	Roll off

Appendix 5: Adopted (8/21/15) Revisions to the Strategic Plan

B. Strategic Goals and Objectives, Fiscal Years 2014-2019

Based on input into the 2013-18 strategic plan by the campus community via eleven public forums held in February 2014, the Strategic Planning Committee recommends the following revisions to the Goals and Objectives of the UCA Strategic Plan for 2014-19. In summary, these revisions:

- *Add references to the University's Key Performance Indicators (KPIs) where appropriate, and*
- *Add an objective (D) to Goal 2 regarding promotion of a culture of integrity at the university.*

Goal 1: Continue to Foster a Culture of Academic, Scholarly, and Creative Excellence

- A. Sustain a learner-focused environment.
- B. Build and maintain a culture of continuous improvement.
- C. Create and institute strategies to achieve ~~university~~ goals related to student recruitment, admission, retention, and graduation as established by university key performance indicators.
- D. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
- E. Promote research, scholarship, and creative productivity among faculty, staff, and students.

Goal 2: Act with Integrity and Transparency at All Levels

- A. Support faculty/staff/student input into decision-making.
- B. Base decisions on data, evidence, and appropriateness to the university's vision, mission, and strategic plan.
- C. Share information in comprehensive and readily accessible ways with all university constituencies.
- D. Promote a culture where integrity is expected of students, faculty, and staff.

Goal 3: Promote Diversity in All Areas

- A. Attract and support a diverse student, staff, and faculty population.
- B. Enhance interaction and understanding among diverse groups.
- C. Cultivate enriched learning opportunities in a global community.

Goal 4: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan

- A. Maintain financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) ~~at or above established target levels~~ within target ranges established by the university.
- B. Implement a fiscally prudent plan to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.
- C. Establish or augment faculty, staff, and student research, development, and travel funds.
- D. Significantly increase extramural funding and new private gifts as established by university key performance indicators.

E.   Establish and implement funding within departments/colleges for equipment and supplies specific to program excellence.

Goal 5: Commit to Ongoing Improvement and Innovation in Facilities and Technology

A.   Develop and implement a comprehensive, centralized strategic plan for campus technology.

B.   Annually review and update, as needed, the campus master plan to guide property acquisition, campus land use, and construction of new facilities.

C.   Maintain the value, functionality, and safety of existing facilities and physical infrastructure by judicious investment of maintenance and renovation funding.

Goal 6: Increase Engagement with External Partners

A.   Serve the public and UCA's students by establishing and maintaining local, regional, national, and global partnerships.

B.   Strengthen communication, coordination, and prioritization of outreach and development.

Appendix 6: Membership List Strategic Budgeting Advisory Committee 2014-15

Capacity	Member	Term Expires
SPARC Chair	Nancy Reese (V if tie)	2015 Incoming
SPARC Chair	Tammy Rogers (NV)	2017
President Faculty Senate	Don Bradley (V)	2015
President Staff Senate	Chad Hearne (V)	2015
President of SGA	Ashley Ross (V)	2015
Faculty Representatives		
Health and Behavioral Sciences	Shawn Charlton (V)	2016
Education	Shelly Albritton (V)	2016
Fine Arts and Communication	Brent Shires (V)	2016
Business	Keith Atkinson (V)	2015
Natural Sciences and Mathematics	Barbara Clancy (V)	2015
Liberal Arts	Tom McInnis (V)	2015
Unaffiliated/at-large	Renee LeBeau-Ford (V)	2016
Non-classified staff		
Psychology	Lori Hudspeth (V)	2016
University Police	Arch Jones (V)	2015
Instructional Technology Support	Kevin Carter (V)	2015
Classified Staff		
Institutional Research	Tyra Phillips (V)	2016
Financial Accounting	Tracy Spence (V)	2015
Financial Accounting	Erica Ruble (V)	2016
Director of Academic Unit (Provost)	Diana Pounder (V)	2015
Athletic Administration designee	Darrell Walsh (V)	2015
President-elect, Faculty Senate	Ben Rowley (NV)	2015
Vice-President, Staff Senate	Colin Stanton (NV)	2015
Vice-President, SGA	Zach Carter (NV)	2015
VP for Finance and Administration	Diane Newton (NV)	Permanent
Director, Institutional Research	Amber Hall (NV)	Permanent
Controller, Business Office	Jeremy Bruner (NV)	Permanent
Director of Budget	Terri Canino (NV)	Permanent
Secretary	Megan Bennett (NV)	Permanent

V = Voting member
NV = Non-voting member

Appendix 7: New Funding Proposals FY 2016
Prioritized by SBAC 12/11/14

Priority	Rank
Staff Salary 1: Cost of Living Adjustment (3%) for classified and non-classified employees	1
Faculty Salary 1: Cost of Living Adjustment (2%)	1
Staff Salary 2: Equity pool (1%) for classified and non-classified employees	3
Faculty Salary 2: Equity & Merit Pay	3
Academic Affairs 3: Technology & Equipment	5
Student Services 3: Disability Resource Center - Full-Time Alternative Media Specialist	6
Academic Affairs 1: Faculty Advancement & Promotion	7
Student Services 3: Disability Resource Center - Assistive Technology Purchases	8
Academic Affairs 5: Maintenance & Operations	9
Finance & Administration 1: Funding Process for Deferred Maintenance & Divisional Capital Projects	10