



## **Evidence Document**

for Higher Learning Commission Reaccreditation

---

**Document Title:** Providing Transparency & Accountability to the People of Arkansas (TAP): A Progress Report

**Office of Origin:** Office of the Chancellor

### **Document Summary:**

The TAP documents are one way the university holds itself publicly accountable to the people of Arkansas and to the university's students and families. TAP 2012 demonstrates the university's progress toward the 15 institutional goals and shows the progress of becoming a Top 50 Public Research University by 2021.



UNIVERSITY OF  
ARKANSAS  
— THE YOU OF A —

**Providing Transparency & Accountability  
to the People of Arkansas:  
*A Progress Report***

September 2012

A large, multi-story brick building with a prominent clock tower is the background. The clock tower has two visible clock faces and a small window at the top. The building has many arched windows and is surrounded by green trees and a lawn. The entire image is overlaid with a semi-transparent white filter.

# VISION

*By 2021, the University of Arkansas will be recognized as one of the nation's Top 50 Public Research Universities, with nationally ranked departments and programs throughout the institution.*

# TO THE PEOPLE OF ARKANSAS



It is my pleasure to share with you the University of Arkansas's 2012 edition of Providing Transparency and Accountability to the People of Arkansas (TAP). The document, first published in 2009, is one way we hold ourselves publicly accountable to the people of Arkansas and to the students and families who have made the university their institution of choice. TAP 2012 demonstrates our progress toward the U of A's 15 institutional goals—established in 2008—and shows how we plan to meet our aspirational goal of becoming a Top 50 Public Research University by 2021.

It would be impossible to thank everyone who has contributed to TAP 2012. The three-year endeavor has involved hundreds of students, faculty, staff, alumni, and friends. One group that deserves special mention is the Chancellor's Administrative Policy Council. Their contributions over the course of several intensive retreats have shaped the measures by which we hold ourselves accountable and, in large part, it will be their leadership that fosters the excellent teaching, research, and outreach necessary for us to become a Top 50 university.

Without question, our goals are ambitious. Some may say impossible. Some may even question the wisdom of setting goals so high that we may not reach them. But the University of Arkansas did not raise \$1 billion dollars during the Campaign for the Twenty-First Century based on a promise of mediocrity. Our students and faculty are not winning national and international awards in record numbers based on the mediocrity of their performances and publications. Nor did the Carnegie Foundation for the Advancement of Teaching elevate the university—one of 108 schools out of 4,633 universities and colleges in the country—to its highest possible research status based on the mediocrity of our research programs.

Achieving the goals laid out in this document will not be easy, and success is not a sure thing, but we believe that as an institution we are uniquely poised to build upon and even accelerate the phenomenal trajectory of the last ten years. The impact of the \$300 million investment from The Walton Family Charitable Support Foundation and the success of the \$1 billion campaign have been monumental. They have given us the means and the momentum to create and nurture a culture of excellence within every college and school, to become a catalyst for growth of the state's knowledge-based economy, and the confidence to know that we can become one of the country's very best land-grant, flagship universities.

Many of the initiatives will take several years to accomplish and will depend on higher levels of public and private support. In short, they will require a strong commitment from all of our stakeholders—students, faculty, staff, alumni, friends, and state policymakers. Universities do not break into the ranks of the Top 50 Public Research Universities by wishful thinking alone.

TAP 2012 is a transparent assessment of the University of Arkansas today—our strengths and our weaknesses—and a bold, perhaps even audacious, announcement of the institution we aspire to be by 2021. In many ways, it's our strategic plan—a blueprint of our accomplishments and aspirations. We will apprise you of our progress and the challenges we are facing via newsletters, press releases, news releases, videos, and other media throughout the year and publish subsequent editions of the TAP document in 2015, 2018, and 2021.

As we move toward our sesquicentennial and beyond, I invite you to help us elevate the quality, value, and prestige of a YOU of A education and thereby increase exponentially our ability to transform students' lives and be an economic engine for the State of Arkansas.

Sincerely,

A handwritten signature in black ink, reading "G. David Gearhart". The signature is fluid and cursive, with a long horizontal stroke at the end.

G. David Gearhart  
Chancellor



# CONTENTS

-  **Goal 1:** Put students first by enhancing academic programs, creating an engaging campus life, keeping costs as low as possible and reducing obstacles to student success. ....5
-  **Goal 2:** Be transparent and accountable to the people of Arkansas in all decision-making.....11
-  **Goal 3:** Increase overall enrollment while remaining the school of choice for the state’s most gifted students; provide a concomitant increase in faculty and staff. ....13
-  **Goal 4:** Enhance diversity by attracting more students, faculty and staff from underrepresented groups and by nurturing intercultural understanding inside and outside the classroom .....17
-  **Goal 5:** Improve graduation rates and degree-completion times. ....21
-  **Goal 6:** Provide highly competitive compensation packages for the purpose of recruiting and retaining the very best faculty, staff and graduate students. ....25
-  **Goal 7:** Increase funding in both research awards and federal research expenditures.....29
-  **Goal 8:** Marshal the university’s expertise, programs, faculty, staff and students to grow the state’s knowledge-based economy and to address major issues confronting Arkansas and the world .....31
-  **Goal 9:** Provide a superior campus landscape and environment by planning for and carrying out the continuous renewal and renovation of existing facilities and the designing and building of new world-class facilities.....35
-  **Goal 10:** Pursue a consistent and aggressive program for the maintenance and improvement of the institution’s libraries and technology resources .....39
-  **Goal 11:** Promote environmental sustainability.....43
-  **Goal 12:** Establish and market a quality brand reputation for the university statewide, nationally and internationally .....47
-  **Goal 13:** Foster the arts on campus and throughout the region .....49
-  **Goal 14:** Expand outreach through distance education and partnerships with other institutions. ....51
-  **Goal 15:** Grow public support and the endowment through enhanced relationships with constituents and sound investment strategies .....55
- Tables ..... 58
- Contributing Administrators and Board of Trustees ..... 63

 Goal Met or Exceeded	 Sufficient Progress	 Modest Progress	 Insufficient Progress
----------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------



# 1 GOAL ONE

Put students first by enhancing academic programs, creating an engaging campus life, keeping costs as low as possible and reducing obstacles to student success.

## Progress toward goal:

Students, faculty, and staff across campus are working together to make the University of Arkansas a Students First institution, as well as a Top 50 public research institution. We look at every decision—academic, financial, and administrative—by asking ourselves how we can best enhance academic programs, create an engaging campus life, keep costs as low as possible, and reduce obstacles to student success.

Currently, the University of Arkansas and some of its program rankings are:

- Kiplinger – 53rd Best College Value 2012
- *U.S. News & World Report* – 65th among public national universities
- *U.S. News & World Report* – School of Law – 42nd among public law schools
- The University of Arkansas has 28 specialties or academic programs ranked by *U.S. News and World Report*. Twenty-four of those programs are in the Top 100 programs among public universities, including nine among the Top 50 programs among public institutions: Supply Chain Management and Logistics (9th and 10th graduate and undergraduate respectively); Rehabilitation Counseling (14th); Industrial Engineering (18th); Biological and Agricultural Engineering (19th); Business School (25th and 27th graduate and undergraduate respectively); Part-time M.B.A. (29th).
- DesignIntelligence—School of Architecture—Top 20
- National Board for Professional Teaching Standards – U of A in Top 20

The campus leadership will continue to monitor rankings from various groups as it tracks progress on its goals and projections.

In addition to assessing performance in academic areas, performance in intercollegiate athletics will continue to be important to the university and its many constituents.

The University of Arkansas earned its first Top 20 finish in more than a decade in the 2011-12 Learfield Sports Directors Cup released by the National Association of Collegiate Directors of America. The Razorbacks accumulated a school record 811 total points and finished No. 20 in the ranking

that tracks the nation's most successful intercollegiate athletic programs. This marks the first time the university has finished in the Top 20 since the current scoring format was adopted in 2000.

The University of Arkansas has finished in the Top 25 four times in the past five years, the best stretch in school history. Arkansas finished second in the nation among programs with 19 or fewer sports and sixth among programs with 20 or fewer sports. The Directors Cup awards points for up to 20 varsity sports.

## Enhancing Academic Programs

The Carnegie Foundation for the Advancement of Teaching recently placed the U of A in its highest research classification based on the number of doctoral degrees awarded, grants received, and level of research activity. This is a testament to the breadth and depth of research being done on campus and, by extension, acknowledgement of the quality of the University of Arkansas faculty and students. Through program review, updating of course and program curriculum, and pursuit of degree programs in emerging disciplines, the university continuously enhances its academic programs. By 2021, we aspire to have nationally ranked (Top 25) departments and programs in colleges and schools across campus.

A sampling of our efforts on academic program enhancement:

- Mathematical Sciences has redesigned the curriculum and delivery of its freshman and sophomore classes; additionally, it has stepped up its efforts to mentor and train instructors and teaching assistants to improve classroom instruction.
- In the spring 2010 semester, the Sam M. Walton College of Business Department of Finance launched the new course Your Money and Credit (FINN 1003) for interested students irrespective of major. This widely attended class addressed topics such as tax concepts for planning; banking and interest rates; managing money and credit; assessing and securing credit; personal loans; purchasing and financing a home; auto and homeowner's insurance; life insurance; personal investing; and retirement and estate planning.



- In the Dale Bumpers College of Agricultural, Food and Life Sciences, each academic area offering degrees has developed and implemented an assessment plan for measuring and recording student learning outcomes and for providing feedback to faculty regarding these results. Learning is assessed through student performance in courses, internships, curriculum review, electronic surveys of graduating seniors, confidential exit interviews with the unit head, course and instructor teaching evaluations, and feedback from alumni.
- The addition of Interior Design to the professional programs of the School of Architecture, effective July 2010, created a fully collaborative environment for teaching and learning that harnesses the synergy and cooperative practices of the design professions.
- Engaging with the rest of the world is now fundamental to quality higher education, and the newly designated title of dean of the Graduate School and International Education, held by Dr. Todd Shields, demonstrates the university's long-term commitment to promoting student travel across borders and in both directions. The offices of international admissions and recruitment, international students and scholars, study abroad and international exchange, along with the affiliated Spring International Language Center, now work under one organizational umbrella to create greater efficiencies in student services and strategic planning.
- Working in partnership with the other academic colleges, the primary objectives of the new international education unit include: promoting international learning opportunities; attracting and maintaining a strong population of international students and scholars; expanding curricular offerings that emphasize a global perspective; and engaging in partnerships with foreign universities and centers to ensure opportunities for University of Arkansas students and faculty.
- The university remains committed to the long-term goal of providing at least 25 percent of its graduates with a significant international experience. The range of opportunities to study and work abroad currently includes a semester at the Rome Center; over 20 faculty-led programs ranging from theatre in London, to archeology in Egypt, to business in Brazil; enrolling in one of the 40-plus exchange partner institutions overseas; and conducting research or completing an internship with a multinational company overseas. Now into its sixth year, the Global Community Development Project in Belize engages students and faculty in a partnership with the town of Dangriga to work on projects ranging from literacy to water treatment to entrepreneurship.
- By 2021, the university aspires to have created and endowed a School of International Studies in the J. William Fulbright College of Arts and Sciences. The school will honor the spirit and vision of J. William

Fulbright and further position the university to become a national leader in international programs for students and faculty.

The University of Arkansas Honors College was established in 2003 as a part of the Campaign for the Twenty-First Century. Through the careful stewardship of the private funds that support the college, the Honors College provides outstanding educational opportunities for some of the brightest, most academically gifted students in the state and country.

Honors College support includes funding for:

- Honors College and Bodenhamer Fellowships to approximately 360 undergraduates each year and renewable for four years (\$4,500,000).
- Study abroad for 80 students (\$301,407) (2011).
- Faculty-led research for 156 students (\$190,032) (Student Undergraduate Research Fellowships & Honors College grants, 2011).
- Travel for 40 students to present research findings at national and international conferences (\$32,219) (2011).
- Development of eight new interdisciplinary courses cutting across all colleges (\$169,000) (2011).
- Two gateway courses for the new undergraduate minor in sustainability (\$17,810) (2010).

### ***Creating an Engaging Campus Life***

Research shows that students are more likely to remain enrolled and graduate if they feel connected to the campus community. Bringing in world-renowned speakers and visiting faculty, creating social and academic activities for students, and giving students a voice in the campus governance and community affairs are ways to help students engage both in and beyond the classroom.

A sampling of our efforts:

- The Volunteer Action Center is a student-led volunteer coordination board dedicated to community service; in the 2010-11 academic year, more than 4,500 University of Arkansas students performed 13,000 hours of service, making a \$277,000 economic impact on Northwest Arkansas. In February 2011, the center helped open the Full Circle Campus Food Pantry, which was honored by the White House in 2012 as one of the Top 2 Campus Champions of Change in the nation.
- Students are invited to serve on campus advisory boards, search committees, governance committees, and program committees.
- U of A students initiated a semester fee in 2002 to support the Distinguished Lecture series, which has brought renowned speakers and artists such as poet Nikki Giovanni, His Holiness the Dalai Lama, former president George H.W. Bush, and Nobel Laureate Elie Wiesel to campus.
- Student-led media—KXUA Student Radio, The

Arkansas Traveler, UATV, and the Razorback yearbook—ensure that students have a strong voice and the opportunity to address issues that affect the university, the state, and beyond.

- The Garland Center project improved campus life by providing additional dining options and reducing the need to leave campus to purchase prescriptions, toiletries, supplies, books, clothing, and other items. This development reduced the cost of operating the Pat Walker Health Center and opened up space in the health center to create an immunization clinic. The Garland Center also provides additional parking on the north side of campus. Student response to the project has been very positive.
- Greek councils exceeded expectations by reaching an all-time high of 1,410 new members in the 2010-11 academic year. Forty percent of the 2011-12 freshman class joined a Greek organization. Overall, one in every six students on the campus is a Greek member.
- The Division of Student Affairs reports that more than 40 percent of nearly 4,500 incoming freshmen are expressing interest in pledging a Greek organization, and new organizations are emerging to meet that growing demand for Greek membership. Sigma Alpha Iota, the first Latina sorority to be recognized by the University's office of Greek Life, initiated its first seven members in December 2011. Two new sororities, Alpha Chi Omega and Phi Mu, will begin colonizing on campus in the fall of this year, which will increase the number of PanHellenic Council sororities to ten. Also, beginning colonization this fall are two new fraternities, Kappa Alpha Order and Beta Theta Pi, increasing the university's Interfraternity Council chapters to 14.
- In mid-July 2012, the Greek Life staff members of the Division of Student Affairs relocated their offices into the Walton/Darby/Wilson Sharp Complex located on Stadium Drive directly across from Donald W. Reynolds Razorback Stadium. This move marked the initial phase of a new initiative by Student Affairs – the establishment of a Greek Life Leadership Center – to concentrate the division's focus on the Greek system by housing in one

facility its Greek-related staff and many Greek functions.

- In addition to meeting the increased demand of students interested in Greek membership, Student Affairs is anxious to improve service to the university's Greek organizations and students, and the new Greek Life Leadership Center is at the heart of an innovative plan to accomplish this end.
  - Its housing of the Greek Life offices will maximize the capability of the new Greek Life Leadership Center to serve as an incubator for Greek organizations, supporting housing where member students of fledgling and smaller Greek organizations jointly reside. In all, the complex will make available housing for 152 students. Among the first residents will be the members of our two new sororities and two new fraternities, who will take up residence in the complex beginning in the fall of 2013 and remain until their organizations are positioned to pursue their own housing. The complex also will be used to house, sometimes permanently, smaller Greek organizations, including the recently established Latina sorority, African-American groups affiliated with the National Pan-Hellenic Council, and an unaffiliated multicultural organization
  - The use of a single, joint facility as an incubator for Greek organizations is expected to jumpstart the new chapters in meeting the increased demand for Greek membership on the campus.
  - In addition, Darby Hall is home to the nationally recognized Full Circle Food Pantry, which many of the Greek organizations have chosen as a philanthropic outlet. Creation of the Greek Life Leadership Center in a location shared with the pantry appears likely to strengthen those relationships and further student awareness of the impact of philanthropy.



**15%**

*of all graduating seniors*  
 participated in  
 study abroad  
 programs in  
 2011-2012

*Table 8, Page 60*

### **Keeping Costs as Low as Possible**

The University of Arkansas has always been a good steward of its resources, but continues to work to keep costs as low as possible by carefully monitoring expenses and finding ways to reduce costs at all levels. To maintain the university's

reputation as one of the “best college buys” in the country, the university must contain costs and use technologies to every advantage.

A sampling of the university’s efforts:

- For the 2010-11 fiscal year, the university’s cost containment efforts led by Dr. Don Pederson, vice chancellor for Finance and Administration, resulted in total savings of almost \$13.5 million and more than \$42 million in savings in its first three years. Cost savings were realized in utilities, in personnel, and in the overall operating budget.
- The tuition at the University of Arkansas School of Law is the lowest of any SEC law school, earning honors from National Jurist magazine as the 18th in legal education. The school was one of only 20 law schools to earn an “A” for value.
- Given the escalating cost of textbooks, faculty members redoubled their efforts to select textbooks and materials that are cost-friendly for students. Through the efforts of University Information Technology Services, students can access at no cost the latest versions of software in the general access computing labs in real time from any computer.
- The University of Arkansas Bookstore has
  - helped faculty with sourcing of lower priced textbook alternatives to fit the teaching needs;
  - worked with textbook wholesalers to maximize the availability of used books;
  - developed textbook rental models that have reduced textbook pricing by over \$600,000 to our students in the past 18 months when compared to outright purchase of a new book;
  - continued pricing textbooks about 7 percent below national average, this has amounted to a savings for our students of about \$434,000 in the past 12 months.
- The RazorTemps program, a temporary staffing service administered by Human Resources, provides cost savings to departments that previously contracted with outside staffing agencies for temporary workers. More than 620 temporary employees were placed in fiscal year 2011, resulting in an estimated cost savings of \$87,500.
- Human Resources administered the federal Hiring Incentives to Restore Employment Act to qualify for a 6.2 percent payroll tax incentive. The fringe benefit account was able to retain \$195,103 due to these efforts.
- When the Pat Walker Health Center in the Division of

Student Affairs needed additional examination rooms, the staff converted to electronic files and transformed file rooms into exam rooms.

### Removing Obstacles to Student Success

The university’s role in helping the state of Arkansas improve the quality of the workforce and enhance its economic development is centered on removing obstacles to students’ graduation. From providing tutoring in historically difficult core classes to implementing automated degree audits for undergraduates, the U of A provides critical academic support to students including those with physical and learning disabilities.

Financial support is also critical. Students who leave the university prior to graduation often cite a lack of funding as the major reason. Lifting as much of the financial burden as possible from Arkansas students and families is one of the university’s highest priorities.

By 2021, the university aspires to decrease the percentage of students who graduate with debt from 45 percent to 30 percent and award one-third of the student body scholarships other than federal funds.

University of Arkansas students graduate with an average debt of **\$23,111**

Table 12, Page 60

A sampling of recent efforts to remove obstacles:

- The University of Arkansas Task Force for a Veteran Friendly Campus was established in 2008 to ensure that the university provided a welcoming environment for veterans that would support their progress toward a degree. The group’s recommendations included the creation of transitional services, enhancement of military cultural competency among faculty, training of staff in veterans’ issues, and an increase in health and disability services.
- As a direct result of the task force’s recommendations, the university established the Veterans Resource and Information Center in the Division of Student Affairs. The center helps students find their way through the university system and supports them with information about educational benefits, scholarships, and other forms of financial aid. It also provides details about campus, community, state, and national resources for current and former military personnel.
- In spring 2012, two academic counselors in the J. William Fulbright College of Arts and Sciences received regional acclaim from the National Academic Advising Association for their efforts to serve the growing community of military veterans in college. The program

they presented, “Soldiers to Students,” will soon be offered as training for faculty and staff at the University of Arkansas.

- In the fall of 2011, the Enhanced Learning Center provided supplemental instruction in biology, chemistry, organic chemistry, macroeconomics, microeconomics, and data analysis to more than 5,000 students. During the same period, approximately 4,000 students received tutoring in subjects ranging from college algebra to calculus, French to Japanese, and programming foundations to statistics. The center’s staff also partnered with the Office of Academic Success to provide a series of workshops on various facets of adjusting to a university environment and in teaching sections of Effective College Learning.
- The Center for Educational Access is working with an increasing number of students who have — in addition to hearing and vision impairments — disabilities that affect learning and classroom performance. The center’s services include connecting students to their accommodations: mobility assistance, note takers, audio materials (text books and other printed materials can be converted to mp3 format). Nearing completion is the new testing center that will provide expanded and improved technology for alternative testing while supporting faculty who previously were required to proctor numerous exams for students with test accommodations. The testing center is located below the Stadium Parking Garage Transit Terminal.
- The Quality Writing Center offered 30 workshops on topics ranging from conducting research to avoiding plagiarism, and it offered more than 4,000 individual

tutoring sessions to students in various phases of the writing process.

- Financial and merit aid is critical to the success of Arkansas students.
  - The University of Arkansas implemented Direct Lending which is helping students receive aid before the semester begins. In fall 2011, U of A students received \$158,088,492 in state and federal aid. They received \$32,473,861 in institutional aid and \$2,129,648 in outside aid.
  - In order to support meritorious students, the Academic Scholarship Office at the University of Arkansas committed an additional \$300,000 to the scholarship budget for each of the last three years. The increase in funding, which supported students with small supplemental scholarships, was designed to close the gap between tuition costs and other aid, making the university more competitive for well-qualified Arkansas students. The funding also allowed for an increase in the number of transfer scholarships to encourage students who started at a community or technical college to transition to the university and earn a four-year degree.
  - Not only is it important to continue to increase the aid available to students, it is also vitally important that the students have a clear understanding on how to retain that aid. With the creation of the Arkansas Academic Challenge Scholarship, most in-state students at the U of A are receiving substantive financial support. Programs to help students understand requirements are important if Arkansas students are to retain scholarships at a higher rate





than has been experienced in other lottery states. The Financial Aid Office has created a financial literacy workshop to help students understand money management. The office has also offered a variety of workshops aimed at informing students about scholarship requirements and strategies for meeting those requirements.

