



Evidence Document

for Higher Learning Commission Reaccreditation

Document Title: Campus Strategic Planning Process

Office of Origin: Office of the Chancellor

Document Summary:

Chancellor Steinmets, who joined the university in January 2016, has launched a new Campus Strategic Planning Process with three phases—Spring 2016, Summer 2016, and Fall 2016. The university has developed eight guiding priorities, crafted through a collaborative process involving assessing its strengths, challenges, opportunities, and aspirations.

Campus Strategic Planning Process

[/ The Office of the
U of A Chancellor](#)

[/ Campus Strategic Planning Process](#)

Strategic planning is a process -- one that Chancellor Steinmetz believes should happen from the ground up, and be as inclusive as possible.

As part of this comprehensive approach to campus planning, Chancellor Steinmetz has met with every academic department, many interdisciplinary programs and centers on campus, students, faculty, and staff. The purpose was to help him to gain a deeper knowledge of the issues faced by the academic units, while providing an opportunity for departments to share their strengths, priorities, and future direction.

The process unfolded in several phases, the broad strokes of which are detailed below, and now enters the public review phase of a set of priorities, articulated below:

Phases/Semester Timeline

Spring 2016

1. *Campus academic departments, centers and programs summarized their strengths, weaknesses, and challenges with an eye toward their future direction. They defined long-term goals, needs, priorities, directions and reported back to the chancellor's and provost's offices and the deans by the end of the semester via summary document. 75+ individual meetings held with the chancellor were completed by May 31.*
 - [Departmental Summaries](#)

Summer 2016

2. *Deans and their staffs reviewed departmental summary documents and identified themes across the individual colleges.*
3. *Three groups of faculty, staff, and students reviewed the departmental summaries with an eye toward identifying university-wide themes that have emerged from the unit discussions. These groups were organized by the traditional mission areas of research and service; teaching and learning; and outreach and engagement. The committees, students and academic deans provided summary reports to the chancellor.*
 - [Teaching and Learning Committee Report](#)
 - [Research and Discovery Phase II Planning](#)
 - [Outreach and Engagement Committee Report](#)
 - [Student Body Report](#)
4. *The work of the committees was collated at the administration level to begin to define the university's direction for the future.*

Fall 2016

5. *The institution's guiding priorities, as drafted, are being shared with the campus for feedback. Following a feedback period, each priority will be assigned to a campus unit to flesh out some potential action plans and initiatives.*
 - [Guiding Priorities](#)
6. *Chancellor Steinmetz' investiture speech on October 20th will outline the campus priorities.*

7. The colleges will determine and report how the priorities align with college-level strategic plans. The service units will develop plans that support the institutional priorities that have been defined.
8. The summation of the plans described in No. 7 will be published on this website and shared with the campus community in January 2017.

Guiding Priorities for the University of Arkansas

A comprehensive public land-grant institution with a mission of teaching and learning, research and discovery, and outreach and engagement, should likewise have a comprehensive focus to guide its priorities—but a focus also rooted in the strengths of the institution and attuned to areas for continued growth and improvement. The University of Arkansas has long demonstrated its ability to attain greatness in these core mission areas and is poised to continue this trajectory to become an even better institution. The following priorities for the U of A were crafted through a collaborative process that involved meetings with faculty and staff in our academic units, discussions by committees of faculty and staff organized around our mission areas, and input from the academic deans and our students. These discussions included assessments of our strengths, challenges, opportunities and aspirations as an institution—the work was collaborative and imbued with a shared sense of optimism and excitement for the future of the University of Arkansas. From this input, eight priority areas have emerged, which are briefly described here:

- **Advancing Student Success**

Maximizing the success of University of Arkansas students is our highest priority starting with their recruitment and ending with their transition to careers or further education. We will work to maximize the success of our students, with special attention to first-generation college-going Arkansans, by increasing financial assistance for those who need it, easing the transition into the university, improving retention and graduation rates, and providing career planning and career transition assistance.

- **Building a Collaborative and Innovative Campus**

The University of Arkansas is a comprehensive university with many individual units and disciplines that contribute to teaching and learning, research and discovery, and outreach and engagement. The world of higher education, however, is becoming increasingly more interdisciplinary and collaborative in these mission areas, which reflect the world around us. To be a leader, we will work to foster a university environment that embraces collaboration and interdisciplinary pursuits while also stimulating innovation in our approaches to creating and disseminating knowledge.

- **Enhancing our Research and Discovery Mission**

The creation of new knowledge and creative activities is a defining feature of a research university. We will work to increase and enhance our research activity across the broad spectrum of areas that make up this comprehensive university and in the process define signature areas where we can excel as an institution.

- **Enriching Campus Diversity and Inclusion**

We believe that diversity should permeate the very fabric of the University of Arkansas. We will therefore work to diversify along many dimensions our faculty, staff and students and at the same time create an environment and atmosphere that is welcoming and inclusive for all.

- **Investing in Faculty Excellence**

A great university recruits, hires and retains a great faculty. To ensure that we can hire and retain an outstanding faculty, we will work to increase the salaries of existing faculty, provide competitive salaries for new faculty and for staff that provide support to faculty and students, enhance support for teaching and learning, research and discovery, and outreach and engagement, and provide a supportive environment for academic pursuits.

- **Promoting Innovation in Teaching and Learning**

High quality faculty teaching and student learning experiences have been defining features of the University of Arkansas for many years. We will work to maintain this high level of teaching and learning and at the same time promote the creation of timely and innovative academic programs and learning experiences, domestically and internationally.

- **Reaffirming our Land-grant and Flagship Responsibilities**

The University of Arkansas is unique in that it is both the state's flagship university and a land-grant institution. With this unique status comes a responsibility to engage, collaborate, and provide outreach to the citizens, businesses, governmental and civic entities of the state to meet the challenges of today and tomorrow. We will define what it means to be a land-grant and flagship university in the 21st century and augment our outreach and engagement efforts, broadly defined, across Arkansas.

- **Strengthening Graduate Education**

Graduate education is an important part of a research university and graduate students make significant contributions to the research and teaching missions of the university; and key to the university's impact on economic development. We will work to enhance and improve graduate education at the University of Arkansas by intensifying the recruitment and boosting

support of graduate students as well as making sure that our programs are preparing graduate students for a variety of productive careers.

Questions? Feedback? Please email Laura Jacobs, [chief of staff](#).

Thank you for your interest and taking part in this critical process.

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Schola Concert (10/13/2016)

Guest Artist: Guy Harrison, violin (10/19/2016)

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