

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 | Last updated August 21, 2015

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B. STRATEGIC GOALS AND

Change Log

- 2012-02-24 updated last sentence of mission statement
- 2013-02-06 Strategic Goals and Objectives, 2012–2017 [Fiscal Years 2013–2017], added to this document
- 2013-12-06 Strategic Goals and Objectives, Fiscal Years 2014–2018, added to this document (order of goals corrected 2014-01-04)
- 2015-08-21 Strategic Goals and Objectives, Fiscal Years 2015-2019, added to this document

I. The Strategic Planning Process and Committees, 2010–2011

A. Process

At the beginning of the 2010 Spri

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

Higher Learning Commission report/accreditation requirements

f. Technological Forces

Need for UCA to maintain current and adequate information technology systems for academic and administrative excellence

2.

Academic programs will emphasize multicultural proficiency, global perspectives, and technological fluency.

Demand for tenure-track faculty and more diverse faculty will increase.

Demand for more academic resources (technology, professional development, research and travel support) will increase.

Assurances of student learning (program and course assessment, general education assessment, accreditation requirements) will be a priority.

Academic programs must be responsive to workforce demands.

Aligning academic initiatives, goals, and values with our structures must be a priority.

d. Institutional

UCA will continue to play an important economic, educational, and cultural role in the local, regional, and state community:

Increasing private giving, grants, and contracts is a priority.

Partnerships with corporate and public entities will increase.

Workforce development and academic outreach opportunities will increase.

Public events and performances will continue to raise the profile of UCA.

Division I athletics will provide UCA with greater recognition and exposure.

3. Vision Statement

The Vision Sion(i)-2.6(t)8o(an)2(ces h)2(e)-11(V)4.3(i)(e)-1.7(c i)8.2(s a p)1re20.06x2(l)- c'iclo5thr.6(on(a2(er)8.9(i.6(e

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

B. Strategic Goals and Objectives, Fiscal Years 2015–2019

Recommended by SPARC's Strategic Planning Committee and endorsed by the Strategic Budgeting Advisory Committee, the Student Government Association, the Staff Senate,

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

Goal 6:

- F. 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

- C. Serve the public and UCA's students by establishing and maintaining local, regional, national,

- 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

prioritization and define specific outcomes in light of funding requirements, and to establish timelines comprising feasible deadlines for all initiatives.

Approved and recommended by SPARC 2011-02-24.

Goal 1: Focus on Integrity at All Levels of Action

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,

Continue support of faculty/staff/student input into decision making, thus improving shared governance.

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.

Ensure that all units continue to share information

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across campus, including workstation computers and software, faculty and staff computers, and equipment specific to programs, such as lab equipment, video cameras, lighting, stage equipment, art supplies, musical instruments, etc.

Goal 5: Increase Engagement with External Partners

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.

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

Goal 6: Promote Diversity in All Areas

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.