- The Office of Academic Success piloted a course in the spring of 2012 to help students who are placed on academic warning.
- Colleges provide first-year experience courses for new freshmen to help orient them to campus life and provide critical academic skills for college success. The School of Architecture, for instance, has established a peer mentor program as part of its first-year experience program. The program, Leadership by Design, provides first-year students with upper-class mentors, cultivating leadership skills for the mentors as well as creating a supportive environment for new students making the transition into the professional programs.
- First Year Experience programs in the College of Engineering and the Sam M. Walton College of Business are clearly successful. First Year Experience activities are currently being reviewed to ensure that freshmen are being supported effectively into their sophomore year. The first cohort of the College of Engineering's Freshman Engineering Program completed its fourth

year in spring 2011, with a four-year graduation rate 60 percent higher than expected, based on past rates of graduation.

- By removing physical barriers and providing extensive accommodations for students with disabilities, the University of Arkansas has remained in compliance with the Americans with Disabilities Act and is committed to supporting students throughout their college careers. To assure continued compliance, the university has begun a comprehensive review based on the revisions in 2008 to the Americans with Disabilities Act. A contracted design team will study all building interiors and make a thorough review of exterior landscapes, including parking lots and paths of travel. The review will identify any ADA compliance issues, recommend solutions and estimate a cost for identified corrections. The university will develop funding sources and a timeline to accomplish any corrections once the full scope of the work is identified.
- Intercollegiate Athletics has also taken steps to engage student-athletes in campus life and ease their transition to college through various programs including the Hogs in Transition Summer Bridge Program, Razorback Leadership Academy, financial literacy programs, and Razorback Finishing Touch Program that includes dress for success and mock interview sessions.

# 2 GOAL TWO

Be transparent and accountable to the people of Arkansas in all decision-making.

## Progress toward goal:

Since 2008, Chancellor Gearhart and the Office of University Relations have produced and posted online more than 30 videos and email communiqués on topics ranging from the institution's facility renewal stewardship plan to its economic impact on the state of Arkansas.

Adhering to all Arkansas procurement law, Business Services is transparent with all its data and subject to audit oversight.

- Supporting evidence may be found in the audit outcomes based on financial auditing standards contained in Government Auditing Standards, issued by the Comptroller General of the United States.
- The Arkansas Division of Legislative Audit performs annual audits of the University of Arkansas. The most recently completed legislative audit, conducted for the 2010-11 fiscal year, also resulted in no material findings.
- As part of a planned audit program, the University of Arkansas System Office of Internal Audit performs periodic audits of the university's business activities to obtain reasonable assurance that the university's internal control system is adequate and effective in safeguarding assets. It also ensures that records and reports are accurate and reliable and that the university is in compliance with applicable regulations, policies, and procedures.
- The most recent audit, the university's Purchasing and Accounts Payable (11-12), included reviews of organizational structure; mission statement; policies and procedures; bid documentation; purchasing contracts and agreements; procurement card reports, audits, and documentation; accounts payable reports, audits and documentation; and travel card reports, audits, and documentation. This audit, completed summer 2011, resulted in no material findings and no recommendations for changes in policies or procedures.
- In response to legislation passed during the 88th General Assembly of the Arkansas Legislature, the University of Arkansas took the lead in providing state spending records to the public through its "online checkbook," in which all expenditures are disclosed online.

The Jeanne Clery Disclosure of Campus Security Policy

and Campus Crime Statistics Act requires the distribution of an annual report to current faculty, staff, and students and notification of its availability to prospective students, faculty, and staff. The annual report is available online and contains institutional policies concerning campus security, including statistics for reported crimes on campus throughout the past three years.

Every day, the University of Arkansas Police Department posts an online log of reported crimes and fire calls. This is accessible to the public and contains case numbers, descriptions, and current status of crimes and fire-related incidents that have occurred on campus or in residential facilities.

The university has a multimodal communication system that will send out alerts, warnings, and cautions any time hazardous conditions arise on campus. The alert system notifies the campus community of closings due to icy roads or severe tornado warnings. However, in the unlikely event of a major fire, chemical spill, or violent crime, this system is equally able to notify all students, faculty, and staff of the event within three minutes.

Units across campus are using their Web pages and publications to share vision, goals statements, and other relevant information (e.g., School of Architecture publishes information about its accrediting agencies' policies and standards).

Programs across campus have increased the transparency of their admissions process in a number of ways. The highly competitive graduate psychology program, for example, now distributes pamphlets at graduate school fairs that outline desired qualifications and the average scores of admitted students in the recent past.

The university has worked to make the process of transferring to the University of Arkansas as transparent and seamless as possible.

- Staff evaluated 10,895 transcripts from 939 institutions last year and articulated 100,944 courses to students' records.
- Last year the Office of the Registrar added 22,293 courses to the transfer equivalency guide.
- The university currently has over 318,000 course equivalencies from 3,032 institutions, including all Arkansas colleges as well institutions from across the country and around the world.

http://openua.uark.edu/

Reader Google

U of A EP Staff Air National Guard Shooting Creative Outlets Design Resources Photography Free Image Resources Image Resources Apple

RazAlert | UAMail | Exchange Mail | Campus map | Directory | A - Z Index

Search this site

**UNIVERSITY OF ARKANSAS** | OpenUA

About OpenUA

Search Expenditures Database

OpenUA FAQs

related sites

Transparency and Accountability

Division of Finance and Administration

Financial Affairs

Financial Affairs  
316 Administration Building  
University of Arkansas  
Fayetteville, AR 72701  
[openua@uark.edu](mailto:openua@uark.edu)

## About

Welcome to OpenUA, the University of Arkansas Expenditure Transparency website! In 2011, the 88th General Assembly of the Arkansas Legislature enacted legislation, codified as Arkansas Code 6-61-135, that required state-supported institutions of Higher Education to present expenditure data on a website operated by each institution.

In support of the University's commitment to transparency and accountability, and in compliance with Arkansas Code 6-61-135, OpenUA was created to present a searchable database of expenditure records. It contains expenditure records for the University of Arkansas, Fayetteville and other entities of the UA System whose accounting records are maintained at the Fayetteville campus. They include the (Division of Agriculture) Agricultural Experiment Station, Arkansas Archeological Survey, Criminal Justice Institute, Clinton School of Public Service and System Administration.

Although the (Division of Agriculture) Cooperative Extension Service is included in the University's annual financial report, expenditure records presented on this site are limited to expenditures processed via the University's accounting system. A separate stand-alone accounting system is maintained by Cooperative Extension Service and is the primary system used to record their activities.

## Disclaimers

The data contained on OpenUA is derived from general ledger accounting records and is raw, unaudited and unconsolidated data. Therefore, it will not agree with amounts displayed in budget documents, financial statements or supporting schedules and is not intended to supplement or replace the annual audited financial report.

Information that is not permissible for posting under the Arkansas Freedom of Information Act of 1967 and federal laws or regulations is not included. Certain Payee Names have been removed in order to protect the privacy of individuals, in accordance with Family Educational Rights and Privacy Act (FERPA) regulations or where it might be a violation of protected information. These redacted names appear as "Privacy Protection Required."

Certain expenditures are aggregated and others are shown in detail depending on their nature. Payments to students for scholarships and other financial aid are aggregated to

- Students can view these equivalencies online at <https://waprd.uark.edu/web-apps/regr/courseequiv/main>.

The Honors College has involved students, faculty, alumni, and community leaders in its 2011 strategic planning process.

More than 1,000 donors received endowment reports this year. The reports provided each constituent with market values, total amount disbursed for spending during the fiscal year, and a snapshot of the University of Arkansas Foundation's performance.

To share information and answer fans' questions, Vice Chancellor and Director of Athletics Jeff Long makes bi-monthly appearances on the online show "Ask the A.D." He also appears on weekly pre-game shows and makes appearances throughout the state as well as on various media outlets.

The campus bookstore provides timely textbook adoption information—including pricing—to the general public and to students, by course, during online registration.

Colleges, schools, and units across campus have established multiple advisory boards, which also are a means of receiving valuable input from stakeholders. The Sam M. Walton College of Business alone has 400 board members serving various units and representing more than 250 different companies.

Colleges, schools, and units across campus have improved their inventory management systems to be fully accountable to their stakeholders.

To ensure internal transparency and accountability, university committees, organizations, and working groups post meeting minutes, strategic initiatives, and other important communications on the university's website.

# 3 GOAL THREE



Increase overall enrollment while remaining the school of choice for the state's most gifted students; provide a concomitant increase in faculty and staff.

## Progress toward goal:

In the summer of 2009, the University of Arkansas set goals for enrollment growth: 22,050 by 2015 and 25,000 by 2021. At that time, with an enrollment of 19,194, the goals seemed realistic but ambitious. Enrollment had grown by about 700 students per year for the previous three years, and the presence of new leadership in the admissions and enrollment services area boded well for continued growth.

Since fall 2009, the new freshman class has steadily outpaced predictions, propelling the University of Arkansas past its 2015 goal of 22,050 students. With a fall 2011 overall enrollment of 23,199 and a projected goal of at least 24,500 in fall 2012, the university is on its way to meeting the 2021 goal ahead of schedule as well.

## Why did we grow?

There are three main reasons that enrollment grew: 1) increased state scholarship funding, 2) enhanced academic reputation, and 3) enhanced professional recruitment.

The advent of the Arkansas Challenge Scholarship, funded by the Arkansas Lottery, has enabled more students to afford tuition, contributing to the growth and retention of the university's undergraduate student body.

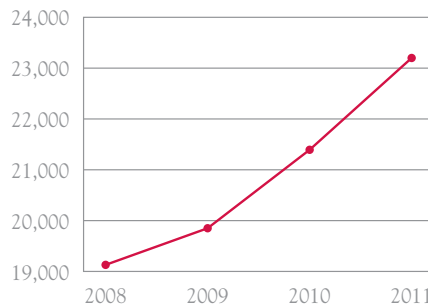
Strategic recruiting of well-qualified students from outside Arkansas has added to the University of Arkansas's enrollment growth, its reputation as a national, flagship university, and its net revenue (as noted in Goal 1). An integral part of this strategic recruiting process is the New Arkansan Award program, a program that has been

in place for 14 years. The university has realized net revenue from the program that is one-and-a-half times greater than we realized before the policy was put into effect. In fiscal year 2010, the university awarded \$19 million in non-resident award support but attracted \$26 million in revenue by doing

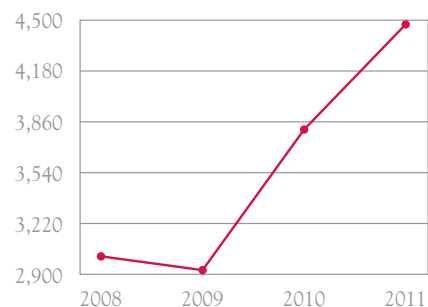
so – a \$7 million gain over the cost of administering the program. What's more, non-resident enrollment patterns indicate that this revenue would have been lost to the university were this award program not in place. If participating students had to pay out-of-state tuition, which is more than double in-state, most of these non-resident students simply would not have come to the University of Arkansas. (It is also very important to note that no qualified Arkansas student is being denied admission because of an out-of-state student. The university will continue to accommodate Arkansans first and foremost.)

Another significant reason for the growth is the quality of the professional staff that has been put in place under the new leadership of Dr. Suzanne McCray, the vice provost for Enrollment Services and dean of Admissions. The enrollment services team has improved the image and reputation of the University of Arkansas through its recruitment efforts while simultaneously targeting more specific incoming freshman classes with the academic preparation necessary for success at the University of Arkansas.

The recent upgrade of the University of Arkansas to the Carnegie Foundation's highest categorization — public institutions with very high research activity — has furthered that reputation, attracting both higher quality students and faculty to the institution's ranks.



Total enrollment has **INCREASED 20%** since 2008



The freshman class **HAS GROWN 48%** since 2008

Table 2, Page 58



## **Why do we need to grow?**

### **Right Size**

One benchmark of how large the university's enrollment should be is the size of peer institutions. At 23,199 in fall 2011, the University of Arkansas was still one of the smallest of the universities in the Southeastern Conference. Only Mississippi State and the University of Mississippi were smaller. With the addition of Texas A&M and the University of Missouri to the SEC on July 1, 2012, the average size of an SEC institution became well over 30,000.

### **Maintaining Program Offerings**

With more than 200 program offerings, the University of Arkansas should continue to grow its enrollment to keep the degree offerings viable and available to students from the state of Arkansas. The University of Arkansas monitors degree program productivity closely, merging and deleting unproductive programs as needed.

### **Economic and Research Generation**

To continue to play a leadership role in research and economic development, the University of Arkansas must maintain and grow the resources to meet its land-grant missions of teaching, research, and service. To realize the goal of being the economic engine for Arkansas, the University of Arkansas cannot stand still while the flagship institutions in other states move forward in serving their states' higher education needs and opportunities. Among the state's needs are highly qualified graduates who are not only from Arkansas but who have chosen to stay in Arkansas to keep the companies of Arkansas economically competitive.

### **National/International Reputation**

By attracting students from beyond Arkansas's borders, the University of Arkansas is clearly becoming the school of choice for students across the country and, in the process, augmenting the reputation of the institution and the state. The enhanced reputation of the university opens doors and creates opportunities for current and former students. The quality of graduates, research, and outreach expands economic opportunities throughout Arkansas.

### **Maintaining Academic Standards**

Since 2005, there has been a 55 percent increase in both the number of students earning a high school grade-point average of 3.75 to 4.00 and the number of students scoring 30 to 36 on the ACT test (of 36 possible points). The average ACT of all incoming freshmen is 26.

### **Lack of State Funding**

The production of student semester credit hours, which are used to generate the funding "need" for the University of Arkansas, has grown while the state appropriation has remained essentially flat over the past several years. Based on last year's credit-hour production and the Governor's recommendation for no additional state funding for higher education, the University of Arkansas will only be funded at 75 percent of what the state funding formula indicates is its fiscal year 2013 need.

The tuition and fee revenue realized from the growth in both in-state and out-of-state enrollment has been critical for attracting faculty, maintaining facilities, and increasing compensation in the face of flat state funding. In fiscal year 2010, the Arkansas Department of Higher Education's need-based funding formula estimated that funding for the University of Arkansas was more than \$37.3 million behind where it should be. With the growth in enrollment and continued flat state funding, the most recent formula estimate is that the institution is about \$75 million behind where it needs to be.

## **How are we planning the growth?**

Provost Sharon Gaber has been working with Admissions, Student Affairs, and institutional planning administrators to assess what is needed in additional faculty, staff, and infrastructure to maintain current student-to-faculty ratios, class sizes, and residential facilities.

Dr. Gaber is monitoring the faculty needs by benchmarking against other major research universities using the National Study of Costs and Productivity conducted by the University of Delaware. The study allows for comparisons of courses and students taught per full-time equivalent faculty member by

the university is underfunded  
by almost **\$75 MILLION** for fiscal  
year 2013

*Source: Arkansas Department of Higher Education*

*Table 7, Page 59*

discipline. New faculty positions have been added where those metrics are out of line with peer institutions.

Further discussion continues about the need for additional classroom space, especially laboratory teaching space in the hard sciences, as the prospects for growth appear sound. By moving to centralized classroom scheduling, the University of Arkansas is making significantly better use of its existing facilities. As new buildings come online following the construction on campus, some of the stress on classroom needs will be eased. However, by planning ahead and building smart, the University of Arkansas will be able to keep up with the needs of its growing student population.

Colleges and departments across campus are experiencing growth in enrollment and are developing new and innovative degree programs that are attracting students.

- The College of Engineering's new freshman enrollment was up 24 percent from the previous fall.
- Since the Dale Bumpers College of Agricultural, Food and Life Sciences set its enrollment goals in 1997, enrollment in the college has increased well over 70 percent.
- The Department of History in William J. Fulbright College of Arts and Sciences has doubled the number of majors since the 2000-01 academic year. The department now has almost 400 undergraduate majors and minors in addition to the 70 graduate students registered in the master's and doctoral programs. In addition, the department serves as the administrative unit with charge over both the International Relations program and the African American Studies program. In terms of high-ability students, the Department of History has been remarkably successful in recruiting and graduating four-year Honors Scholars as well as departmental honors majors. It is home to 60 honors students, up from 30 majors four years ago.
- The Walter J. Lemke Department of Journalism's undergraduate enrollment has swelled to over 600 majors in the past year. With different areas of emphasis in editorial and news, broadcast radio and television, and advertising and public relations, the department offers an array of programs that are attracting new majors.

# UNIVERSITY FUNDING

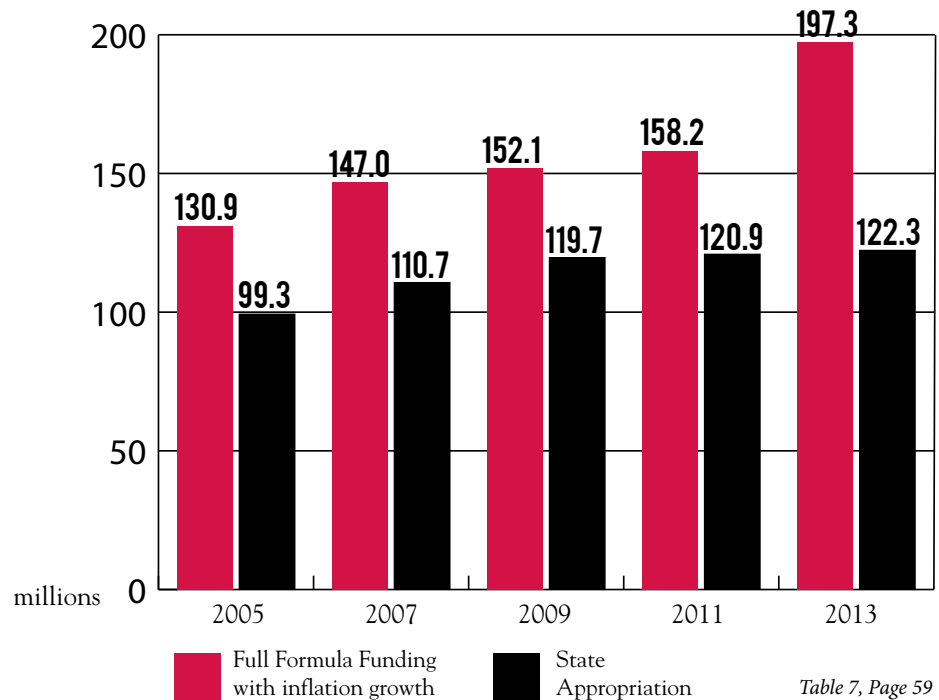


Table 7, Page 59

- The Department of Anthropology recently developed a new Bachelor of Science program designed to attract pre-med students by offering them an alternative to the conventional biochemistry major.

Over the past three academic years, 46.5 new tenure-track faculty positions—as well as numerous part-time instructional faculty—have been added to departments, colleges, and schools that are particularly stressed by enrollment growth. They include:

- Dale Bumpers College of Agricultural, Food and Life Sciences: Human Environmental Sciences; Agricultural Economics and Agribusiness; and Animal Science.
- J. William Fulbright College of Arts and Sciences: Biological Sciences; Mathematical Sciences; Chemistry/Biochemistry; English; History; World Languages, Literatures, and Cultures; Communication; Psychology; Sociology and Criminal Justice; Geosciences; and Art.
- Sam M. Walton College of Business: Marketing; Economics.
- College of Education and Health Professions: Curriculum and Instruction; Health, Human Performance and Recreation; Rehabilitation, Human Resources, and Communication Disorders; and Nursing.
- College of Engineering: Mechanical Engineering; Civil Engineering; and Biomedical Engineering.
- Mullins Library.

Despite a 20% increase in enrollment since 2008, student to faculty ratio is still



Table 10, Page 60

### Attracting Gifted Students

The Honors College, which draws its students from across all colleges and schools in the university, continues to attract academically gifted students in record numbers.

- Recruitment efforts led to 13 percent growth in the number of honors students, from 2008 to 2011, while honors students maintained an average ACT score of 30.8 and GPA of 4.0.
- In 2010, the Honors College exceeded its projected freshman honors enrollment of 700 with a class of 782, an all-time high. Strategic Honors College recruitment and the keen competition for Honors College Fellowships yielded 208 honors freshmen in the

32-36 ACT range, comprising 27 percent of the fall 2010 honors freshman cohort.

- The Honors College continues to identify National Merit and National Achievement semifinalists and recruit them in much the same way schools recruit top athletic prospects. The 2011 freshman class at the U of A includes 42 National Merit Scholars (an increase from 31 in 2010) and two National Achievement Scholars.
- The college expanded course offerings and increased the enrollment of teachers in the College Board-endorsed Advanced Placement (AP) Summer Institute held during July each year, with the vast majority of the participants coming from Arkansas schools. The pool of college-ready honors students is growing with the trained AP and pre-AP teachers who attend the University of Arkansas Institute. More than 1,000 teachers have participated in the training during the past four years. The institute is funded by the Arkansas Department of Education, sponsoring school districts, and teacher professional development funds.
- Physics majors continue to be academically very successful. Of 21 graduating seniors in 2011, eight received honors recognition, and two were awarded Goldwater scholarships. To date, a total of 13 physics majors have won this prestigious award, and they account for over 25 percent of all Goldwater scholarship awards to the University of Arkansas since 1990 when the institution had its first winner.

