University of Central Arkansas

Strategic Plan

Approved and recommended by the Strategic Planning and Resource Council April 1, 2011

Adopted by the Board of Trustees May 6, 2011

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Change Log

2012-02-24   updated last sentence of mission statement

2013-02-06   Strategic Goals and Objectives, 2012–

Faculty ....David Kim
Staff...Cheryl Lyons

     5.   Driving Forces   Task Force

Co-Chair...Diane Newton
Co-Chair...Pat Desrochers
At-Large..Timothy Atkinson
Faculty ....Patrick Carmack
Faculty ....Lisa Christman
Staff..Marvin Williams

II.   The Strategic Plan

The Strategic Plan comprises six *Foundational Documents*, six *Strategic Goals*, and a set of *Strategic Initiatives* aimed at advancing each goal.

A.   Foundational Documents

1.   Driving Forces

The Driving Forces identify factors and trends in the external demographic, social, economic, political, technological and educational environment that most significantly affect institutions of higher learning. The University must be cognizant of these as it makes its own plans.

a.   Public Forces

Public expectations of what a university is and should be: workforce preparation and life preparation
Public image of the university

b.   Educational and Political Forces

University's mission as determined by ADHE
Inherent obligation to retain, educate, graduate students, including providing assistance for academically at-risk students
Need to prepare students with the knowledge skills, and dispositions to succeed in a global community/economy
Need to teach according to recognized professional standards of disciplines

c.   Demographic Forces

Composition of potential incoming student body – traditional, nontraditional (including51 0 Td   [(t)2(r)3(a)10(di

c.   Diversity

We are dedicated to attracting and supporting a diverse student, faculty and staff population and enhanced multicultural learning opportunities. We value the opportunity to work, learn, and develop in a community that embraces the diversity of individuals and ideas, including race, ethnicity, religion, spiritual beliefs, national origin, age, gender, marital status, socioeconomic background, sexual orientation, physical ability, political affiliation, and intellectual perspective.

Recruitment and Retention: We actively pursue and seek to retain a diversified student body, faculty, and staff.

Support: We maintain the highest academic quality and ensure that our programs remain innovative and responsive to the ever-changing and diverse needs of those we serve.

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 wi[(cu)-tgevate v9engall have ture4(ho w)4(i)2(l)2(l)2(ha)4(ve)4T1 1 T1 t1-2(f)-1(i)-2(ed Td40.541Or)

B. Strategic Goals and Objectives, 2012–   2017

Revisions recommended by SPARC Executive Committee 2012-09-06 *and adopted by the UCA Board of Trustees 2012-12-07.*

Goal 1: Focus on Integrity at All Levels of Action

A. Act with transparency at all levels of the University, recognizing that if we don't practice and model integrity, we can't meet our other five goals. With that fact in view,

1. Continue support of faculty/staff/student input into decision making, thus improving shared governance.
2. Make decisions based on data, evidence, and appropriateness to the university's vision and mission; make those facts clear so that stakeholders can understand and respect decisions.
3. Ensure that all units continue to share information in comprehensive and readily accessible ways – up and down the University's administrative chain and also laterally (i.e., across departments and colleges and other units), thereby fostering a campus-wide sense of trust, shared purpose, and high morale.

B. Make sure that the current SPARC efforts are pursued, assessed, re-evaluated, and part of ongoing dialogue. As current initiatives are accomplished, move others from campus forums into high priority.

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

A. Provide a learner-focused environment for all students.
B. Create a culture of internal assessment through which assertions of excellence are made demonstrable. Each program takes responsibility for meaningfully assessing itself through maintenance of relevant professional and regional accreditation or professional association standards (e.g., NCATE, NCAA), student outcomes, passing and scoring rates on professional qualifying exams (e.g., CPA, teacher accreditation) and exit exams, and through individual college and program strategic planning.
C. Examine admission, growth, recruitment, and retention policies regarding traditional and non-traditional undergraduate and graduate students in relation to university's mission.
D. Implement reliable, sustainable, meaningful student evaluations of teaching, as well as peer-to-peer and other forms of teaching/course evaluation that develop growth and trust. Procedures for student evaluations must be developed that produce a high rate of response.
E. Foster life-long learning by providing faculty and staff with ongoing professional growth opportunities, which require adequate, reliable resources for professional training and participation in conferences and other scholarly meetings.
F. Become increasingly competitive in recruiting and retaining excellent faculty and staff.
G. Promote research, scholarship, and creative productivity among faculty and students.

Goal 3: Develop and Manage the Fiscal Resources Necessary to Provide Ongoing Support for the University's Mission and Strategic Plan

A. Financial indicators (Moody's bond rating, Higher Learning Commission ratios, cash reserves, and other monitored financial indicators) will be maintained at or above established target levels.

B. A fiscally prudent plan will be implemented to provide annual funds devoted to cost-of-living, equity, and merit increases to faculty and staff.

C. Faculty, staff, and student research and development funds will be established or augmented to provide sufficient annual funding for travel, development, and research support..

D. Increases will occur in extramural funding by 42% (from $6 million to $8.5 million) and new private gifts and pledges by 62% (from $4.32 million to $7 million) by 2017.

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

A. Develop a comprehensive, centralized strategic plan for Information Technology. This plan should establish a coherent, dependable roadmap for infrastructure and equipment upgrades across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc.

Goal 5: Incre ase Engagement with External Partners

A. Serve the public and UCA's students by partnering with schools, businesses, industries, foundations, and government agencies in enhancing awareness, knowledge, understanding, and application of relevant disciplines.

B. Strengthen communication, coordination, and prioritization of fundraising efforts and needs across campus.

Goal 6: Promote Diversity in All Areas

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

B. Enrich global-oriented learning environment.

Archives

B. Strategic Goals and Initiatives, 2011–   2016

As noted above, SPARC and various other university bodies, acting on information gathered from a year

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

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