

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 December 6, 2013

Change Log

2012-02-24 updated last sentence of mission statement

Faculty

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- Demand for an experiential learning environment (student research, internships, study abroad, service learning, etc.) will increase.
- 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 Statement expresses UCA's aspirations for the future.

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.

4. Mission Statement

The Mission Statement articulates what UCA currently does.

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.

5. Core Values

The Core Values Statement asserts the University community's institutional and ethical standards in fulfilling its mission.

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.

- ◆ **Educated Citizens:** 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.
- ◆ **Cultural Competence:** We believe that students should experience cultural activities as they grow in their appreciation for the diversity of ideas and peoples, both inside and outside the classroom.
- ◆ **Learning Environment:** We believe that an outstanding physical infrastructure, along with a culture of excellence in all of our endeavors, provides an environment in which our students and faculty can thrive personally and intellectually. We further believe in providing state-of-the-art learning spaces.

b. Community

We value and respect as our greatest asset the people who make up our community – students, faculty, and staff, as well as the people connected to us through ties to our local community and region, the state of Arkansas, our nation, and the world. That is, we believe people are the focus of our institution.

- ◆ **Collegiality:** We believe in processes of shared decision making based on productive synergistic interactions among our students, faculty, and staff, and disciplines in the pursuit of institutional goals.
- ◆ **Partnerships:** We are dedicated to promoting outreach activities, community education, and partnerships with surrounding entities. We believe in collaborating with the citizens of our region, the state, the nation, and the world as well as those organizations and constituents with

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.

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: Increase Engagement with External Partners

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

Goal 6: Promote Diversity in All Areas

- A. Increase gender and racial diversity as highest priorities, but seek also socioeconomic, ethnic, linguistic, cognitive, intellectual, and age diversity in student, staff, and faculty populations.
- B. Enrich global-oriented learning environment.

B. Strategic Goals and Initiatives, 2011 –2016 [Fiscal Years 2012– 2016]

As noted above, SPARC and various other university bodies, acting on information gathered from a year of meetings with the University community, have identified six primary goals for the University and a number of specific initiatives aimed at advancing each goal over the next three to five years. In approving these goals and initiatives, SPARC recognizes that implementing the initiatives – that is, turning the Strategic Plan into an Operational Plan – will require work by the University's executive staff, deans, department chairs, and other supervisory personnel to assign oversight responsibilities, to develop final 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, thu

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