Undergraduate tuition and fees for 2011-2012 were

**\$7,174**

a big reason why Kiplinger ranked the University of Arkansas

**53RD BEST VALUE**

in the country among public colleges

Table 10, Page 60

# 4 GOAL FOUR



Enhance diversity by attracting more students, faculty and staff from underrepresented groups and by nurturing intercultural understanding inside and outside the classroom

*Using census data on the ethnic composition of the State of Arkansas, the University of Arkansas set diversity goals of 16 percent by 2015 and 20 percent by 2021.*

## Progress toward goal:

In fall 2011, the university reached its ambitious 2015 goal of 16 percent minority enrollment. The arrival of the most diverse and academically accomplished freshman class in the institution's history, along with significant increases in the number of African American students (up 10.5 percent from the previous year), Asian students (up 10.6 percent), and Hispanic students (up 24.0 percent), contributed to a record minority enrollment of 3,820 students (16.5 percent of the overall enrollment).

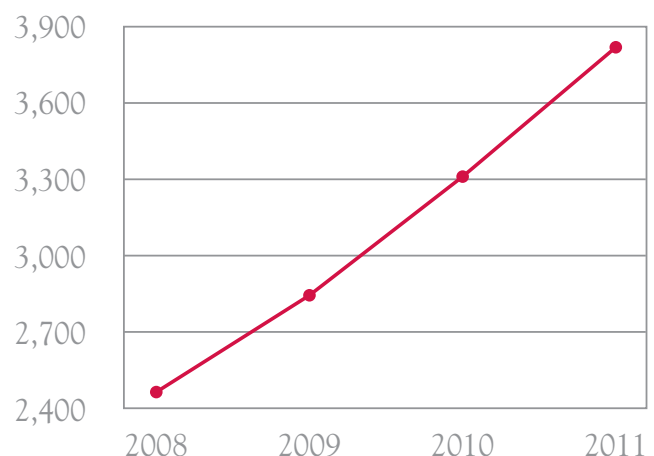
The vision and leadership of Dr. Charles Robinson, vice provost for Diversity Affairs, and Dr. Luis Restrepo, assistant vice provost for Diversity Affairs, have been the catalyst for a number of new diversity and inclusion initiatives. The exceptional work of Academic Affairs, Diversity Affairs, Enrollment Services, and colleges and schools across campus has also been a significant factor in the success of these initiatives and enhanced diversity inside and outside the classroom.

A sampling of the university's efforts to enhance diversity:

- The Chancellor's Council on Diversity, whose members come from different geographic regions of the state, advises the university leadership on issues related to diversity—including the recruitment of underrepresented students, faculty, and staff and the promotion of an inclusive campus community.
- The Office of Diversity Affairs was established to provide leadership and coordination of efforts across campus and to give special attention to college access, student recruitment and retention services, and faculty/staff services.
- The Razorback Bridge Outreach Program, the Delta Schools College Completion Consortium, and the College Access Initiative, which facilitates ACT training throughout the state, are helping the university to

grow its overall enrollment, while specifically targeting underrepresented students.

- Silas Hunt Scholarships have proven to be an excellent recruiting tool for students of underrepresented ethnic and minority groups who have interest in a field of study that does not typically attract members of his or her ethnicity or gender; who come from an underrepresented county in Arkansas; or who are first-generation college students.
- The Engineering Career Awareness Program provides financial, academic, and social support for underrepresented students and nurtures intercultural understanding by providing underrepresented students



Minority enrollment has  
**INCREASED 54%**  
since 2008

Table 4, Page 58



with the support network they need to be visible and active members of the university.

- The Office of Latino Academic Advancement and Community Relations supports enrollment growth and degree completion with a special focus on the needs of Latino students.
- The Center for Multicultural and Diversity Education facilitates student mentoring programs and provides students, faculty, and staff with opportunities to gain diversity literacy and understanding through numerous diversity-oriented programs.

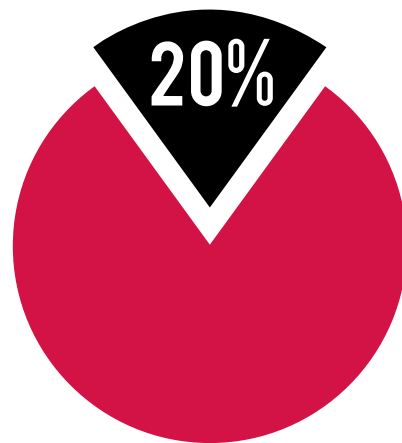
- Student Support Services is a federally funded program that helps degree-completion rates by providing 325 underrepresented students each year with additional resources such as tutoring, grant-aid scholarships, and other academic and social programming.
- The Graduate School has expanded the successful George Washington Carver Research Program, a recruitment initiative to identify superior graduates of historically black colleges and universities and Hispanic-serving institutions for selected undergraduate internship positions. The school also hosted the 2011

McNair Scholars Research Conference, an important recruitment tool for high-ability, underrepresented students.

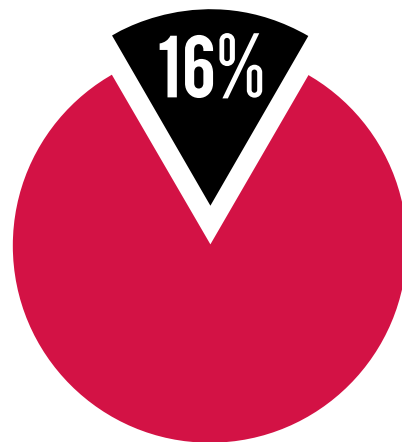
- The College of Education and Health Professions has developed a program, in conjunction with the Springdale School District and the Hispanic Scholarship Foundation, to increase the number of Hispanic students in teacher preparation programs.
- Intercollegiate Athletics has taken steps to enhance diversity through the implementation of numerous programs and public awareness campaigns, including an Athletic Director’s Council on Diversity; the Trailblazers Series, a public recognition program honoring the first African American student-athlete in each sport; special recognition programs on its website for Hispanic Heritage Month and International Student Awareness Week; and participation in Disability Awareness Week and Women’s Empowerment Month. The athletics department also continues its partnership with the local and campus Martin Luther King committees.
- University Libraries promote diversity through displays in Mullins Library that rotate on a different diversity theme each month, corresponding with national diversity-themed weeks or months, such as Black History Month, Women’s History Month, Asian History Month, Hispanic Heritage Month, Americans with Disabilities Week, and Lesbian, Gay Bi-sexual and Transgender Pride Month. The libraries hosted a reception in honor of Chad Smith, principal chief of the Cherokee Nation, who visited the University of Arkansas, and a series of cultural events in the week preceding the visit of His Holiness the Dalai Lama.
- Colleges and schools are seeking to increase and support diversity through recruiting visits to historically black colleges and universities and Hispanic-serving institutions; associations such as the Native American Student Association and the Indonesian Students Society; area study programs such as African and African American Studies and Latin American and Latino Studies; the Lemke Journalism Project; concerts of music from all cultures; diversity councils; special recognition programs; academic courses, public lectures, and colloquia that explicitly address diversity issues and promote intercultural understanding; diversity training for faculty and staff; and summer programs for high school students.
- The Associated Student Government has increased its efforts to contribute to intercultural understanding outside the classroom. Last year, for example, the student government liaison to international students hosted Hogapalooza, an event inviting international students to share their music, culture, and ideas with Associated Student Government in order to increase involvement in student government. More than 200 international students attended the event, and each

student was paired with student government leaders to participate in the “Meet My Fayetteville” program to acclimate new students to Fayetteville.

- One of the core goals of the University of Arkansas Greek community is to advocate and actively promote a diverse and inclusive community. More than 2,100 Greek members participated in diversity efforts sponsored by the Greek community.
- Appointed by Chancellor Gearhart and Provost Gaber, the Commission on Women serves as an internal advisory group on issues such as work/family balance, mentoring among faculty and staff, campus safety and environment, and other issues.



Minority population of the **STATE OF ARKANSAS**



Minority population of the **UNIVERSITY OF ARKANSAS**

- The university is committed to providing a rich learning environment in which all students benefit from having the opportunity to study with faculty from diverse experiences and backgrounds. In order to increase the diversity of the faculty, the Office of the Provost established a program for fiscal year 2011 called the “Maintenance Budget Incentive Program.” This program rewarded departments that were successful in hiring and retaining diverse faculty with an increase to their departmental maintenance budgets.
- Another resource is the “Strategic Hiring Fund,” which provides a framework and funding mechanism for the recruitment of faculty who meet identified needs within the University of Arkansas, particularly those individuals who offer diversity in areas where underrepresentation exists or who bring unique perspective because of personal or professional backgrounds and expertise.
- Colleges, schools, and units across campus are proactively reaching out to more diverse recruitment and hiring pools in a variety of ways: developing relationships with minority-serving institutions; attending academic conferences that bring together underrepresented students and/or faculty; and advertising openings in faculty and staff positions in a broader array of publications. For example, University Libraries works with several minority-focused American Library Association caucuses, including REFORMA: The National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking; the Black Caucus; the Chinese American Caucus; the Asian Pacific American Caucus; and the University of Arizona’s School of Information Resources and Library Science Knowledge River Program, which focuses on Latino and Native American communities.
- The University of Arkansas requires that every faculty and non-classified position have a recruitment plan that lists activities and strategies that identify and recruit women and minority candidates. The Office of Equal Opportunity and Compliance monitors each search to ensure equal opportunity.
- Efforts to recruit diverse classified staff include posting positions on the university’s website, participating in the annual Northwest Arkansas job fair sponsored by the Rogers-Lowell Chamber of Commerce, and placement of advertisements in each issue of The Job Guide, which is published monthly and distributed in more than 3,000 locations in Arkansas and Oklahoma, and on NationJobs.com, which is also linked to the websites of each of the Northwest Arkansas Chambers of Commerce.
- Human Resources has facilitated or promoted 98 diversity-related development sessions to foster intercultural understanding on campus. These sessions represent 225.5 hours of contact with more than 1,500 attendees.
- These initiatives raise the profile of the university, placing the institution on the front lines of extending educational opportunities to underserved communities throughout the state and cementing its position as the flagship institution of Arkansas. By becoming a more diverse and inclusive campus, the university sends a very strong message that this institution belongs to all of the people of the great state of Arkansas.
- The initiatives also help the entire campus community to appreciate and understand cultural differences. Employers say that as the workforce becomes more diverse, having the skills to manage differences will increase students’ attractiveness to potential employers and help the students to become better equipped to negotiate the opportunities and challenges found in the global community.
- Finally, according to recent census data, minorities make up the fastest growing segments of college-age students (18-25). If the university intends to continue growing or even maintaining its student numbers in the decades ahead, we must be able to attract underrepresented students to this campus.

# 5 GOAL FIVE

Improve graduation rates and degree-completion times.

## Progress toward goal:

To fulfill its role in advancing the state of Arkansas, the University of Arkansas must not only increase its enrollment in undergraduate and graduate programs but also increase the number of students who succeed at the university and earn degrees.

Since the 2000-01 academic year, the six-year graduation rate for the University of Arkansas has increased from 45 percent to 59 percent for first-time, full-time, degree-seeking freshmen. This impressive increase reflects, in part, an increase in the academic preparation of the incoming freshmen in the past 12 years. In addition, the University of Arkansas has followed the best practices of other flagship institutions by implementing both academic and financial support for students who need them, thus reducing obstacles to their successful completion of degrees.

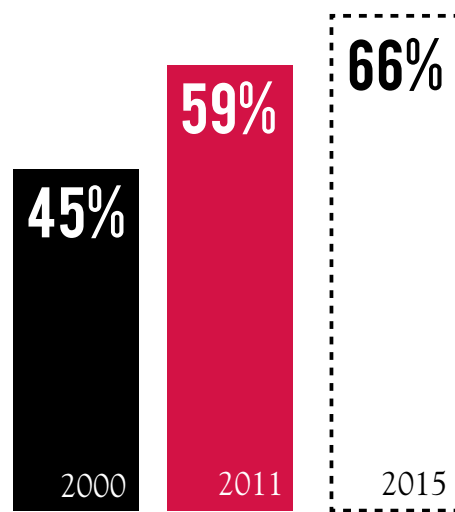
Given the academic quality of entering University of Arkansas freshmen, the university has set goals of 66 and 70 percent of its first-time, full-time, degree-seeking freshmen graduating within a six-year time frame by 2015 and 2021 respectively. There is increasing emphasis on encouraging students to graduate in four years by taking a larger course load that would ensure their completion of the baccalaureate degree sooner, both cutting costs to students and families and providing qualified individuals to the workforce sooner. As public policy, the General Assembly built the requisite course load for four-year completion into the requirements for retaining the Arkansas Challenge Scholarship funded by the proceeds from the state lottery.

Appointed by the Provost Gaber, the Improving Graduation Rates Task Force recommended, after careful research and review of efforts at other major universities, a series of initiatives designed to assist students in their degree completion. These initiatives

include enhanced academic tutoring, the review and reduction of the registration holds placed on students with small outstanding balances, and the launch of online degree audits so that students can track their progress on degree requirements. The report in its entirety may be viewed at [http://provost.uark.edu/Destination\\_Graduation\\_IGRTF\\_Report](http://provost.uark.edu/Destination_Graduation_IGRTF_Report).

Specific actions taken from the report of the task force include:

- The Financial Aid Office and the Academic Scholarship Office conduct financial management workshops each September. Students are advised about financial planning, campus employment, and scholarship opportunities. Students are also encouraged to apply for relevant research grants:
- State Undergraduate Research Fellowships
- Honors College grants
- Summer Undergraduate Research Program at Emory
  - A study, internal to the campus, demonstrated that students who complete research, working closely with a faculty member, have a higher graduation rate.
- The University of Arkansas increased the minimum amount of outstanding balance due that causes a hold to be placed on student's registration, increasing it from \$10 to \$50. Students who were not able to register on time due to holds encountered problems with getting appropriate classes for graduation.
- The deadline to drop a class without withdrawing from the university has been extended from the 10th week of classes to the 13th week. Extending the deadline for dropping a class gives students more time to receive grades and instructor feedback and to determine the possible grade in the course and the impact on the overall grade-point average.
- Working with the Faculty Senate and Associated Student Government to encourage class attendance is a



## THE UNIVERSITY OF ARKANSAS graduation rate goal

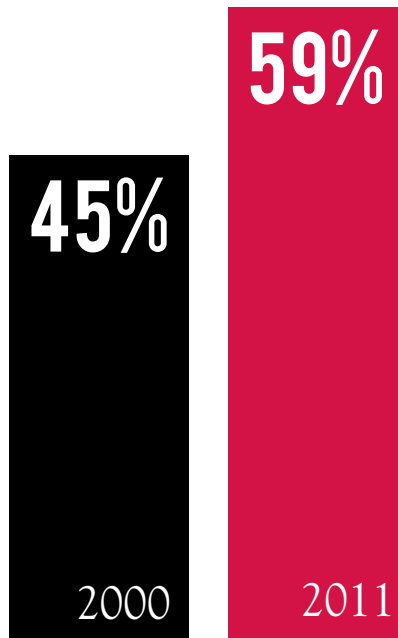
Table 6, Page 59





mechanism for enhancing retention and graduation. The use of clickers and card swipes is becoming more prevalent and helps emphasize the importance of being in class. The university's information technology team is currently reviewing the most inexpensive way to put technology in the auditoria, so that it will be a quick and easy way for faculty to know who is attending class, thus sending the message that attendance is expected and important.

- The Registrar's Office, Admissions, and the college advising coordinators, in conjunction with the director of Academic Success, will develop a plan for re-engaging students who have completed 100 or more credit hours and are in good academic standing to find pathways to degree completion.
- A new automated degree audit allows students to track their progress toward degree completion in conjunction with the critical academic advising that is done each semester.
- To best understand what factors affect degree completion, the university needs to ask a variety of questions, evaluate data on a regular basis, and share the information with the colleges and the various advising centers. To do this, the Registrar's Office has hired a graduation analyst to examine the data and look for items or issues that have a negative impact on University of Arkansas students. This analyst will communicate regularly with the colleges to assess data (high school success records, housing retention rates, meal plan usage, advising, family and student income, scholarship retention, problematic course combinations, and priority registration) deemed relevant to graduation efforts. This process will help explain why some students are more at-risk than others.
- Last year, 11,178 students sought tutoring services and 6,682 participated in supplemental instruction through the Enhanced Learning Center at the University of Arkansas. Supplemental instruction is a program that hires upper-class students to attend classes, take notes,



The six-year graduation rate has increased

14%

Table 6, Page 59

and tutor lower-level students in courses that have had unusually high withdrawal or failure rates. Academic departments have seen the benefits of the supplemental instruction program and are asking to increase the number of supplemental instructors. To avoid turning away students who want tutoring, the university has increased the center's budget to hire additional tutors. The demand for tutoring is growing and exceeds the resources that have been added.

- An annual assessment report will give administrators at the department and college level a better understanding of students' needs and allow for a more focused allocation of resources to meet those needs.

At the graduate level, monthly meetings between graduate students and the office of the dean of the Graduate School and International Education help students identify obstacles or problems that can be solved or improved. Graduate advisers in each college, school, and department also meet regularly with the dean and associate dean to ensure that any issues that might hinder a student's progress are addressed.

It is critical that the University of Arkansas continue to make progress on increasing the stipends that attract and retain quality graduate students in all disciplines. Benchmarking with other competing institutions on stipend level, time-to-degree, and job placement

following graduation is critical to ensuring that graduate programs reach their full potential. Recently, the National Research Council ranked the Department of History third among its peers in job placement after graduation and degree-completion time, a ranking that will help both the recruitment of doctoral candidates and the completion of degrees in the field.

Allocating additional funding for tenured faculty and instruction for the entering classes has been a critical step in improving degree-completion times. By providing additional core faculty, departments are able to offer more sections of upper-level courses required for degree programs. This, in turn, decreases delays in degree completion for students at both the undergraduate and graduate level.

A sampling of the university's efforts:

- In response to the campuswide call for greater focus on degree completion, departments across the campus—Anthropology, English, Art, Political Science, Psychology, Drama, and Music, to name a few—have responded by reviewing and revising course requirements, increasing upper-division course offerings, and intensifying advising efforts to ensure that students graduate. Similar efforts are being implemented to help graduate students complete their master's and doctoral degrees on time. The emphasis on encouraging students to complete their degrees is improving the growth of degree production at all levels at the University of Arkansas.
- University Housing continues to pilot the MAP-Works program that identifies at-risk freshmen early in their first semester, based on academic and social issues. University staff members and resident assistants

intervene when a student's responses indicate that he or she is considering leaving the institution. Collected data continue to show increased persistence toward a degree by invited students who participate in the program versus those who are invited but choose not to participate.

- In Intercollegiate Athletics, the adoption of a focus on academic success, rather than an approach focused on maintaining athletic eligibility, is showing measurable results for student athletes. The Graduation Success Rate — as measured by the NCAA — for University of Arkansas student-athletes has improved over the last six consecutive years. A total of 77 student-athletes earned degrees in 2010-11.
- Images, marketing, and advertising in Business Affairs promote graduation and anchor students' minds toward graduation during the new student orientations and throughout the year.

# 6 GOAL SIX

Provide highly competitive compensation packages for the purpose of recruiting and retaining the very best faculty, staff and graduate students.

## Progress toward goal:

The university aspires to be competitive for top faculty in every discipline on campus, with average faculty salaries in the Top 10 percent of its peers in the Southern Regional Educational Board.

In fiscal year 2010, the salaries for University of Arkansas associate and full professors were lower than those for benchmark schools in the SEC and in the mid-western states. Although the University of Arkansas has made progress by comparison for incoming assistant professors (at 103 percent of the regional average), the salaries of associate and full professors remain behind by 5 and 7 percentage points respectively.

By 2021, the university aspires to support 50 percent of its tenured faculty members through endowed positions.

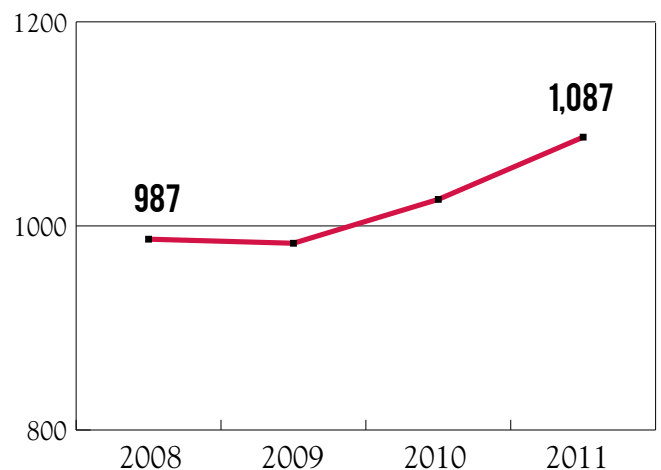
As an initial step, to address the gap at the professor rank, the University of Arkansas is phasing in an increase in the promotion increments to faculty who attain promotion to full Professor, University Professor, and Distinguished Professor status. Recognizing that these promotions represent milestones in faculty careers, the administration believes that there is an opportunity to lessen the gap by acknowledging this accomplishment with a more significant increase in salary than is generally available on an annual basis. Thus, three years ago, the chancellor began phasing in a higher promotion increment for individuals when promoted into these three ranks.

Dr. Jim Rankin, the vice provost for Research and Economic Development works with the colleges to provide packages for faculty to establish their research efforts as a part of faculty recruitment. Start-up packages can vary from a few thousand dollars for computers and software in some disciplines to considerably more for sciences and engineering where specific equipment is required. Investing in a faculty member's initial research set-up can pay dividends in the generation of federal, state, and industry external grants. However, finding the dollars for that investment on the front end is a challenge that competes with other institutional needs. For faculty in key science and technology fields, the start-up funding can be a key element in the recruitment process. While comparable data on start-up packages are scant, the university must try to continue to increase this critical mechanism for recruiting faculty who are productive and nationally competitive.

For example, since the fall of 2010, the College of Engineering has added 18 new tenure or tenure-track faculty, of which six are women and one of African origin. They have all been provided with nationally competitive salaries and start-up packages. In all cases, these hires were top picks, and in several instances they chose to come to the University of Arkansas over offers from other universities.

