

STRATEGIC PLAN

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THE STRATEGIC PLAN

For previous Strategic Plans and associated documents, see <https://uca.edu/sparc/archives/strategic-plan-archive/>.

1.

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

2.

The University of Central Arkansas, a leader in 21st-century higher education, is committed to excellence through the delivery of outstanding undergraduate and graduate education that remains current and responsive to the diverse needs of those it serves. The university's faculty and staff promote the intellectual, professional, social, and personal development of their students through innovations in learning, scholarship, and creative endeavors. Students, faculty, and staff partner to create strong engagement with the local, national, and global communities. The University of Central Arkansas dedicates itself to academic vitality, integrity, and diversity.

In carrying out this mission, the university is guided by the following core values.

a. Intellectual Excellence

We believe in lifelong intellectual development of students, faculty, and staff. We are committed to the free pursuit of knowledge and continuous growth in learning and teaching.

Educational Excellence We believe in student success and in preparing students to engage complex issues and express informed opinion through critical thinking, writing, and speech. Given our institution's historical roots in teacher education, this foundation inspires all of our colleges to work together to ensure that our faculty and students collaborate to promote instructional excellence and lifelong learning.

Scholarship We believe that students and faculty should engage in professional development and scholarly endeavors that promote the creation and application of knowledge in all disciplines.

Knowledge / We seek to enhance interaction and understanding among diverse groups and cultivate enriched learning opportunities in a global community.

d. Integrity

We are committed to ethical and responsible behavior in our own actions and to developing the same commitment in our students, thus fostering individuals who will have the skills, knowledge, and ability to engage positively with a diverse and changing world. Our commitment extends to all levels of our campus to foster a climate of ethical conduct, respect, responsibility, and trust.

Ethics / We believe in acting with honesty, courage, and trustworthiness.

Respect / We support a community and climate of respect and thoughtfulness among

1 UCA will support and empower students to succeed, operating from the understanding that a holistic definition of success encompasses any interconnected dimensions of development.

- a. UCA will provide students with guidance and support necessary to developing the knowledge, skills, and habits necessary for academic success.
- b. UCA will provide students with guidance, resources, and opportunities that enable them to meet their basic needs and maintain their physical and emotional health.
- c. UCA will emphasize diversity, belonging, equity, and inclusion in structuring learning environments and will seek to recruit and retain faculty who reflect the demographic diversity of the student body.
- d. UCA will provide inclusive access to a variety of high-impact educational practices that support students' cognitive, social, and emotional growth.
- e. UCA will support the development and implementation of teaching practices designed to reduce achievement gaps for underserved students.

2 UCA students will have the capabilities to thrive after graduation in whatever avenue suits their path to success.

- a. UCA will engage students in early career exploration and other programs that enable them as graduates to know where they are going and to be successful in whatever comes next.
- b. UCA will provide students throughout their time at UCA with opportunities to engage in experiential learning—curricular and cocurricular, inside and outside the classroom—with peers, staff, faculty, and the broader community.
- c. UCA will engage with alumni through expanded social activities, ongoing career support, and continuing professional education opportunities.

UCA will position itself to address grand challenges while maintaining the stability of the university, the sustainability of quality programming, and equity of access and success for all stakeholders.

- a. UCA's strategic initiatives will respond to salient issues in the state and region.
- b. UCA will ensure that its strategic initiatives support and promote its foundational commitment to student success, expressed in Goals 1 and 2.
- c. UCA's strategic initiatives will support—and be supported by—the optimization of university resources.
- d. UCA will engage all members of the university community in identifying, supporting, and accomplishing strategic initiatives.

Enablers of Success

- a. UCA will renew and maintain its commitment to Academic Vitality, Integrity, and Diversity (AVID).
- b. At every organizational level, UCA will cultivate a culture of accountability, leadership, and achievement.
- c. UCA will fully implement the Resource Optimization Initiative.
 - The university community will continue to re ne, coordinate, and structure our nancial framework to manage all of our resources effectively and to support our human resources, infrastructure, operating budget, and strategic initiatives. To create this framework, we must streamline our processes, reduce redundancies, and improve the quality, quantity, and access to services throughout campus.
 - The university will identify areas of underused resources that can be redistributed and reinvested into key campus priorities (e.g., student recruitment, student academic support, faculty and staff market and equity raises, faculty and staff professional development, campus technology and infrastructure).
 - Implementation of the Resource Optimization Initiative and related processes will streamline the university budget and nancial planning cycle so that strategic initiatives are part of the active budget and review cycle.
- d. Every unit will build metrics to measure progress and success toward meeting goals and objectives.
- e. When applicable, units will actively build awareness of existing internal resources that are currently available to support initiatives (e.g., professional development funds available through Staff Senate or the Center for Excellence in Teaching and Academic Leadership).
- f. Where appropriate, units will work with the Sponsored Programs Of ce and University Advancement to seek funds to support strategic initiatives.
- g. Where appropriate, units will actively pursue additional revenue sources (e.g., increasing online education, corporate and community partnerships, certi cates and professional development).
- h. Units will work to create a structure and culture that facilitates and values long-term partnerships with external stakeholders through a variety of engaged learning opportunities (e.g., internships, research projects).