A continuing and difficult phenomenon in faculty salaries is that of compression. The promotion to full professor is the last promotion that many faculty members receive. Small annual merit increases often do not keep up with the increases that other institutions have the resources to provide, and the market for incoming faculty often exceeds that for individuals who have been long-time faculty at the institution. This disparity factors into the salary gap between the University of Arkansas and its peers.

To address compression and to ensure equitable treatment of those who were promoted in previous years with smaller promotion increments, the University of Arkansas is providing the phased-in differential on promotions, \$500 annually, to those who have already attained the rank of professor.



## FACULTY MEMBERS

100 faculty members have been added since 2008

Table 18, Page 62



During fiscal year 2012, the University of Arkansas was able to make available to colleges and schools a small fund for addressing equity and retention of tenure and tenure-track faculty. These funds allowed deans to make counter offers for faculty who are being recruited elsewhere at a time when resources are increasingly more stretched.

### **Graduate Assistant Support**

As mentioned previously, the key to attracting quality graduate students and to meeting the University of Arkansas graduate enrollment goal of 5,000 is providing competitive graduate student stipend support. Benchmarking the stipend amounts at peer institutions indicates that there is a similar gap to that of faculty salaries.

The dean of Fulbright College is increasing stipends for graduate assistants in selected areas of greatest need.

The dean of the Graduate School and International Education is working closely with development officers across campus to ensure that the needs of graduate students are prioritized in the next capital campaign.

In 2011, the University of Arkansas awarded 45 Distinguished Doctoral Fellowships and 180 Doctoral Academy Fellowships. These fellowships, funded through the original Walton Family Charitable Support Foundation's gift as part of the Campaign for the Twenty-First Century, are used to supplement existing graduate stipends to attract the most sought-after doctoral students in the various disciplines. The fellowships are awarded through a competitive process based on nominations from deans and department chairs.

The Graduate School is also working closely with Provost Gaber to create strategies that will provide sufficient resources for the growing interdisciplinary graduate programs. These programs now enroll more than 150 graduate students and produce some of the institution's top groundbreaking research.

### **Non-Classified and Classified Staff Support**

Over the past ten years, the number of staff members has grown slightly with the advent of increasing accountability at both the state and federal level, the increases in student housing and campus life programs, and the expansion and creation of outreach and research centers. However, the impact of enrollment growth puts increased pressure on administrative offices, such as financial aid, advising, student records, and academic integrity that are the front lines of student success. Increasing staff salaries would allow the

University of Arkansas to be more competitive in the labor market of Northwest Arkansas.

As a public university, the University of Arkansas is governed by the state compensation plan on most of the more than 2,300 classified staff members who are paid through the regular operating budget that comes from state-appropriated dollars, tuition and fee revenue, and the auxiliary funding that comes to self-supported entities such as housing, dining, and athletics. Despite recent attempts to address low entry-level salaries, the state compensation plan hasn't kept pace with the market for qualified staff in Northwest Arkansas. Continuing efforts to work with state officials to ensure that compensation at all levels remains viable and competitive have met with mixed success. Maintaining knowledgeable and qualified staff members is critical to meeting the university's goals and to the ongoing transparency and accountability of the university's stewardship of state resources and facilities.

### **The University of Arkansas as a Workplace**

Confidence in senior leadership makes the University of Arkansas one of the best colleges in the nation to work for according to a new survey by *The Chronicle of Higher Education*. The results, released in *The Chronicle's* fifth annual report on "The Academic Workplace," are based on a survey of more than 46,000 employees at 294 colleges and universities. Results are reported for small, medium, and large institutions, with the University of Arkansas included among the large universities with 10,000 or more students.

The University of Arkansas works to support its staff and faculty in balancing work and family life. For nine consecutive years, the university has been recognized as a "family-friendly" workplace in the "Large Companies" category of the Governor's Work-Life Balance Awards.

One factor in the University of Arkansas recruitment of excellent faculty and staff is the competitive benefits package offered to full-time employees.

The benefits package includes:

- Health insurance plan options
- Life insurance and long-term disability insurance
- Retirement plan options
- Paid annual, sick, and educational leave
- Pre-tax deductions for health and dental insurance premiums and for flexible spending accounts for health care and dependent care reimbursements
- An employee assistance program
- Tuition discounts for full-time employees, their spouses, and dependents



# 7 GOAL SEVEN

Increase funding in both research awards and federal research expenditures.

## Progress toward goal:

In 2010, the Carnegie Foundation for the Advancement of Teaching moved the University of Arkansas to the highest classification of colleges and universities, a research university with very high research activity, placing the university among the Top 108 universities in the country. This classification speaks volumes to faculty and students across the country and the world about the quantity and quality of research efforts and graduate production at the University of Arkansas.

The classification is based on the investment by the University of Arkansas in research efforts and doctoral degree productivity. The research expenditures reached \$120 million in fiscal year 2011. Almost \$38 million of that figure came to the University of Arkansas from federal sources, representing additional resources for cutting-edge research by faculty and students as well as indirect cost benefits to the university's infrastructure. The production of research and scholarship doctoral degrees reached its highest recorded level in the 2011 academic year with 166 doctorates awarded.

By tracking the amount of funds that are awarded annually, the University of Arkansas can ensure that it is staying on track to meet goals for research funding and in its quest to be a Top 50 public university. In fiscal year 2011, \$74.1 million in research awards were granted to the University of Arkansas, less than \$1 million short of the \$75 million goal set for 2015.

Although the award figures for 2011 represented a slight decrease over the previous fiscal year, the amount was a 15.6 percent increase over the year that preceded receipt of federal stimulus funding. The university received \$4,002,710 in federal stimulus funding in fiscal year 2011 and \$20,426,270 in fiscal year 2010.

While this trend is encouraging, a number of industries and agencies are being forced to cut back on research investments due to the difficult economic climate since 2008. The university

remains cautiously optimistic that it can attain the overall \$75 million goal on time or ahead of schedule.

A sampling of the university's efforts to increase research funding:

- High performance computing capacity, critical to faculty in several research areas, was significantly enhanced this year with the acquisition of Razor, a supercomputer acquired through National Science Foundation grants. Razor has 126 compute nodes and 1,512 cores, with a theoretical peak performance of 17.75 teraflops per second.
- Organizing trips for faculty to visit federal agencies that award federal grants, such as the National Science Foundation, the National Institutes of Health, and

the Department of Education, has enhanced the profiles of University of Arkansas faculty who have since received invitations to participate in agency study groups and have had successfully funded proposals.

- New awards for

research in the Department of Physics in Fulbright College exceeded \$7 million during fiscal year 2010, and \$6.4 million during fiscal year 2011, with the vast majority coming from federal grants.

- Two students in the Department of Physics in Fulbright College won National Science Foundation Graduate Research Fellowships in 2011.
- In fiscal year 2010, the Department of Psychology in Fulbright College brought in more than \$4 million in federal research funding, plus \$25,000 in state research funding and \$290,000 in other research funding.
- During the last decade, faculty in the Department of History in Fulbright College received funding from the following institutions: the Nobel Institute, the National Endowment for the Humanities, the National Humanities Center, the Huntington Library, Yale University, Newberry Library, IREX, the American Antiquarian Society, and the U.S. Holocaust Museum.

Research expenditures topped a record  
**\$120 MILLION**  
in 2011

Table 13, Page 60



- In fiscal year 2010, the School of Architecture generated \$468,085 in research awards.
- From July 2009 through July 2011, the College of Engineering received more than \$26 million in federal awards, and federal research expenditures totaled almost \$21 million. Below are a few examples of funded projects:
- \$710,646 in grant funding from NASA to the University of Arkansas and Arkansas State University to investigate the use of semiconductor materials in photovoltaic devices that power satellites and other instruments in space.
- \$550,000 in grant funding from the Naval Research Laboratory to study security within next-generation computer chips.
- Four faculty members received Early Faculty Career Development Awards from the National Science Foundation, totaling more than \$1.75 million in grant funding.
- \$3.9 million in grant funding from the U.S. Department of Energy to continue contribution to the development of a compact and highly efficient silicon-carbide charger for hybrid electric vehicles.
- \$8.7 million over five years in a cooperative agreement between the National Science Foundation and the Arkansas Science & Technology Authority to establish two University of Arkansas-led centers: the Green

Renewable Energy Efficient Nanoplasmonic Solar Cells Center, known as GREEN, and the Vertically Integrated Center for Transformative Energy Research, known as VICTER. The agreement also continues funding for a third center – the Plant Powered Production Center, or P3.

- \$511,368 in grant funding in biomedical engineering for a Transition Career Development Award by the National Cancer Institute for research on Interleukin-12, a powerful cytokine that shows great promise for therapeutic treatment of numerous types of cancer.
- Walton College receiving a private gift to support faculty research grants for databases, participant incentives, and technical training for faculty.
- The Business Behavioral Research Laboratory in Walton College supports multidisciplinary research as diverse as measuring reactions to a particular advertising manipulation; identifying preferences over various savings plans; observing attitudes toward risk; and collecting biological response information using controlled experiments. The center supports the college's strategic priority of enhancing research.
- Walton College received a total of \$618,478 in external awards in fiscal year 2010, 17 percent from federal sources, 9 percent from state sources, and 74 percent from other sources.



## THE INNOVATION CENTER AND THE ARKANSAS RESEARCH AND TECHNOLOGY PARK

are now home to **35** affiliate businesses

*Table 13, Page 60*

# 8 GOAL EIGHT

Marshal the university's expertise, programs, faculty, staff and students to grow the state's knowledge-based economy and to address major issues confronting Arkansas and the world.

*By 2021, the university aspires to have created and endowed a School of Retail and Customer Insights. The school will position the university as a national leader for the discovery and dissemination of innovative solutions to retail challenges and forge collaborative relationships between individuals and organizations engaged in developing retail and customer insights.*

## Progress toward goal:

### ***Growing the state's knowledge-based economy***

As Arkansas's flagship, land-grant institution, the university is playing an important role in positioning the state's economy for the Twenty-First Century as well as building the leadership corps that can address major issues confronting Arkansas and the world. The examples below demonstrate how seriously we take these responsibilities and how high we have set the bar for success.

The University of Arkansas has five interdisciplinary research strengths. These strengths are: Nano Science and Engineering; Health including chronic disease research, health and wellness, health care deliver, and health policy; Energy and the Environment including traditional and renewable energy sources and smart grid; Supply Change Management,

Transportation, and Logistics; and Food Safety and Food Protection. Each of these research areas have researchers from multiple colleges within the university. The university has three enabling technologies or disciplines that support each of these research strengths. The Enablers are High Performance Computing, Entrepreneurship, and Sustainability.

With strong support from the state and Governor Mike Beebe, the university has made a significant investment in nanotechnology, including the funding of a new Nanoscale Material Science and Engineering Building. This investment is already reaping benefits for Arkansas by creating jobs, attracting federal funding, recruiting and training a diverse, highly skilled workforce—all while developing innovative products and solutions that will drive advancement in a wide range of industries nationwide. The university aspires to be a national leader in nanoscience, and University of Arkansas faculty and students have already made progress on scientific breakthroughs that have led to the success of several innovative nanotechnology companies and numerous national awards. The potential for future job creation looks very promising.

The Arkansas Research Alliance — a collaboration of business leaders, research institutions and entrepreneurs — was created by the Arkansas legislature to jump-start the state's efforts to expand research at institutions of higher education and to find ways to transfer that research into commercial applications centered around high-wage job creation. The university was honored to be selected as the academic home of one of the first two Arkansas Research Alliance Scholars. Dr. Ranil Wickramasinghe came to the University of Arkansas from Colorado State University. An authority in the fields of sustainability, bioenergy, and purification of pharmaceutical



products, Dr. Wickramasinghe is a professor in the Department of Chemical Engineering.

As the availability of space increases in the Arkansas Research Technology Park, the university hopes to expand the number of affiliate companies working with university faculty and staff to 50 in 2015 and 70 in 2021. With the current 35 affiliates, the research park represents total economic activity (with salaries and M&O expenditures) of almost \$31 million.

The Arkansas Research and Technology Park is the region's only "knowledge community" focused on innovation and technology development in association with the university. It is rapidly gaining recognition as a regional asset, supporting the commercialization of emerging technologies that are adding an important dimension to the local and state economy. In that regard, the University of Arkansas Technology Development Foundation oversaw the completion of the Enterprise Center in 2010 providing an extremely versatile facility enabling affiliates of the Arkansas Research and Technology Park to manufacture and deliver their product offerings to customers around the globe.

From its inception, the University of Arkansas Technology Development Foundation has worked to forge a strong working relationship with private and governmental grant-making organizations. In 2010, the foundation secured more than \$2.4 million in external funding to support the physical and workforce expansion needs of its affiliates. Using funds from the U.S. Small Business Administration, the foundation developed and equipped a proof-of-concept lab at the Genesis Technology Incubator in 2011 to provide a highly interactive research environment. This environment enables affiliates of the Arkansas Research and Technology Park to develop, test, and validate deployment design and performance of biotechnologies prior to scaling up to full commercialization. The laboratory is equipped to be highly flexible in order to support a variety of test and simulation requirements. The lab provides yet another important research resource to foster, grow, and retain companies and promote the creation of high-quality, high-wage jobs in the biotechnology sector.

Collectively, the operation of the Arkansas Research and Technology Park continues to have a positive impact on the local and state economy. The average annual wage paid to employees of the 35 public/private affiliates of the park was approximately \$70,000 in fiscal year 2011. In addition, total employment — direct, indirect, and induced — reached 409 people. Total economic activity attributed to the Arkansas Research and Technology Park surpassed the \$30 million mark for the second consecutive year.

Examples include:

- Arkansas Power Electronics International, co-founded by College of Engineering graduate Alex Lostetter, has 30 employees at its facilities in the Arkansas Research and Technology Park's Enterprise Center. The company is working with the university and other partners to develop a high-temperature silicon carbide-based power electronics module that has applications for electric

vehicles, renewable energy, and electric aircraft.

- BlueInGreen has developed a system that delivers dissolved oxygen to a body of water, a key factor in restoring and maintaining healthy aquatic ecosystems. Co-founded by biological engineering faculty members Marty Matlock and Scott Osborn, the company has facilities in the park's Genesis Technology Incubator.
- Founded by Ajay Malshe, Distinguished Professor of mechanical engineering, NanoMech uses nanotechnology to manufacture products with broad applications. The company employs about 25 people and recently presented a \$375,000 check to the university as payment for intellectual property.
- Silicon Solar Solutions has been commercializing a technology developed by its chief technology officer, Hameed Naseem, professor of electrical engineering. This company makes high-efficiency solar cells.

To promote entrepreneurship and economic development in the region and across the state of Arkansas, the university created an associate vice provost's position in entrepreneurship. Dr. Carol Reeves, who also holds the Cecil and Gwendolyn Cupp Applied Professorship in Entrepreneurship in the Walton College of Business, was selected to fill the position. Dr. Reeves works closely with the University of Arkansas Technology Licensing Office and Technology Development Foundation to develop student-led start-ups, a role that started while she was a professor and continues in her position as associate vice provost. She will also work with faculty and students in all colleges to encourage the start-up of new companies based on university research.

In 2010, the Walton College had the most successful year in the history of business plan competitions: Graduate teams, mentored by Dr. Reeves, won more than \$900,000 in cash, in-kind awards and investment guarantees in both the Moot Corp — now called the Venture Labs Investment Competition — and Rice University business plan competitions, which are the two most prestigious competitions in the world. Several of these business plans have developed into real businesses in Arkansas.

- The first company from Arkansas to be a finalist in the Cleantech Open business plan competition, Silicon Solutions LLC, a university research-based start-up, received the "People's Choice" award at the national awards gala and expo in San Jose, Calif. The team included Stephen Ritterbush and Brent Bertlesen, two recent Walton College graduates. The company raised more than \$500,000, is working with the University Technology Licensing Office, and has an office in Genesis Technology Incubator. Silicon Solutions also won the grand prize at the Dragon's Den event, sponsored by the Young Presidents' Organization, in Winnipeg, Manitoba, and has been awarded a \$150,000 National Science Foundation grant.
- BiologicsMD, which won \$121,000 in cash, \$190,000 in in-kind awards and \$300,000 in investments in six

major entrepreneurial business plan competitions in 2010, also received a \$2.3 million research contract from the Department of Defense. It will be administered through U.S. Army Research for the Veterans Administration. The drug development company is partnering with the Virtual Incubation Co. to develop a new prescription osteoporosis medication. BiologicsMD, which has developed what it considers a breakthrough treatment for the disease called PTH-CBD, has contracted with Cytovance Biologics of Oklahoma City to develop a manufacturing platform for the drug.

Information disseminated through the Center for Business and Economic Research enables decision-makers in and beyond Arkansas to effectively evaluate important choices. The applied research and economic data and analysis generated by the center influence public policy by increasing knowledge via 250 newspaper, online, radio, and television articles and interviews.

Examples of the center's initiatives:

- The seventh "Skyline Report," sponsored by Arvest Bank, tracked the status of the Northwest Arkansas residential, multifamily, and commercial real estate markets.
- The center provided economic data and analysis for the Northwest Arkansas Council as part of its regional economic development plan.
- In cooperation with the Center for Retailing Excellence, the center published "Economic Impact of Retail in the United States" and a set of leading and coincident indicators for national retail.
- The 17th annual Business Forecast Luncheon in February attracted 970 registrants.
- Fall and spring Quarterly Business Analysis Breakfasts focused on the latest data and trends, providing timely insights into the local, state, and national economies.
- More than 200 persons participated in the Arkansas Economic Issues Breakfast teleconference.

The Arkansas Small Business and Technology Development Center achieves a significant, positive economic impact by providing services to assist businesses and nascent entrepreneurs to operate profitable ventures. They counseled 244 clients on a one-to-one basis in 2010.

The World Trade Center Arkansas, operating as the trade promotion organization for the state of Arkansas through the Arkansas Economic Development Commission, strategically helps to position Arkansas companies and agricultural producers to expand their markets throughout the world. The center also helps students develop interest and understanding in global trade.

The Walton College of Business has five student-managed investment funds totaling more than \$10 million.

A student-run nonprofit organization, Students Acquiring Knowledge through Enterprise, sells university-related products. Meanwhile, a chapter of Students in Free Enterprise, a student-led, community-driven organization, makes a difference in the community through learning, practicing, and teaching the principles of free enterprise.



### ***Addressing major issues facing Arkansas and the world***

On April 23, 2012, the university coordinated a panel discussion called "Undocumented: Living in the Shadows." The panelists engaged in a nationally relevant exchange about the experiences and challenges faced by undocumented students who have spent much, if not most, of their lives living in the United States. "Regardless of one's feelings about immigration reform or the proposed DREAM Act, we have a duty as citizens and as a university to learn more about the immigrant experience," explained Chancellor G. David Gearhart. Demographers estimate that more than two million young people are living illegally in the United States, nearly all of them brought to this country by their parents at a very early

age. Most of them have attended or are attending elementary and secondary schools in this country. More than 65,000 of them graduate from American high schools each year. Many of them want to go to college here in the United States, but because of personal factors and immigration status, most of them can't afford to do so.

The School of Architecture's Community Design Center is nationally recognized for its success in producing design research and scholarship dedicated to improving the physical resources of Arkansas communities. Recent accomplishments include publishing a low-impact development handbook, with funding from the Environmental Protection Agency; providing assistance for the city of Little Rock in connection with three National Endowment for the Arts grants; and exploring urban design and economic development of Farmington through studies of urban agriculture.

Associated Student Government has added a second student advocacy position, with one focusing on state and one on federal affairs. Last year the director of Student Advocacy and the director of Legislative Affairs conducted call-in days to state and federal legislators, held state congressional debates and sent five students to Washington, D.C. to advocate on behalf of higher education funding while meeting with representatives from Arkansas.

The Department of Mathematical Sciences — in conjunction with the Department of Physics, the Department of Curriculum and Instruction, and other partners — has been highly involved in developing new programs aimed at strengthening science, technology, engineering, and mathematics education at the secondary level, winning several large grants involving educators from across the state and region.

The College of Engineering participates in several K-12 outreach efforts in order to improve science, technology, engineering, and mathematics education in the region and encourage students to consider going into a science or engineering field.

These efforts include four different week-long summer camps for students in grades six through 12; mentoring and support for Springdale High School's FIRST robotics team; and the University of Arkansas Engineering & Mathematics Partnership, which is facilitating the state's shift to the Common Core State Standards by providing curriculum workshops and evaluations for 6th- to 8th-grade math teachers in the Northwest Arkansas area. A similar program for science teachers began in the fall of 2009.

Students in interdisciplinary degree programs are creating businesses, conducting research, influencing policy, and solving problems from energy production to medical

treatment. They are confronting educational deficiencies among the youth in Arkansas, assessing the success of anti-poverty programs, and evaluating the likelihood of life in other parts of the universe.

Documentary films produced by students and faculty of the Journalism Department are typically broadcast statewide, and sometimes nationally, on public television. Recent film topics have included profiles of Arkansans who are overcoming disability and age to lead rich, productive lives; the story of a Muslim contractor building a local Jewish temple, at cost; the story of the Hmong immigrants coming to Northwest Arkansas and their efforts to adapt to this part of the world; and a film about the importance of protecting the War Eagle Creek watershed that flows into Beaver Lake, the water supply for Northwest Arkansas.

Energy Corps AmeriCorps partnered with the Walton College's Applied Sustainability Center to launch a pilot program, EcoLogical Communities, in Fayetteville, establishing the first dashboard for a city's energy use, water consumption, waste generation, and transportation metrics. Community outreach and engagement reduced consumption, saved money, and reduced environmental impacts. The Applied Sustainability Center's Energy Corps members conducted or participated in more than 30 programs, reaching several thousand area residents. More than 900 Fayetteville households enrolled and more than 1,200 households registered in the larger metropolitan statistical area. As a result, more than 113,000 kilowatts of electricity, 546,000 cubic feet of natural gas, and 727,000 gallons of water were saved by participants. Adopted by the Environmental and Spatial Technologies program, EcoLogical Communities will expand into several new cities. EAST Lab high school students in eight states will develop environmental dashboards for their communities; design and deliver energy-efficiency workshops, fairs, and outreach programs; and create public service announcements about energy efficiency.

Funding from the National Science Foundation, the Susan G. Komen Foundation, the office of the vice provost for Research and Economic Development, the College of Engineering, and the Honors College brought together 68 participants to discuss topics ranging from state-of-the-art research in breast cancer surgery to the application of nanotechnology in breast cancer imaging and treatment.

Sponsored by the Honors College and the College of Engineering, The Gulf Oil Spill: Future Safeguards and Damage Assessment colloquium gathered a team of engineers, scientists, professors of law and history, and oil company executives to discuss the world's largest marine oil spill.

# 9 GOAL NINE

Provide a superior campus landscape and environment by planning for and carrying out the continuous renewal and renovation of existing facilities and the designing and building of new world-class facilities.

*By 2021, the university aspires to boast the finest facilities in the Southeastern Conference for academics and athletics.*

## Progress toward goal:

In 2009, the University of Arkansas identified critical new space and facility upgrade goals as well as a number of buildings with critical deferred maintenance needs. Since that time, the burgeoning enrollment has created the need for additional classrooms, laboratories, athletic venues, and on-campus housing as well as expanded food services. Much of the progress cited below has been made possible by the facilities fee approved by the Board of Trustees in 2008 to address the university's need for additional space and the critical maintenance needs that have long gone unresolved in the campus's physical plant.

The Epley Center for Health Professions officially opened in January 2012. The center is the new home of the University of Arkansas Speech and Hearing Clinic and the Eleanor Mann School of Nursing. Both are programs in the College of Education and Health Professions. The university renovated and expanded the former Fount Richardson Student Health Center on Razorback Road to create the world-class 45,000-square-foot clinic with ample classroom and laboratory space for students majoring in communication disorders and nursing. The renovation and expansion allowed the nursing school to double the number of students it can accept into its program, thus helping to alleviate the serious shortage of nurses in the region and state.

The Jean Tyson Child Development Study Center—which

opens in fall 2012— will provide educational and research opportunities for more than 300 University of Arkansas students, faculty, and children each year and will meet the childcare needs of more than 140 families from the campus and community. The facility comprises 22,800 square feet and has been designed to be a research-based, national model

for training future child care professionals.

With the occupation of the completed part of the Nanoscale Material Science and Engineering Building, the university now has a world-class facility for the pursuit of nanoscience. Dedicated on September 16, 2011, the facility brings together core faculty who are working in one of the most critical areas of cutting-edge research in the country. The economic development possibilities that are inherent in this research have prompted key support from Governor Mike Beebe

for the pursuit of this important research effort. Investment in nanotechnology research at the university began 16 years ago, and during those years, the number of nanotechnology researchers has expanded to 25 tenure-track faculty members in fields including physics, engineering, chemistry and biology. The new building on Dickson Street puts much of that interdisciplinary research under one roof and strengthens the university's position as national leader in nanoscience and engineering.

The renovation and addition to Vol Walker Hall, one of the campus's most iconic buildings, began in the fall of 2011.





Located in the heart of the campus, the building presented unique challenges for renovation, but careful planning has allowed the work to move forward with minimal upset to the flow for students and faculty. The addition of a wing designed by Marlon Blackwell, an internationally renowned architect and chair of the Department of Architecture, will allow the students of the Fay Jones School of Architecture—architecture, landscape architecture, and interior design—to be housed together for the first time in the school’s history. Completion date is August 2013. The addition will be named the Steven L. Anderson Design Center, in honor of the Donald W. Reynolds Foundation’s president, who is a 1976 graduate of the School of Architecture.

Ozark Hall, in the historic core of the campus, is undergoing an extensive renovation and expansion. Built in 1940, it is being updated and expanded to create a fully accessible, energy-efficient home for the Graduate School and International Education, the Department of Geosciences in the J. William Fulbright College of Arts and Sciences, and the Honors College. A 275-seat auditorium and a landscaped courtyard have been designed to accommodate large-group lectures, special events, rest, and recreation. The anticipated completion date is August 2013.

The success and promise of athletic programs have led Intercollegiate Athletics to develop a wide-ranging Athletic Facilities Master Plan to provide a vision for the next 30

years. The plan was developed with Facilities Management to maintain the overall mission and goals of the University Campus Growth Plan as well as meet the needs of student-athletes competing in the Southeastern Conference and across the nation. Upon completion of the \$268 to \$328 million plan, the University of Arkansas will boast some of the SEC’s most impressive football facilities, adding to the outstanding baseball, softball, and track facilities. The master plan covers all sports teams and includes upgrades to existing facilities, construction of new practice and administration facilities, and facilities for academic support for student-athletes. Ground was broken in November 2011 for the new Football Center. Completion date is projected to be in the summer of 2013. Architects and contractors have also been selected for three more athletic projects.

The restoration and renovation of Peabody Hall—which houses the Department of Curriculum and Instruction in the College of Education and Health Professions—were completed in fall 2011. Many features of the historic building were restored to their original condition, including the red brick exterior. The renovation received the Historic Preservation Alliance of Arkansas’s Excellence in Preservation through Rehabilitation Award as well as a Best Preservation Practices Award from the City of Fayetteville and the Fayetteville Historic District Commission.

The Science Building is undergoing renewal and renovation

laboratory by laboratory, classroom by classroom—thus allowing faculty and students access to most labs and classrooms each semester. Most electrical and mechanical systems behind the walls are being replaced over winter and summer breaks, when classes are not in session. Work—including a new roof—should be complete by January 2014.

Kimpel Hall, the campus workhorse as far as number of general teaching classrooms and student semester credit hours taught, has also been undergoing a modernization effort funded by the facility fee. This multi-year modernization project is similar to the Science Building process in that every effort is made to have as many classrooms as possible available during the regular semester. The university's goal is to complete the classroom modernization portion of this project by fall 2014.

The Office of University Relations is now located in the renovated Davis Hall, at the northeast corner of Garland Avenue and Maple Street. The renovation modernized the historic four-story building, adding 3,300 square feet and an elevator to bring it up to standards for the Americans with Disabilities Act. The location of Davis Hall makes the Office of University Relations convenient for faculty, staff, students, and administrators across campus.

A grant from the Arkansas Natural and Cultural Resources Council in FY11 and an allocation from the student facility fee provided the resources necessary to restore the complete exterior and replace the roof of the Army ROTC Building; replace heating, ventilation, and air conditioning systems; and modernize several classrooms. All work was essentially completed during the 2010 fall semester. Energy savings measures were implemented during this same timeframe.

The Hillside Auditorium project — expected to be finished in late September 2012—will provide two new, large auditoria and much needed classroom space for large lecture sections. One auditorium will have limited stage capabilities, so that drama and other departments will have an additional performance venue.

In the fall of 2011, the College of Engineering acquired a LEED-certified building, and today the facility—the Cato Springs Research Center—includes 4,000 square feet of laboratory space as well as office space for faculty and 57 graduate students. Additionally, the college has recently remodeled classrooms in the Bell Engineering Center, the John A. White Jr. Engineering Hall and the Mechanical Engineering Building.

The Engineering Research Center is currently undergoing a \$2 million renovation that will provide offices and teaching laboratories for the new Department of Biomedical Engineering. The renovation is scheduled to be completed in late 2013.

By reconfiguring Mullins Library's public service space, University Libraries are now able to offer 140 computer stations; a tutoring center staffed by the Quality Writing Center and the Enhanced Learning Center; a casual reading area for group study and wireless computing; larger quiet-computing

and study areas in the Periodicals Room; a larger and more centralized service desk, incorporating circulation, reference, and information and technology services. University Libraries implemented other changes to accommodate new study spaces—including comfortable chairs and ottomans, tables, and white boards for collaborations and group work—which added an additional 214 seats to the library.

The Garland Center project, which was built to LEED Silver design standards, opened in summer of 2010. It added 1,500 parking spaces for students, faculty, staff, and campus visitors and features a 30,000-square-foot bookstore and 20,000 square feet of private retail shops. It has won numerous awards for excellence in architecture and construction and garnered national attention from the American Institute of Architecture and the National Association of College Stores.

To meet the growing demand for additional fitness facilities, University Recreation—a department within the College of Education and Health Professions—has opened a satellite center in the Arkansas Union. The center encompasses 6,000 square feet of modern fitness floor space equipped with the latest and greatest in cardio and weight machines, a 1,500-square-foot group exercise studio, and men and women's locker and shower facilities. It logged more than 10,000 visits in the seven weeks between its quiet launch and grand opening April 19, 2012.

To meet the growing demand for access to technology, Information Technology opened an additional computer lab on the third floor of the Arkansas Union on May 4, 2012. The center features a digital media lab, a gaming studio, and a technology lounge, along with recording studios, a team and presentation room, one-on-one multimedia tutoring, and social media computing stations. Equipment checkout of laptops, cameras, and other digital equipment is also available.

The University of Arkansas recently purchased the buildings that formerly housed the offices of Southwestern Energy on Sain Avenue in north Fayetteville near the Northwest Arkansas Mall and dubbed them the "Uptown Campus." The 25,870 square foot building at 1001 E. Sain Avenue was built in 1972, and has been named the Uptown Campus West building (UPTW). The 31,921 square foot building at 1083 E. Sain Avenue was built in 1986 and has been named the Uptown Campus East building (UPTE). Both buildings were extensively renovated in the mid-1990s. Along with these two buildings, a metal maintenance shed measuring 864 square feet was included in the purchase along with 9.52 acres of property including three parking lots with 191 spaces.

- The Uptown Campus enabled the university to move the remaining occupants out of Hotz Hall so that it could be renovated as much needed student housing.
- Uptown West is the new home of the Spring International Program, occupying 19,000 rentable square feet of classrooms, offices, and shared common areas. The other occupants of the Uptown West building are the Pre-College Programs of Veterans Upward Bound, Upward Bound, and College Access



Initiative, together using 3,513 square feet.

- Uptown East is divided among Pre-College Outreach-Talent Search (4,265 square feet), the Business and Administrative Strategic Information System development team (3,654 square feet), the Integrated Student Information System development team and Information Technology Services (4,740 square feet), Development Information Services team (1,020 square feet), shared meeting spaces (2,456), with 7,082 square feet (including an existing data center) as yet unassigned. There is also a common area/break room and a connecting corridor shared by the two buildings, plus utility support areas.
- Total square footage of the Uptown campus is 58,655.

With its rapid growth in enrollment, the university is in great need of a new general classroom building, one that will alleviate the current shortage of classrooms and laboratories in academic disciplines across campus. (A new software system for universal class scheduling has helped to alleviate the overcrowding problem, but we have grown by 2,000 more students since implementing the system.) The building will be located on the southwest corner of Duncan Avenue and Dickson Street and may be constructed with pre-fabricated components.

In the spring of 2011, Chancellor Gearhart appointed an executive education task force to determine the purpose, programmatic functions, and market demand for the an on-campus executive education conference center. Led by Assistant Vice Provost for Student Affairs Finance and Administration David Davies, the group has made site visits to various centers and contracted with PKF Consulting—a nationally recognized hospitality consulting firm—to obtain a market demand study and an estimate of annual operating costs. Under consideration is the construction of a 125-150 room facility located between the Donald W. Reynolds Center for Enterprise Development and the Harmon Parking Garage. If constructed, the facility would offer full-food services and 13,000 square feet of meeting room space, augmented by the 12,000 square feet in the Reynolds Center. The center would support the executive education program of the Sam M. Walton College of Business as well as conferences and symposia sponsored by colleges and schools across campus.

### ***Critical Deferred Maintenance Needs***

- Kimpel Hall
- John A. White Jr. Engineering Hall
- Memorial Hall
- Business Building
- Health, Physical Education and Recreation Building
- Home Economics Building
- Agricultural Building
- Mullins Library
- Fine Arts Center and Gallery

- Mechanical Engineering Building
  - Agricultural, Food and Life Sciences Building
  - Administration Building

### ***Residential and Food Service Facilities***

To accommodate record freshman enrollment, the university renovated unused campus residential facilities—Bud Walton, Buchanan-Droke, Darby-Sharp and Gladson-Ripley Halls—and leased 29 two-bedroom units at Crowne Apartments.

It is anticipated that Hotz Hall will re-open as a residence hall in August of 2013. This renovation will provide more than 400 additional beds for on-campus housing and help to ensure that the campus gets the most out of its existing physical plant before building any new residential facilities.

With the rapid growth in enrollment, it is not surprising that dining services across campus are also straining to accommodate demand. For example, Brough Commons currently serves 2,600 students, faculty, and staff during the lunch hour with only 575 seats. Consequently, we are making plans for a major addition to the facility, adding 250 seats to the dining area and three additional food retail spaces to the first floor. Founders Hall will be built to the southeast of Brough Common, with an estimated completion date of August 2013. The six-story project will include five and six stories of housing and provide more than 210 additional beds for students who wish to live on campus.

### ***Campus Landscape and Environment***

A campus landscape design manual to establish guidelines and policies for landscape development is in the draft stage. The manual will guide the university's efforts to promote ecology, reinforce history, and enhance the campus community while supporting the teaching, research, and service missions of the campus. Completion is expected in mid-2013.

The campus has undertaken a total replacement of our signage and wayfinding system, from outside the primary entrances of campus to the entrances of individual buildings and everything between. This multi-year effort is the result of an extensive and inclusive campus process initially started several years ago. The university expects the change to take between three and four years to fully complete.

To celebrate their 100-year anniversary on campus, the Arkansas Alpha chapter of Pi Beta Phi dedicated funds towards the construction and implementation of the Pi Beta Phi Centennial Gate. Completed in July 2012, the gate provides a stately and elegant entrance from Maple Street to Old Main.

Looking to the future, Property Management has purchased several properties that will be needed for new facilities and landscape improvements in the decades to come.

# 10 GOAL TEN

Pursue a consistent and aggressive program for the maintenance and improvement of the institution's libraries and technology resources.

*By 2021, University Libraries aspire to be among the Top 20 percent—in holdings and facilities—of all institutions against which they benchmark.*

## Progress toward goal:

University Libraries and information technology resources continue to improve, but lag behind many of the university's peer institutions due to insufficient resources.

## University Libraries

The University Libraries strategically support the University of Arkansas, promoting intellectual discovery and information literacy to advance the university's goals in teaching, research, and outreach. Libraries across the United States struggle with the escalating prices for serials and technology, but despite that, the libraries strive to provide the best service possible. Some innovations in the libraries this past year include:

- A mobile version of the library catalog launched in summer 2010. Libraries in the United States and abroad have asked to copy this page as a model for their mobile information pages. The most popular "mobile app" remains the "text to your cell phone" function, which allows students to send the call number and location of items to their cell phone for easy retrieval when in the book stacks. More than 6,550 such texts were sent in 2010.
- A Web page that collects free online access to scholarly materials from around the country, including links to

some high impact journals in the STEM professions, such as the Public Library of Science titles (i.e., PLoS Biology, PLoS Medicine, etc.).

- A grant from the U.S. Department of Agriculture to maintain the national Agricultural Network Information Center portal. The libraries created the portal (<http://www.agnic.org/>) of free Web resources relating to rice in 2005.
- Spaces and Faces: Namesakes at the University of Arkansas, a new digital collection, links historical photographs of the buildings on the University of Arkansas campus with images of the people for whom the buildings were named.



Through the generous support of the Walton Family Charitable Support Foundation Endowment and other endowments established by private funding, the libraries were able to maintain current core journals and other online resources to support the university's academic programs. While these generous gifts have afforded the university the opportunity to grow collections over time, the endowments are not robust

enough to make the University of Arkansas competitive with peer research libraries, which is critical to the overall well-being of the university, particularly in support of the Carnegie Foundation research university / very high classification.

The libraries struggle to keep up with the rapidly escalating cost of materials to support the addition of new graduate courses and programs. This collections should be enhanced to support graduate courses and programs, student and faculty



research, and upper division teaching. Particularly notable enhancements should be made to support the fields of history and fine arts, with enhancements further needed for science, technology, and medicine.

Colleges and departments across campus have partnered with the libraries by making contributions from their own budgets to help maintain existing materials and to purchase new materials in support of programs. The libraries' faculty members play an important role in assisting research faculty with the resources needed to support the varied projects undertaken throughout campus.

To ensure that faculty, staff, and students have the materials they need, Interlibrary Loan participates in RAPID and other interlibrary loan consortia to deliver 97 percent of requested articles within 24 hours, 99 percent within 30 hours, and 100 percent within 72 hours. Interlibrary Loan also implemented the Faculty Desktop Delivery program, delivering digitized articles from the libraries' collections electronically to faculty across campus, in the past year.

### ***Information Technology***

While faculty and staff have had unprecedented success in bringing high-speed networks, high-performance computing, and research equipment to campus, a lack of resources impedes progress to make the technology available to a broader campus audience, to maintain the equipment in top working order, and to keep up with updates and upgrades. While classrooms are being equipped with adequate technology through the continuing Facility Renewal and Stewardship Plan, there are, nevertheless, many classrooms left to be modernized. While the university moves toward greater use of technology within and outside the classroom, the infrastructure and personnel support for these applications are marginal and severely handicap the institution's efforts to increase its mixed classroom and online instructional support, develop online degree programs, improve advising with automatic degree checks, or provide complete Wi-Fi coverage on campus.

Despite these many challenges, the university is fortunate that faculty continue to be awarded numerous prestigious

research grants, many of which contribute to the maintenance and improvement of the university's technology resources.

Colleges and schools across campus:

- Continue to upgrade individual faculty and staff computer capacity, install new smart-room and Promethean technology in classrooms and laboratories, and secure state-of-the-art technological simulation labs.
- Manage the security of network, servers, and data.
- Manage the technology infrastructure.
- Develop and maintain world-class websites and Web applications, as staff and resources become available.

Information Technology Services has:

- Upgraded the core network with new equipment, resulting in faster routing capacity and implementation of the latest IPv6 networking technology and Web presence.
- Implemented two new and expanded wireless networks with 4x increased capacity, an 802.11n secure network and a guest network, expanding wireless access for users to encompass most university buildings.
- Designed, implemented, and rolled out RazorVault, an enterprise content management system designed to meet a wide array of administrative content, archival, and retrieval needs. It uses a blend of open and

proprietary technologies to provide a flexible, secure, and robust environment suited for production business processes.

- Upgraded the high-performance computing area in the Administrative Services Building Data Center, resulting in the installation of chilled water cooling and a new dedicated power infrastructure. Funded by a grant from the National Science Foundation, this upgrade gives access to a shared cyber-infrastructure that is critical to competitive research and research training.
- Established two new campuswide security policies that address campus data classification, electronic storage of highly sensitive data, electronic data removal, sensitive data handling, and software asset management.
- Launched Identity Finder and increased Domain Name System security to prevent known attacks.
- Purchased and installed a tiered storage strategy to accommodate rapid data growth while controlling costs.
- Applied and received membership in InCommon and began to roll out Federated ID to interested parties. Like Teragrid researchers, InCommon provides access to an identity and access management federation, allowing higher education institutions and their partners to exchange trusted, privacy-preserving information about online users.



- Built an Oracle RAC cluster to host non-ISIS databases in a highly redundant, high-performance environment.
- Launched VLab, a virtual Windows 7 desktop, with the latest version of software available in the general access computing labs and that can now be accessed by students in real time from any computer.

A sampling of other efforts:

The Arkansas Research and Education Optical Network provides the optical network infrastructure for Arkansas to meet the challenges of the 21st century global economy. The network supports the Arkansas research and higher education community and solicits faculty input in the utilization of this state-of-the-art infrastructure.

Architecture students and faculty have access to a visualization laboratory, which allows them to transform software files into three-dimensional designs.

With the help of Academic Affairs and Information Technology Services, the University of Arkansas Bookstore

has enhanced the availability of technology products at academic prices and developed product solutions that help students, faculty, and staff achieve their academic mission as inexpensively and rapidly as possible.

The Department of World Languages, Literatures, and Cultures in Fulbright College maintains a state-of-the-art language center that provides valuable training for students and technological support to students, faculty, and staff.

The Sam M. Walton College of Business provides extensive technology support for credit and non-credit instruction. Staff provides and support classroom learning technologies that represent the best-of-class in the context of faculty requirements for instruction: credit and non-credit, on-site, and distance.

The Department of Drama in J. William Fulbright College of Arts and Sciences integrated new digital projection technology in its theatrical production activities.

# 11

## GOAL ELEVEN

Promote sustainability across all University of Arkansas programs and activities.

### Progress toward goal:

Sustainability is not a fad at the University of Arkansas; it is a way of thinking and acting. Faculty, staff and students have a vision for a sustainable, prosperous future for Arkansans and the world. The strength of the university community's commitment to this vision has made the University of Arkansas a global leader in sustainability metrics, management, and practice.

In 2007 the University of Arkansas became a charter signatory to the American College and University Presidents Climate commitment, agreeing to move towards climate neutrality by 2040. Chancellor Dave Gearhart approved the University of Arkansas Climate Action Plan in 2009, putting the U of A community on the path to addressing complex sustainability issues in "a comprehensive, systematic, and consultative approach." The university has developed an integrated sustainability framework to support decisions across all aspects of the campus, including undergraduate and graduate education and research; the university has demonstrated its commitment to this sustainability framework through innovations in campus facilities, and outreach to U of A students and to communities throughout Arkansas and the world.

The University of Arkansas implemented an interdisciplinary undergraduate minor in sustainability in 2011, and a graduate certificate in sustainability beginning August 2012. Provost Sharon Gaber appointed a committee in spring 2012 to begin developing an interdisciplinary Bachelor of Arts degree in Sustainability. Dr. Steve Boss, professor of geological sciences, and Dr. Tahar Messadi, associate professor of architecture, are chairing the committee, which hopes to have the degree in place by fall of 2013.

Almost every college at the University of Arkansas is directly engaged in research in sustainability. The Sustainability Consortium, a partnership with Arizona State University since 2009, was created to develop metrics of sustainability

for consumer package goods and increase the efficiency and safety of global supply chains. The Sustainability Consortium has grown to a global organization with more than 60 members and offices in the United States, Europe, and South America. The University of Arkansas community of faculty and students participate in many levels of engagement with the Sustainability Consortium, including special research projects, guest speakerships, internships, and special projects.

The University of Arkansas Fay Jones School of Architecture has been an internationally recognized leader in sustainable community design for more than a decade. The University of Arkansas Community Design Center has received more than 40 national and international design awards for low-impact development, green infrastructure, arboreal urbanism, transit-oriented urbanism, rural-urban agrarian design, watershed urbanism, and many other sustainability innovations.

The College of Engineering is leading the world in developing technologies for managing complex systems more sustainably, from the national power grid to dairy products. Dr. Alan Mantooth, Distinguished Professor of electrical engineering and holder of the Twenty-First Century Chair in Mixed-Signal IC Design and CAD, formed the National Center for Reliable Electric Power Transmission at the University of Arkansas in 2005, for which he serves as director. Dr. Mantooth and his colleagues provide research in advanced power electronics systems that are key components to creating a national smart grid for sustainable power generation and transmission. Dr. Greg Thoma, professor of chemical engineering, has led an international team in developing life cycle assessment methods for improving sustainable decision-making across the global supply chain. His analysis of the life cycle impacts of the U.S. dairy on greenhouse gas emissions led Dairy Management Incorporated to develop a 10-year strategy to reduce emissions by 25 percent.

The Sam M. Walton College of Business formed the Applied Sustainability Center in July 2007 with a \$1.5 million grant



from the Walmart Foundation. The center was designed to accelerate the creation of a sustainable, global consumer-goods economy, serving as a catalyst for innovation in the retail and consumer goods industries using the lens of sustainability.

The University of Arkansas Division of Agriculture created the Center for Agricultural and Rural Sustainability in 2007 to enhance rural prosperity through sustainable agricultural and community practices. The center is an international leader in metrics for sustainable agricultural production, working with organizations of the United States, the European Union, and the United Nations to reconcile and improve agricultural sustainability at all scales across the planet.

Many other colleges and departments across campus have committed resources and personnel to support the University of Arkansas vision of sustainability. For example, the Mullins Library has allocated a full-time staff position to be the liaison and support to students, faculty, and departments who are most involved with research on sustainability initiatives.

Beyond research and academic programs, it is critical that the university be a leader by example in its efforts to understand cumulative local and global impacts. Mike Johnson, associate vice chancellor for facilities, has coordinated campuswide integrated sustainability initiatives, including:

- Intercollegiate Athletics competes in the EPA Gameday Challenge, a national competition promoting various sustainability initiatives during football games, working in conjunction with Razorback Recycling and various other campus sustainability efforts.
- Initiated PrintSmart, establishing a printing quota for students, reducing paper usage in 2011 by 2.6 million pieces, or a 31.7 percent decline. The quota program has also reduced the amount of toner used in the general access computing labs, saving money and reducing waste.
- Razorback Transit increased its ridership by 119,349 passengers or 7.6 percent, reducing the number of personal vehicles being driven to campus.
- The new University Bookstore opened for business on July 26, 2010, with goals of reducing the carbon footprint of the facility by using automatic light dimming as natural light increases; serving as a hub for campus deliveries; using bags that are 100 percent recyclable and biodegradable; and serving as the cell phone, toner cartridge, and battery recycling center for the campus.
- PMC Solutions, the university print, mail, and copy center, recently replaced an old silver-based film system, along with the associated hazardous chemicals, with an environmentally friendly digital direct-to-plate system for printing. In addition to recycling paper waste, this campus unit has instituted a more rigorous purchasing contract that allowed it to move to more than 60 percent recycled paper over the last year and to more than 75 percent recycled paper in the first quarter of fiscal year 2012.

- Students created a registered student organization called the Student Sustainability Council. The council has been instrumental in developing programming for sustainability engagement on campus.
- The University of Arkansas Enterprise Center at Arkansas Research and Technology Park installed a 13.5 kW solar array with student support.
- Two electric car-charging stations were installed in the Garland Avenue Garage for free use by any permit holder.
- Facilities Management adopted the use of geothermal heating and cooling in the University of Arkansas Bus Barn and the Jean Tyson Child Development Study Center. Geothermal is considered a source of renewable energy.
- In the fall of 2012, several buildings across campus will adopt energy dashboards. These dashboards will provide users with real time information on energy consumption of every building on campus. These dashboards are especially important in residence halls where programs can be designed to drive a healthy competition between halls to reduce energy consumption. The average reduction in energy could reach 30 percent per residence hall.
- Since 2008, the campus has implemented three major Energy Savings Performance Contracts as well as numerous other conservation projects. These projects represent an investment of more than \$51.9 million, where the debt service is retired through energy savings over 12 to 15 years. These projects will save more than 43,600 tons (MTe) of carbon emissions annually. Further the projects will save the campus:
  - 15.9 million kWh of electricity
  - 9.4 million ton-hrs of air conditioning
  - 100 million pounds of steam
  - 21 million gallons of water
  - 294.5 million cubic feet of natural gas

The campus set a series of interim benchmark goals for reducing total greenhouse gas emissions in the next three decades as part of the university's Climate Action Plan:

Goal 1: By 2014 GHG emissions will be 163,000 MTe (2005 level);

Goal 2: By 2021 GHG emissions will be 125,000 MTe (1990 level);

Goal 3: By 2040 GHG emissions will be net zero (carbon neutrality).

In 2005 net greenhouse gas emissions were 158,583 MTe; for Fiscal 2011, which was the last full year of available data, the campus generated 175,585 MTe (Table 11-1). Net greenhouse gas emissions began trending downward in 2008 with the implementation of the Energy Savings Performance Contracts, but increased slightly in 2011 because a refrigerant leak was identified and stopped in that year, and all the greenhouse gas equivalent impacts from the leaked refrigerant were encumbered in 2011 (Figure 11-1).

**Table 11-1: Net GHG emissions and UA Campus Demographics for 2005-2011**

Year	Net GHG Emissions (MTe)	Total Building Area (Square Feet)	Total Student Enrollment (FTE)	Net GHG Emissions per Student FTE
2005	158,583	6,707,245	14,820	10.7
2006	164,517	6,804,999	14,939	11.0
2007	156,171	7,368,258	15,567	10.0
2008	169,103	7,568,076	16,145	10.5
2009	167,484	7,567,322	16,741	10.0
2010	160,143	7,574,647	18,148	8.8
2011	175,585*	7,576,360	19,929	8.8

\*A major refrigerant leak was discovered and stopped in 2011, resulting in a large greenhouse gas emissions encumbrance for that year.

Relative to 2005, total student full-time equivalent enrollment increased by 34 percent (from 14,820 to 19,929 students) and total campus building area (in gross square feet) increased by 13 percent, while per student greenhouse gas emissions decreased by 18 percent to 8.8 MTe per student-year (Figure 11-1). Thus, a general downward trend of total

greenhouse gas emissions is expected to continue even while student enrollment and building area increases. Significant progress is expected with fiscal 2012, as this will be the first full year for implementation of the campus energy-savings improvements.

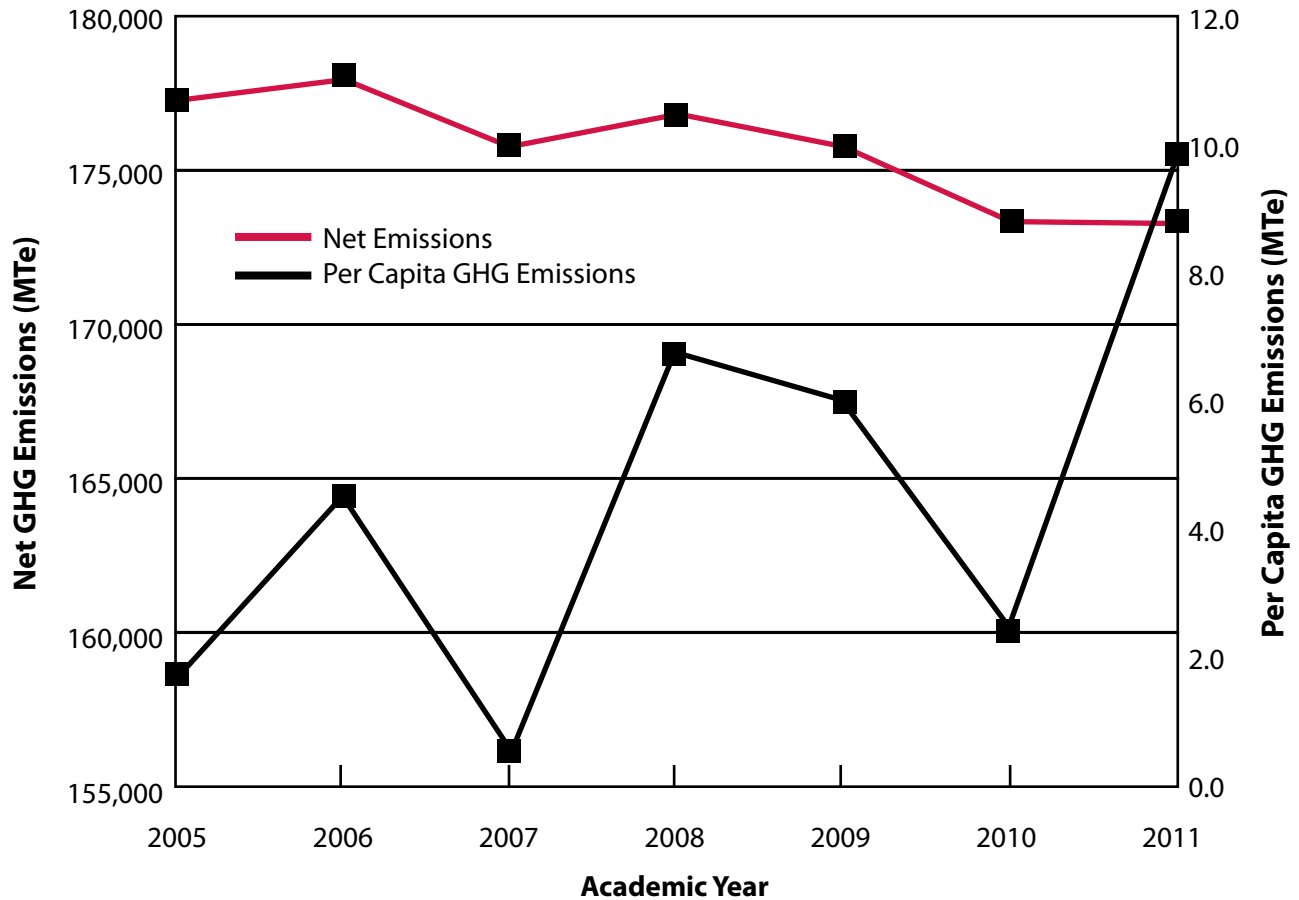


Figure 11-1: University of Arkansas net greenhouse gas emissions and with respect to total full-time equivalency student FTE in MTe for each year from 2005 through 2011.





Green Building Council. The Innovation Center at Arkansas Research and Technology Park was the first LEED-certified building in the state of Arkansas. The university's Nanoscale Science and Engineering Building was awarded LEED Gold rating. Four more design and development projects on campus have received recognition, and another nine are in construction and/or review (Table 11-2).

Even with all these sustainability initiatives across all aspects of life at the University of Arkansas, the university is just getting started. The provost and the associate vice chancellor for facilities created the University of Arkansas Office for Sustainability in 2012. Dr. Marty Matlock, a professor in biological and agricultural engineering in the Dale Bumpers College of Agricultural, Food and Life Sciences, was appointed executive director. He will manage the Sustainability Director and a staff of interns and undergraduate students to coordinate and amplify these broad activities across the University of Arkansas community. These coordinated activities will be the core for the Institute for Sustainability, an interdisciplinary administrative unit within the University of Arkansas that will provide focus and structure for all the many facets of sustainability within the campus community.

Sustainable design, management, and operations have been integrated into all aspects of University of Arkansas facilities. Facilities Management implemented a policy in 2004 requiring all new structures on campus to adopt criteria supporting Green Building Initiative and/or the Green Building Council goals; in 2006 this policy was amended to require all new buildings to meet at least two globes in the Green Building Initiative and/or LEED Silver status from the

**Table 11-2: Facility Sustainability Certifications at the University of Arkansas**

Facility	Certification Program	Rating	Year
Innovation Center	USGBC LEED	Certified	2004
Duncan Avenue Apartments	GBC Green Globes	One and two globes	2008
Enterprise Center	USGBC LEED	Silver	2010
Davis Hall	USGBC LEED	Silver	2012
Nanoscale Material Science and Engineering Building	USGBC LEED	Gold	2011
Hillside Auditorium	GBC LEED	Silver*	TBD**
Peabody Hall	GBC LEED	Silver*	TBD
Jean Tyson Child Development Study Center	GBC LEED	Silver*	TBD
Epley Center for Health Professionals	GBC LEED	Silver*	TBD
Vol Walker Hall	GBC LEED	Silver*	TBD
Ozark Hall	GBC LEED	Silver*	TBD
Hotz Hall	GBC LEED	Silver*	TBD
Football Center	GBC LEED	Silver*	TBD
Founders Hall	GBC LEED	Silver*	TBD

\*Registered, not yet certified, LEED Silver is the minimum campus standard.

\*\* To Be Determined

# 12 GOAL TWELVE

Establish and market a quality brand reputation for the university statewide, nationally and internationally.

## Progress toward goal:

Consistent with this goal, the Division of University Advancement — under the leadership of Vice Chancellor Brad Choate — has realigned personnel and added resources needed to properly position the University of Arkansas through strategic communication and brand management. The division is targeting three primary, interrelated audiences:

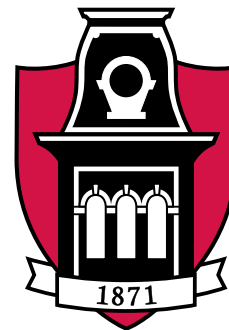
- Prospective students and those who influence them (e.g., parents, peers, and guidance counselors).
- Policy makers and opinion leaders, such as public officials; news media and mass media; business and industry leaders; taxpayers; and educators at all levels in Arkansas and beyond.
- The university's current and potential base of supporters including current students; current and retired employees; partners and clients; and alumni, donors, and friends.

Working with campus-based communications officers and staff, the division has determined that decisions, resources, and talents must be directed toward the following objectives:

- Making the University of Arkansas the postsecondary school of first choice for Arkansans.
- Demonstrating the university's role and function as a valuable partner, resource, and catalyst for Arkansas and her people.
- Establishing broader and deeper affinity and commitment to the university among its base of current and potential supporters.
- Increasing the university's state, national, and international reputation as one of the nation's premier public universities.
- Helping encourage and justify public and private investment in ways that sustain excellence and affordability.

The Division has taken the following steps to advance this goal and its related objectives:

- Hired new Associate Vice Chancellor for University Relations John Diamond to lead this effort.
- Organized personnel and resources to emphasize the strategic use of earned, owned, and paid media to advance institutional goals and objectives.



UNIVERSITY OF  
ARKANSAS®  
— THE YOU OF A —

- Adopted a research-based brand management and marketing theme centered on unique campus symbols and qualities as reflected in the phrase, “The YOU of A.”
- Initiated key themes to reinforce the university's mission and success as the state's flagship, land-grant university.
- Launched a radio campaign in Arkansas's three largest radio markets to raise awareness of the university's role in job creation and economic development.
- Launched an in-state television advertising campaign designed to reinforce, in the minds of key target audiences, the university's student-centeredness.
- Increased its communication with different audiences to increase engagement, using Web-based communication techniques to extend the reach of news, announcements, and achievements.
- Initiated a series of name recognition efforts in key out-of-state areas to enhance engagement and affinity with key constituencies and to enhance the university's national reputation.

In addition, each weekday, Arkansas Newswire — the daily online news source produced by and for the University of Arkansas — is updated with news and information about

research and scholarly pursuits, campus news, and information about events and activities. Every student and member of the faculty and staff with a uark.edu email address is automatically subscribed to the service. Off-campus subscribers include media, alumni, and friends, bringing the total number of subscribers to 34,300 people.

Colleges, schools, departments, and programs across campus update their websites and publish newsletters to keep a number of constituencies informed about the university, including but not limited to alumni, friends, foundations, corporations, and directors of state agencies as appropriate.



# 13 GOAL THIRTEEN

Foster the arts on campus and throughout the region.

*By 2021, the university aspires to have created and endowed a School of Visual and Performing Arts.*

## Progress toward goal:

The university has become an All-Steinway School, providing students and faculty with the highest quality pianos for instruction and performance. Only 113 colleges and universities in the world have attained this status.

- In summer 2013, the university will begin the conversion of the historic Field House into a performance hall, which will allow the Department of Music to increase dramatically the number of events it can host in an academic year. For the first time, the department will be able to accommodate large ensemble groups and sponsor clinics and other outreach initiatives — such as Wind Conducting, Orchestral Conducting, and Choral Conducting Symposia — which will attract professional educators and post-secondary music students from across the state and region. In addition, the department will be able to offer Musical Theater, Opera Scenes, more summer music festivals and camps, additional music camp activities, high school clinics, and faculty chamber orchestra concerts.
- The Stella Boyle Smith Hall on the University of Arkansas campus is an exceptionally good small hall for solo and small chamber ensemble performances, but the size of its stage and 220-seat capacity limit the range of performances and the size of audience it can accommodate.
- The chart at right shows the student ensembles whose rehearsal and performance needs require a larger stage and greater seating capacity — all of which will be met by the new performance hall.

The Public Arts Oversight Committee, made up of university faculty, staff, students, and community leaders, has created a Public Art Master Plan and actively moved forward with adding public art to campus. The first work of art commissioned is a sculpture created by Bryan Massey.



The work, which honors the legacy of Silas Hunt, has been installed and will be officially dedicated in fall 2012. Internationally renowned artist Mark Dion has designed the second piece of public art. He has made numerous visits to campus and has created a concept that has been approved and accepted by the university. A third public art concept has been created by Kendall Buster, and it will likely be installed in the atrium of Bell Engineering.

Fundraising efforts are under way to add both artists' work to the university campus. By 2021, the university hopes to have added 10 outdoor sculptures to the campus.

The university has a vibrant and mutually beneficial relationship with Crystal Bridges Museum of American Art. Dr. Bill Schwab, university professor of sociology and former dean of the Fulbright College of Arts and Sciences, acts as a liaison between the university and the museum and facilitates partnerships and joint projects with faculty and students

Student Ensemble	Members	Performances
University Symphony Orchestra	70	4
University Wind Symphony	70	4
University Symphonic Band	70	4
University Concert Band	65	2
University Campus Band	65	2
Schola Cantorum	50	4
Concert Choir	80	4
Inspirational Chorale	45	2
Percussion Ensemble	24	4
Steel Drum Ensemble	12	2
Saxophone Ensemble	20	2
Jazz Ensemble	25	4
University Opera	20	2
Totals	616	40

representing disciplines across campus. Examples include: history professor Jeannie Whayne serves as an adjunct curator of American History; journalism professor Larry Foley is producing *The Art of Crystal Bridges*, a documentary about the museum; the University Libraries are collaborating with the museum library to provide support for their online library catalog; art professors Leo Mazow and Alissa Walls Mazow provided content for the *Crystal Bridges* catalog; and Robert Lemming, who graduated in December 2011 with a Bachelor of Arts in Sculpture, interned at the museum during his final semester. The Department of Art and *Crystal Bridges* are planning to co-sponsor many lectures, visiting artists, and exhibits.

The University of Arkansas student gallery, sUGAR, located in downtown Bentonville, presented exhibitions in collaboration with the Departments of Art, Architecture, and Landscape Architecture. The sUGAR gallery is frequented by patrons of Bentonville's First Friday events, collaborates with Downtown Bentonville on community events, and has received funding toward events and programming from the Bentonville Advertising and Promotion Commission.

University Programs within the Division of Student Affairs is responsible for providing engaging events to expose students to various cultures, ideas, and entertainment. It is made up of various student committees, including the Cultures and Concepts Committee, which hosts lectures, awareness, and performing arts events highlighting cultural and current events. The Innovative Arts and Events Committee is responsible for the promotion of events encompassing film. The Coffeehouse Committee plans poetry slams, acoustic music events, and dramatic performances that are open to the public.

The Anne Kittrell Art Gallery, which is supported by University Programs and student fees, provides students with access to different professional exhibits throughout the year.

The Department of Art has also raised its visibility through increased print materials and social media attention, promoting events in the Fine Arts Gallery, the sUGAR gallery, and public lectures by visiting artists. It has also created an email list of more than 2,000 members announcing all of its public departmental events.

The Art Department spearheaded the 60th anniversary of the Fine Arts Center, showcasing and advertising public events, exhibitions and performances in music, drama, and art.

Last year, the Fine Arts Gallery hosted a wide range of exhibitions and events including Terry Rowlett: *At the Edge of Eden*; Leonard Freed: *Black in White America*; *Dreaming in Synthesis: An Experimental Collaboration* by students in the university's Master of Fine Arts program; *Drawing the Line: Utilitarian Pots*, a juried group show featuring work by artists from across the country; *Ozark Modern: Edward Durrell Stone's Fulbright Furniture*; Liz Ward: *Phenologies*; Master of Fine Arts Thesis shows by Hisae Yale and Szilvia Kadas (*Small Footprint*), as well as a split-oak basket-making demonstration by Terry Gibson, and a performance by artist and educator Dr.

Charles Garoian.

Professor Rembrandt Wolpert, historian of Tang China and ethnomusicologist, and Wu Man, world-renowned pipa virtuoso, collaborated on an international CD devoted to the art of the solo-pipa, a lute-like Chinese stringed instrument that has been played since the Qin and Han dynasties (221 BCE – 220 CE). The CD, titled *Immeasurable Light*, was released September 15, 2010. Both the *New York Times* and the *Epic Times* have featured full-length reviews of Wolpert and Man's collaborative work.

The Music Department hosts an annual Summer Chamber Music Series as well as more than 200 concerts each year.

Intercollegiate Athletics expands the reach of music across the state and region through its support of the Razorback Marching Band and its partnership with the Walton Arts Center.

The University Libraries offer prime exhibit space in Mullins Library for artists to exhibit their work. Frequently the libraries will interweave an art exhibit with complementary programming corresponding to a national theme or event, such as Black History Month.

Five university faculty and staff members serve on the Walton Arts Center Board of Directors. Current board members include Carolyn Allen, dean of the University Libraries; Dr. David Gay, University Professor of economics; Dr. Andy Gibbs, chair of the Drama Department; Mike Johnson, associate vice chancellor for facilities; and Judy Schwab, associate vice chancellor for administration and vice chair of the WAC board.

Faculty members Rex Weeks, Geosciences, and George Sabo, Anthropology, are actively involved in research on Native American rock art and work to promote the study and appreciation of this art locally, statewide, nationally, and internationally.

The School of Architecture assures that all students have the opportunity to learn how the built and natural environments contribute to the aesthetic and cultural life of campus and community by offering fine arts core courses in architecture and landscape architecture.

The school promotes similar awareness in the larger community through a public annual lecture series, working with the Central Arkansas Chapter of the American Institute of Architects, and the Arkansas Design Network to sponsor university lectures in Little Rock venues, including the Arkansas Arts Center, that extend the reach of the series across the state.

The Wallace W. and Jama M. Fowler House is home to the University of Arkansas chancellor and family and a venue to entertain alumni, friends, faculty, staff, students, corporate executives, foreign dignitaries, and government officials. Thanks to the generosity of alumni and friends of the university, the Fowler House now features a collection of more than 25 works of art by Arkansas artists. These works contribute to the elegance and beauty of the chancellor's residence and feature some of Arkansas's most talented artists.

# 14 GOAL FOURTEEN

Expand outreach through distance education and partnerships with other institutions.

## Progress toward goal:

The University of Arkansas aspires to be a leader in developing quality courses for online delivery to undergraduate and graduate students. In February 2012, Provost Sharon Gaber announced the realignment of Global Campus administrative units to focus on distance and continuing education and appointed Dr. Javier Reyes, an associate professor of economics and associate dean in the Walton College, to the newly created role of vice provost for distance education.

As technological advances in the classroom and training on course-support mechanisms such as Blackboard proliferate among the University of Arkansas classrooms, it is anticipated that more increases in online offerings will occur. By 2021, the university aspires to have developed independently — or in concert with other institutions within the University of Arkansas System — five Bachelor of Arts and/or Bachelor of Science degree programs.

Online course offerings have nearly tripled in the five years since 2006, with the largest percentage increases coming in the College of Education and Health Professions and the College of Engineering, according to a recent analysis commissioned by Provost Gaber.

The analysis shows that the number of students enrolling in online courses also grew during the 2009 to 2011 time period with the largest increase coming from students in the Fulbright College of Arts and Sciences as the college has moved to create more online options for on-campus students.

Based on the reported legal residence of the students, 78 percent of the students benefiting from online instruction from the University of Arkansas are Arkansas residents.

A sampling of distance education efforts:

- The Faculty Technology Center supports videoconferencing and provides technical instruction on topics such as the learning management system, Web conferencing, and capturing lectures electronically.
- The Graduate School of Business in Walton College continues to expand outreach to students at a distance. In 2010, the Professional Master of Information Systems program was converted to a hybrid, weekend program, similar in delivery to the Managerial Master of Business



Administration. This change has enabled the Graduate School of Business to increase services to these students including the recording of each course to allow instant viewing once the class session finishes.

- The Center for Management and Executive Education has expanded the distance education offerings by providing Employment Law to the United States Marine Corp, Life Cycle Analysis to consumer products and goods companies, and by currently working with faculty from Dalhousie University, Halifax, Nova Scotia, to deliver an executive mentoring program completely online.
- Changes to the Blackboard system have also improved services to both the Managerial MBA and the Professional MIS. The new Elluminate Live option allows distance students to work in teams regardless of their locations. Supplemental study sessions are recorded for both programs to aid students with learning difficult material. All distance students in the Walton College have 24/7 tech support for their courses and the program overall.
- The Master of Science in Operations Management

program in the College of Engineering awards more than 250 master's degrees annually, providing opportunities for students across the nation and active duty personnel on military bases in Arkansas, Tennessee, and Florida to receive a master's degree from the University of Arkansas. From July 2009 to July 2011, the number of classes being taken in this program grew from 2,570 to 3,375.

- The Master of Science in Engineering distance-learning program was redesigned since 2009 to complete online delivery.
- The Horticulture Department in Bumpers College is fully engaged with the Alliance for Cooperative Course Exchange in the Plant Sciences, sharing several greenhouse management courses with members of the alliance. Members in the alliance are Oklahoma State University, Louisiana State University, and Mississippi State University.
- The online Master of Agricultural, Food and Life Sciences program has maintained a steady enrollment for the agriculture emphasis area and increased significantly in the food safety and quality emphasis area.
- In 2011-12, the Department of Physics in the Fulbright College of Arts and Sciences offered College Physics I and College Physics II online for the first time and plans to expand online offerings of physics courses in the future.
- The Journalism Department in Fulbright College designed an online version of African Americans in Film in spring 2012.
- The Eleanor Mann School of Nursing at the University of Arkansas will offer an innovative distance education program beginning this fall in which students with a registered nurse license can earn a Bachelor of Science in Nursing degree. This program will be delivered online through the University of Arkansas Global Campus. The program will substantially expand the number of registered nurses prepared at the baccalaureate level.

The University of Arkansas continues to promote and enable its outreach and service functions through a number of state and national programs, through the offering of courses online to students both on and off the campus, and through formal partnerships with other universities around the world.

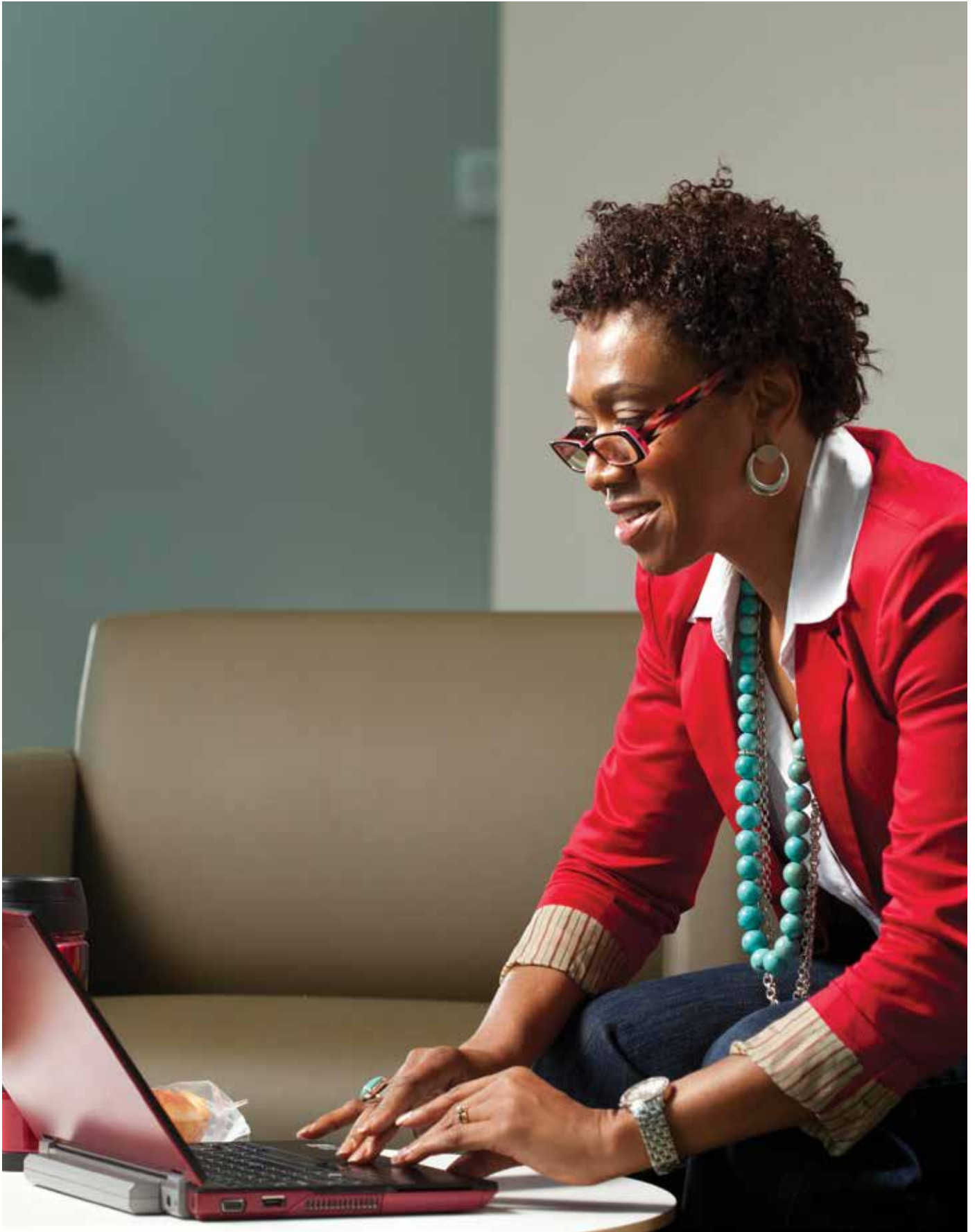
From creative writers in the public schools and the Arkansas Delta Oral History Project to study abroad programs in the arts, architecture, and information systems technology, the University of Arkansas is expanding the reach of its students and faculty throughout the state and across the globe.

A sampling of the university's partnership and outreach efforts:

- One of the university's longest standing global partnerships is the Fay Jones School of Architecture program in Rome. The Rome Study Center fosters partnerships with American peer institutions as well

as its peers in Rome. The School of Architecture has articulated agreements with Auburn University, Philadelphia University, Rensselaer Polytechnic Institute, and Louisiana State University, all of which offer courses through the center. The Rome Study Center also enjoys relationships with Universita Roma Tre and Universita Roma Una La Sapienza in Italy.

- Since the summer of 2009, the College of Engineering has established dual degree programs with four other institutions: Pulaski Technical College, Fort Valley State University, Crowder Community College, and Water Resources University in Hanoi, Vietnam, bringing its total number of dual degree programs to nine.
- The Walton College of Business has been engaged in both short-term and semester- or year-long programs around the globe. The college has held international business seminars in Brazil, Greece, and India; worked on community development in Belize; and offered summer study abroad courses in Germany for M.B.A. students. Longer-term projects include programs with Aarhus School of Business, Denmark; Toulouse Business School (ESC), France; Jonkoping School of Business, Sweden; and Universidad de Carlos III de Madrid, Spain.
- The Department of Art in Fulbright College has initiated a semester-long exchange program for Master of Fine Arts students in ceramics with Tainan National University of the Arts in Tainan, Taiwan.
- The libraries at the four-year institutions within the University of Arkansas System collaborated to license selected journals published by Reed Elsevier in its Science Direct. A collective investment of \$1.4 million in research journals supports programs in science, technology, and medicine at the six campuses and contributes significantly to each library's cost savings.
- The Community Music School of the University of Arkansas hires students as clinicians and teachers for public school music students, and the school is pursuing a partnership with the Fayetteville Boys and Girls Club so that U of A students can teach students who may not have access to lessons. Music faculty members often visit public schools to teach and conduct clinics and serve on many of the boards of local arts and music groups.
- The Associated Student Government hosted the annual SEC Exchange student government conference in January 2012. During this three-day conference, six students from each SEC institution shared student government ideas, formulated initiatives, and developed leadership skills.
- The Food Science Department in the Bumpers College has recently signed an agreement with NorthWest Arkansas Community College to promote education in the Culinary Arts.
- The Psychology Department in Fulbright College has partnered with the Community Clinic, a federally





qualified health center, and Peace At Home, a domestic violence shelter, to provide student training as well as to help expand service offerings to the community.

- The Department of English, in addition to supporting the Writers in the Schools project, sponsors highly successful study abroad programs in writing in Galway and in theater in London.
- Sponsored by the holder of the Brown Chair in English Literacy, the Arkansas Delta Oral History Project reaches out to rural populations all over the Arkansas Delta, recording narratives about the lives of Arkansas people. University students work with high school students in the Delta to record the history of the Delta and bring the students to campus for readings and discussion about their work.
- The School of Law has a regular series of digital video conferences with law schools and universities in Ukraine, Moldova, and Lithuania. There have been more than 50 such conferences in the past three years, with a focus on fostering the rule of law in emerging democracies.
- The David and Barbara Pryor Center for Oral and Visual History is dedicated to documenting Arkansas's

rich cultural history by collecting the "living memories" of Arkansans who have been witness to various aspects of the state's past. It seeks to preserve these memories in audio and visual formats and make them available to scholars and researchers of the state's heritage. The center's collections are augmented by the written record and manuscript collections that give an in-depth view into Arkansas's past.

- The university is in the final stages of completing an agreement that will provide the Pryor Center a new location. The location will give the center more office and studio space, offer the public easy access to many of the treasures in the center's archives, and provide a "store front" opportunity for the Pryor Center to be more visible to the public.
- The Osher Lifelong Learning Institute at the University of Arkansas is a peer-led learning community that encourages adults 50 and over to come together and share intellectual and cultural interests. Courses and events cover thought-provoking and wide-ranging topics from global events to the arts, from history to health science research, and from important local concerns to worldwide issues of the day.

# 15 GOAL FIFTEEN

Grow public support and the endowment through enhanced relationships with constituents and sound investment strategies.

*By 2021, the university aspires to grow its endowment to at least \$2 billion and to have named and endowed every college and school across campus.*

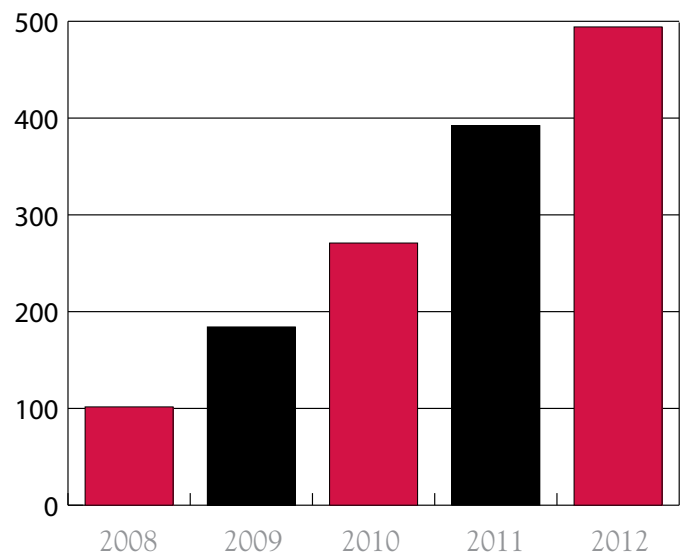
## Progress toward goal:

### Public Support

State policymakers play an increasingly critical role in determining whether the university can fulfill its purpose as a center for educational excellence, technological advancement, cultural enrichment, and economic progress within Arkansas. Without full funding of the Arkansas Higher Education Coordinating Board formula for two- and four-year colleges and universities, the U of A will continue to operate on a budget shortfall that threatens its position as a regionally and nationally competitive institution of higher learning. Overall funding from the state has remained virtually flat for the past six years due to an ongoing recession and other pressing State needs. As a result, state appropriations currently fund the university at only 75 percent of the level deemed necessary by the Higher Education Coordinating Board, down from 85 percent in 2008.

Even as the gap between necessary and actual funding widens, the U of A has experienced record growth in student enrollment. Serving these students and fulfilling the promise of a world-class educational experience at an affordable cost have demanded innovative thinking and initiatives. One such initiative — the New Arkansan Scholarship Program — provides a tuition rate higher than the in-state rate but lower than the standard out-of-state rate to above-average students in our region (This program is discussed in more detail in Goal 3). The program has attracted large numbers of high-achieving students from neighboring states. Many of these students will choose to remain in Arkansas after graduation and contribute to a more vibrant and dynamic Arkansas economy. In the meantime, the extra revenue they bring to the U of A has helped the university somewhat offset shortfalls in state funding.

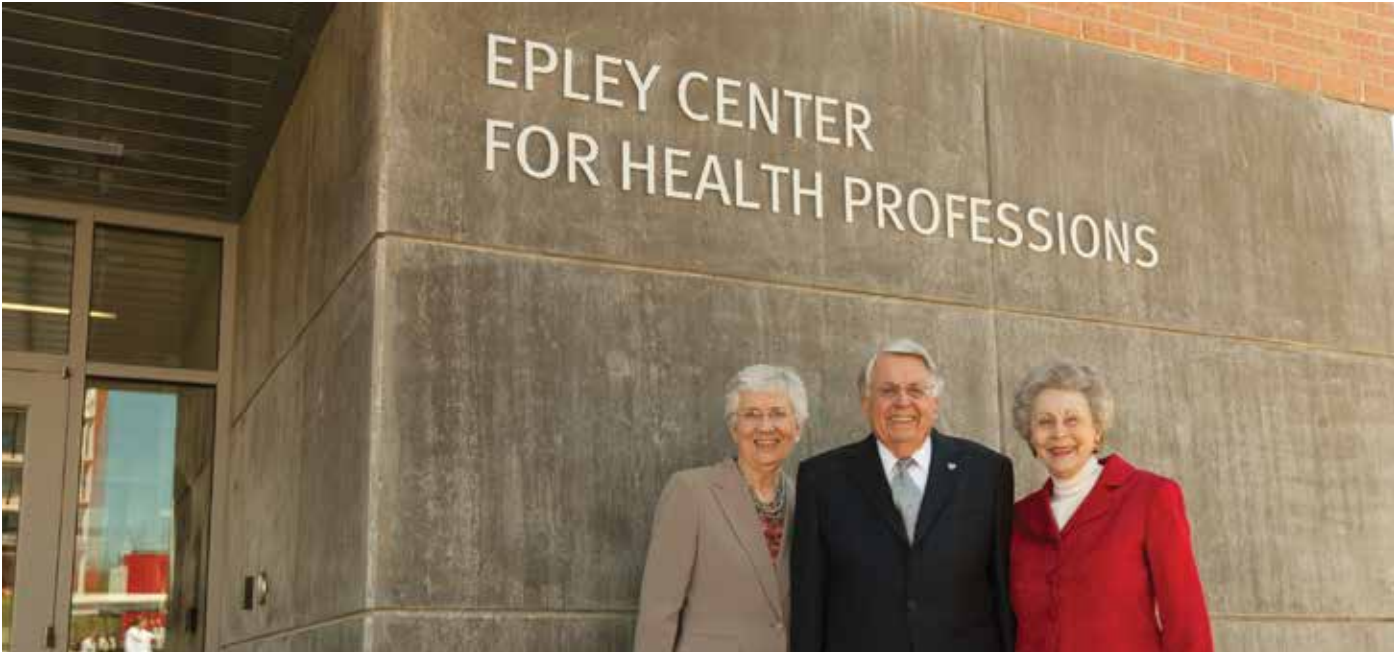
Such offsets are not nearly sufficient to make up for lagging public support, however. The direct result has been moderate



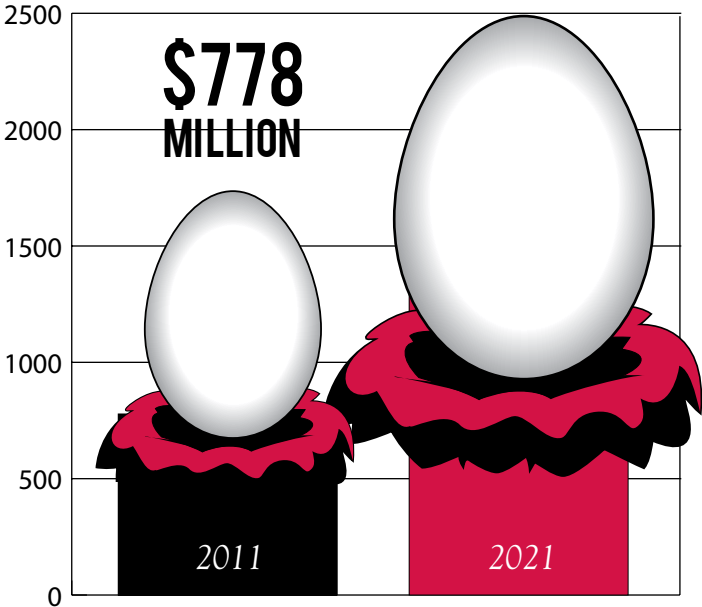
The University of Arkansas has raised **NEARLY \$500 MILLION** in private gift support since 2008

*Table 14, Page 61*

tuition increases over the past few years — a solution that unfortunately has the unintended consequence of making it more difficult for Arkansas families to afford a college education for their children, thus undermining a critical facet of the university's mission. As such, it is urgent that the U of A and its supporters push policymakers for a more sustainable solution. For example, if agreement could be reached for both State support and tuition to rise by 2 to 3 percent each (approximately the inflation rate), some of the burden would be lifted from current students while increasing the university's education and general operating budget by a total 2 to 3 percent.



**\$2.5  
BILLION**



The University of Arkansas will have **AN ENDOWMENT OF \$2.5 BILLION** by 2021

Table 15, Page 61

Two unique programs are hampered by a lack of any dedicated State funding. Efforts are under way to gain non-formula funding status and recommendations for Garvan Woodland Garden and for the David and Barbara Pryor Center for Arkansas Oral and Visual History. The Arkansas Research and Education Optical Network, a University of Arkansas-based statewide high-speed network that serves all of higher education in Arkansas, also needs a more stable state funding stream.

A defensive effort in the coming legislative session likely will be trying to maintain the option of using an alternative delivery method for large construction projects. This process has proven much more cost effective than the traditional low-bid option in producing quality buildings with fewer delays, cost overruns, and other complications.

To address the challenges addressed above, the university has stepped up its efforts to convince policymakers of the importance of investing in the state's flagship campus. Vice Chancellor for Government and Community Relations Richard Hudson — in coordination with Chancellor Gearhart, other members of the leadership team, faculty, and students — spends a great deal of time in Little Rock working with legislators, the governor's office, and various state agencies to make the case for the University of Arkansas. Many alumni and friends — including those who are members of the University of Arkansas Advocacy Network — also play a very important role in garnering public support for the institution by actively making the case for the university's students, faculty, and programs throughout the year. During legislative sessions, legislative updates and alerts are posted at <http://capwiz.com/uaadvocacy/home/>. The link also provides an online form that allows Arkansas residents to identify and directly contact their legislators.

## Private Support

The university has been preparing for a comprehensive campaign for the past several years. Significant work has gone into identifying strategic objectives, organizing the Advancement staff, training staff throughout the university, and recruiting volunteer leadership. While the campaign goal will not be determined and announced for several years, the university is moving forward aggressively to increase philanthropic support to achieve the identified strategic priorities.

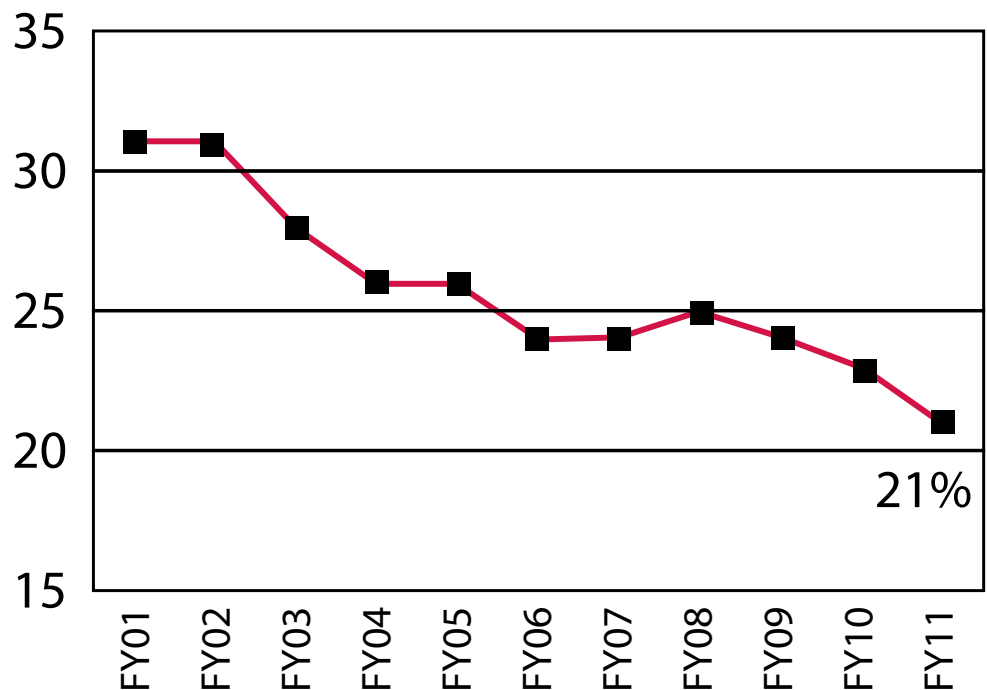
During the 2010-11 fiscal year, University Development raised \$121.3 million in private gift support, a 40 percent increase over the previous year. Those results represent the third largest fundraising total reported ever at this institution and the largest outside of a capital campaign. Of the \$121.3 million, \$22.2 million, or 18 percent, went toward increasing the university's endowment. This impressive growth nearly doubled the 9.3 percent increases in endowment support produced in each of the previous two fiscal years. In all, more than \$500 million has been raised in private gift support since the close of the Campaign for the Twenty-First Century in June 2005.

The university has experienced tremendous growth in its endowment since 1998. The total has increased from \$142 million at the end of that year to \$778 million at the close of the 2011 fiscal year. Endowment totals from 1998 to 2011 by fiscal year are as follows:

- 1998: \$142M
- 1999: \$220M
- 2000: \$245M
- 2001: \$234M
- 2002: \$214M
- 2003: \$546M
- 2004: \$626M
- 2005: \$686M
- 2006: \$763M
- 2007: \$877M
- 2008: \$859M
- 2009: \$627M
- 2010: \$669M
- 2011: \$778M

The chart below illustrates the growing importance of private gift support due to the decline of state support over the last 10 years.

Percentage  
of total  
**REVENUE**  
provided  
through  
state  
funding



Intercollegiate Athletics and the Razorback Foundation Inc. also had a record-breaking year in fiscal year 2010-11, raising more than \$23.06 million through the foundation. The

annual fund grew by \$6.64 million, or 64.5 percent, and net membership numbers grew by 2,185.

# TABLES

Table 1

	Fall							Goal	Goal
	2000	2006	2007	2008	2009	2010	2011	2015	2021
Freshman ACT avg	24.8	25.5	25.8	25.7	25.8	25.8	25.7	26.0	26.0
HSGPA	3.52	3.58	3.59	3.59	3.60	3.55	3.56	3.60	3.65

Table 2

Enrollment	Fall	Fall						Goal	Goal
	2000	2006	2007	2008	2009	2010	2011	2015	2021
Undergraduate	12,550	14,350	14,948	15,426	15,835	17,247	19,027	17,650	20,000
Graduate & Law	2,846	3,576	3,700	3,768	4,014	4,158	4,172	4,400	5,000
Total	15,396	17,926	18,648	19,194	19,849	21,405	23,199	22,050	25,000
New Transfer	987	1,063	1,100	1,098	1,250	1,395	1,568	1,600	1,800
New Freshmen (degree-seeking)	2,283	2,784	2,899	3,011	2,919	3,810	4,447	3,350	3,700

Table 3

College Enrollment Goals	Fall						Goal	Goal
	2006	2007	2008	2009	2010	2011	2015	2021
Agriculture, Food and Life Sciences	1,604	1,615	1,675	1,772	1,793	1,872	2,188	2,748
Architecture	369	397	422	450	582	560	415	415
Arts & Sciences	6,825	7,105	7,208	7,280	7,740	8,421	7,716	8,172
Business	3,346	3,435	3,593	3,579	3,711	4,082	4,247	4,897
Education & Health Professions	2,978	3,166	3,305	3,628	4,079	4,372	4,186	5,122
Engineering	2,079	2,195	2,265	2,421	2,776	3,133	2,538	2,795
Grad Interdisciplinary	192	188	191	199	196	182	235	281
Independent Study Credit Courses (Global Campus)	93	134	123	112	121	164	125	150
Law	440	413	412	408	407	413	420	420

Table 4

	2005	2006	2007	2008	2009*	2010	2011	Goal	Goal
								2015	2021
Total AR Population	2,701,431	2,810,872	2,834,797	2,855,390	2,889,450	2,915,918	n/a	n/a	n/a
Minority AR Population	530,179	562,174	541,757	548,693	561,103	569,090	n/a	n/a	n/a
AR Percent Minority	20%	20%	19%	19%	19%	20%	n/a	n/a	n/a
University Minority	2,126	2,167	2,383	2,488	2,841	3,314	3,820	3,530	5,000
University Percent Minority	12%	12%	13%	13%	14%	15%	16%	16%	20%

\* Federal definition of Race/Ethnicity changed beginning 2009

# TABLES

Table 5

Minority Enrollment	Fall	Fall							
	2000	2004	2005	2006	2007	2008	2009*	2010	2011
African American	965	981	982	946	1,023	1,025	n/a	n/a	n/a
American Indian or Alaskan Native	307	352	327	328	361	375	n/a	n/a	n/a
Asian or Pacific Islander	412	458	445	446	472	505	n/a	n/a	n/a
Hispanic	223	298	372	447	527	583	n/a	n/a	n/a
<b>Total Minority</b>	<b>1,907</b>	<b>2,089</b>	<b>2,126</b>	<b>2,167</b>	<b>2,383</b>	<b>2,488</b>			
Non-Resident Alien							n/a	n/a	n/a
Unknown							n/a	n/a	n/a
Caucasian							n/a	n/a	n/a
African American	n/a	n/a	n/a	n/a	n/a	n/a	1,040	1,128	1,246
American Indian or Alaskan Native	n/a	n/a	n/a	n/a	n/a	n/a	331	337	315
Asian	n/a	n/a	n/a	n/a	n/a	n/a	486	508	562
Hawaiian or Pacific Islander	n/a	n/a	n/a	n/a	n/a	n/a	13	19	21
Hispanic and any other race	n/a	n/a	n/a	n/a	n/a	n/a	699	861	1,068
Two or More Races	n/a	n/a	n/a	n/a	n/a	n/a	272	461	608
<b>Total Minority</b>							<b>2,841</b>	<b>3,314</b>	<b>3,820</b>
Caucasian	n/a	n/a	n/a	n/a	n/a	n/a	15,672	16,813	18,098
Non-Resident Alien	n/a	n/a	n/a	n/a	n/a	n/a	1,156	1,163	1,191
Unknown	n/a	n/a	n/a	n/a	n/a	n/a	180	115	90

\* Federal definition of Race/Ethnicity changed beginning 2009

Table 6

	2000	2006	2007	2008	2009	2010	2011	Goal	Goal
								2015	2021
6-Year Graduation Rate	45%	56%	58%	58%	59%	58%	59%	66%	70%
Freshman Retention Rate	82%	83%	83%	81%	83%	83%	83%	85%	88%
Bachelor's Degrees Awarded	1,889	2,198	2,382	2,343	2,494	2,604	2,958	3,050	3,650
Graduate & Law Degrees Awarded	958	1,270	1,194	1,241	1,236	1,326	1,390	1,450	1,650
Total Degrees Awarded	2,847	3,468	3,576	3,584	3,730	3,930	4,348	4,500	5,300

Table 7

Biennial State Funding Formula Recommendations	2005 FY	2007 FY	2009 FY	2011 FY	2013 FY
Full Formula Funding (millions)	\$130.9	\$147.0	\$152.1	\$158.2	\$197.3
State Appropriation (millions)	\$99.3	\$110.7	\$119.7	\$120.9	\$122.30
Full Formula Funding Gap (millions)	\$31.6	\$36.3	\$32.4	\$37.3	\$75.0
Percent of Formula Funded	76%	75%	79%	76%	62%
Biennial funding recommendation date	8/4/04	8/4/06	7/25/08	7/30/10	7/27/12

Source: Arkansas Higher Education Coordinating Board agenda books

## TABLES

Table 8

	2000 AY	2006 AY	2007 AY	2008 AY	2009 AY	2010 AY	2011 AY		
Undergraduate Study Abroad Participants	370	508	554	571	589	535	493		
	2006 AY	2007 AY	2008 AY	2009 AY	2010 AY	2011 AY	Goal 2015	Goal 2021	
Percent of Graduating Seniors who have studied abroad during their college career	13.1%	14.2%	18.7%	16.8%	17.2%	15.4%	20%	25%	

Table 9

	Fall					
	2006	2007	2008	2009	2010	2011
Student to Faculty Ratio	17:1	17:1	17:1	17:1	18:1	18:1
Percent of Classes Below 20 Students	37%	35%	33%	31%	28%	29%

Table 10

Tuition & Fees Arkansas Resident	2006-07 AY	2007-08 AY	2008-09 AY	2009-10 AY	2010-11 AY	2011-12 AY	2012-13 AY
Undergraduate	\$5,808	\$6,038	\$6,400	\$6,460	\$6,768	\$7,174	\$7,554
Graduate	\$7,398	\$7,708	\$8,142	\$8,190	\$8,558	\$9,042	\$9,474
Law	\$9,740	\$10,145	\$10,712	\$10,772	\$11,286	\$11,932	\$12,514

Table 11

Tuition & Fees Non-Arkansas Resident	2006-07 AY	2007-08 AY	2008-09 AY	2009-10 AY	2010-11 AY	2011-12 AY	2012-13 AY
Undergraduate	\$13,942	\$14,492	\$15,278	\$15,338	\$16,000	\$17,606	\$18,434
Graduate	\$16,248	\$16,906	\$17,802	\$17,850	\$18,604	\$20,026	\$20,928
Law	\$19,512	\$20,303	\$21,379	\$21,438	\$22,422	\$24,528	\$25,652

Table 12

	2006 AY	2007 AY	2008 AY	2009 AY	2010 AY	2011 AY
Average Debt of Undergraduates	\$18,172	\$19,248	\$19,439	\$20,171	\$21,562	\$23,111

Table 13

	2000 FY	2005 FY	2006 FY	2007 FY	2008 FY	2009 FY	2010 FY	2011 FY	Goal 2015	Goal 2021
Research Awards (millions)	\$49.1	\$59.6	\$72.3	\$57.6	\$66.2	\$64.1	\$82.3	\$74.1	\$75.0	\$90.0
Research Expenditures (millions)	\$75.9	\$108.0	\$109.6	\$113.8	\$115.4	\$117.4	\$113.9	\$120.0	\$175.0	\$250.0
Federal Research Expenditures (millions)	\$21.9	\$35.6	\$34.4	\$38.8	\$33.1	\$33.2	\$33.7	\$37.6	\$55.0	\$80.0
ARTP Companies	n/a	26	28	30	31	29	30	35	50	70
ARTP Company Jobs	n/a	254	283	213	238	182	202	256	750	1250
Subcontracting to UA (millions)	n/a	\$0.465	\$0.644	\$1.45	\$1.50	\$0.5	\$0.4	\$0.5	\$5.0	\$7.5
Total Economic Activity (wages + expenditures) (millions)	n/a	n/a	n/a	n/a	n/a	\$22.8	\$39.8	\$30.9		

## TABLES

Table 14

Gift Support	2005 FY	2006 FY	2007 FY	2008 FY	2009 FY	2010 FY	2011 FY	Goal	Goal
								2015	2021
Total Giving (millions)	\$236.4	\$92.0	\$106.0	\$101.6	\$82.6	\$86.7M	\$121.3	\$125.0	\$150.0
Gifts to Endowments (millions)	\$57.2	\$15.5	\$14.6	\$14.0	\$6.9	\$8.1	\$22.2	\$25.0	\$30.0
Number of Gifts	52,911	52,739	50,131	50,375	62,832	73,299	77,406	55,000	60,000
Number of Donors (households)	25,538	26,053	25,322	26,009	32,194	41,650	42,430	30,000	35,000
Alumni Giving (as % of total addressable alumni)	21%	20%	19%	19%	21%	26%	28%	28%	33%

Table 15

Gap to Top 10% of SREB	2006 AY	2007 AY	2008 AY	2009 AY	2010 AY	2011 AY	Goal
							2021
Professor	23%	22%	21%	22%	24%	23%	0%
Associate Professor	17%	14%	19%	19%	20%	18%	0%
Assistant Professor	22%	18%	15%	15%	13%	11%	0%

Gap to SREB Average	2006 AY	2007 AY	2008 AY	2009 AY	2010 AY	2011 AY	Goal
							2015
Professor	12%	11%	11%	11%	13%	9%	0%
Associate Professor	8%	5%	7%	7%	8%	7%	0%
Assistant Professor	12%	8%	2%	0.5%	0%	1%	0%

Table 16

Faculty Demographics: Race	Fall					
	2006	2007	2008	2009*	2010	2011
African American	33	33	31	n/a	n/a	
American Indian or Alaskan Native	10	11	10	n/a	n/a	
Asian or Pacific Islander	49	50	55	n/a	n/a	
Caucasian	770	769	817	n/a	n/a	
Hispanic	10	13	14	n/a	n/a	
Non-Resident Alien	43	40	46	n/a	n/a	
Unknown	13	13	14	n/a	n/a	

African American	n/a	n/a	n/a	30	31	35
American Indian or Alaskan Native	n/a	n/a	n/a	9	9	8
Asian	n/a	n/a	n/a	56	58	69
Hawaiian or Pacific Islander	n/a	n/a	n/a	0	0	0
Hispanic and any other race	n/a	n/a	n/a	13	17	20
Two or More Races	n/a	n/a	n/a	9	10	11
Caucasian	n/a	n/a	n/a	807	830	860
Non-Resident Alien	n/a	n/a	n/a	46	46	44
Unknown	n/a	n/a	n/a	13	25	40

\* Federal definition of Race/Ethnicity changed beginning 2009



## TABLES

Table 17

Faculty Demographics: Gender	Fall					
	2006	2007	2008	2009	2010	2011
Male	613	602	646	646	659	697
Female	315	327	341	337	367	390
% Female	34%	35%	35%	34%	36%	36%

Table 18

Faculty Demographics: Title	Fall					
	2006	2007	2008	2009	2010	2011
Professor	342	350	354	350	360	366
Associate Professor	209	216	220	220	218	217
Assistant Professor	135	131	168	159	170	170
Instructor	117	125	141	145	161	212
Lecturer	125	107	104	109	117	122
Total	928	929	987	983	1026	1087

Table 19

Faculty Headcount by College/School	Fall					
	2006	2007	2008	2009	2010	2011
Agriculture, Food and Life Sciences	155	148	168	163	161	161
Architecture	22	23	23	24	30	31
Arts & Sciences	409	409	436	432	457	504
Business	99	96	99	107	107	116
Education & Health Professions	107	113	116	114	124	124
Engineering	98	99	100	100	101	103
Law	38	41	45	43	46	48
Total	928	929	987	983	1,026	1,087

Table 20

	2005	2006	2007	2008	2009	2010	2011	Goal	Goal
	FY	FY	FY	FY	FY	FY	FY	2015	2021
Endowment Value (millions)	\$692	\$793	\$877	\$859	\$627	\$669	\$778	\$1,500	\$2,500

# CONTRIBUTING ADMINISTRATORS AND BOARD OF TRUSTEES

## Board of Trustees of the University of Arkansas

Mike Akin  
Stephen A. Broughton, M.D.  
John C. Goodson  
Sam Hilburn  
Ben Hyneman  
David H. Pryor  
Jane Rogers  
John Tyson  
Jim A. von Grempp  
Mark Waldrip

## University of Arkansas System

Dr. Donald R. Bobbitt                      President

## University of Arkansas Executive Committee

G. David Gearhart	Chancellor
Brad Choate	Vice Chancellor for University Advancement
Sharon L. Gaber	Provost and Vice Chancellor for Academic Affairs
Richard Hudson	Vice Chancellor for Government and Community Relations
Jeff Long	Vice Chancellor for Intercollegiate Athletics and Director of Athletics
Donald Pederson	Vice Chancellor for Finance and Administration
Daniel J. Pugh	Vice Provost for Student Affairs and Dean of Students
Charles F. Robinson	Vice Provost for Diversity Affairs
Judy Gregson Schwab	Associate Vice Chancellor for Administration
Gloria P. Sutherland	Executive Assistant to the Chancellor

## Associated Student Government

Victoria Pohlner	President 2012-2013
Michael J. Dodd	President 2011- 2012
Billy Fleming	President 2010-2011
Mattie Bookhout	President 2009-2010
Carter Ford	President 2008-2009

## Chancellor's Administrative Policy Council 2011-2012

G. David Gearhart	Chancellor
Michael D. Abbiatti	Executive Director, ARE-ON
Carolyn H. Allen	Dean, University Libraries
Jeremy M. Battjes	Chair, Staff Senate
Brad Choate	Vice Chancellor for University Advancement
John N. Diamond	Associate Vice Chancellor for University Relations
Ro DiBrezzo	Vice Provost for Academic Affairs
Michael J. Dodd	President, Associated Student Government
Sharon L. Gaber	Provost and Vice Chancellor for Academic Affairs
Stephen Gahagans	Director of University Police
David E. R. Gay	Chair, Faculty Senate
Melissa Harwood-Rom	Associate Vice Provost for Student Affairs and Senior Associate Dean of Students
Richard Hudson	Vice Chancellor for Government and Community Relations
Michael R. Johnson	Associate Vice Chancellor for Facilities Management
Timothy A. Kral	Chair, Campus Faculty
Stacy L. Leeds	Dean, School of Law
Beverly R. Lewis	Associate Vice Chancellor for Intercollegiate Athletics
Jeff Long	Vice Chancellor for Intercollegiate Athletics and Athletic Director
Mike Macechko	Associate Vice Chancellor for Alumni and Executive Director, Arkansas Alumni Association
David O. Martinson	Associate Vice Chancellor for Business Affairs
Suzanne McCray	Vice Provost for Enrollment and Dean of Admissions
Debra K. McLoud	Interim Associate Vice Chancellor for Human Resources
Robert C. McMath	Dean, Honors College
Donald Pederson	Vice Chancellor for Finance and Administration
Bruce Pontious	Associate Vice Chancellor for Development
Daniel J. Pugh	Vice Provost for Student Affairs and Dean of Students
James M. Rankin	Vice Provost for Research and Economic Development
Pauline M. Rankin	Interim Dean, Global Campus
Robin A. Roberts	Dean, J. William Fulbright College of Arts and Sciences
Charles F. Robinson	Vice Provost for Diversity Affairs
Ashok Saxena	Dean, College of Engineering
Jean E. Schook	Associate Vice Chancellor for Financial Affairs
Judy Gregson Schwab	Associate Vice Chancellor for Administration
Jeff Shannon	Dean, Fay Jones School Architecture
Todd G. Shields	Dean, Graduate School and International Education
Thomas Smith	Dean, College of Education and Health Professions
Gloria P. Sutherland	Executive Assistant to the Chancellor
Kathy L. van Laningham	Vice Provost for Planning
Michael E. Vayda	Dean, Bumpers College of Agricultural, Food and Life Sciences
Kayln Williams	Intern, Office of the Chancellor
Dan L. Worrell	Dean, Sam M. Walton College of Business
Robert E. Zimmerman	Associate Vice Chancellor for Information Technology





UNIVERSITY OF  
**ARKANSAS**  
— THE YOU OF A —