

September 26, 2016

Faculty, Staff, and Students:

With the 2016-17 academic year in full swing, I wanted to first say thank you to everyone for helping jumpstart the fall semester with creativity and collaboration during Welcome Week and/or your participation in Professional Development Week.

My hope is that you share my passion that UAM will continue to be a University where individual passions fuel a collective purpose—student success. We have some great momentum and I appreciate the ongoing efforts of individuals whether it be reviewing data, serving on teams, developing new teaching methods to help our student achieve... and more.

During my first few months, I updated you on a number of items that were outlined in my 120-Day Plan (see attached) which was finalized with Dr. Bobbitt after I accepted this position. I am confident that together we can build on what we have already accomplished.

We are looking at ways to minimize communications via email and explore other channels since I have heard from so many of you that email is overused and inboxes are flooded on a day to day basis. Therefore, please plan to visit my website <http://www.uamont.edu/pages/office-of-the-chancellor/messages-from-the-chancellor/> periodically in order to review future updates from me. I will strive to have a new communication posted 2-3 times during the semester and keep you informed on our important work.

Thank each of you for what you do for our community and students every day.

Karla Hughes, Ph.D.
Professor and Chancellor

STRATEGIC 120 DAY ACTION PLAN

INITIAL ACTION

ACTION	PROGRESS	COMMENTS
Identify key individuals for initial meetings.	Complete	Transition team and others helped in identification process.
Senior leaders summary of SWOT analysis in order to create a foundation and initial course for first 30 days	Complete through several discussions prior to arrival at UAM.	Interim chancellor/transition team chair was essential in this process.
Develop detailed agenda for key meetings in first 30 days.	Complete	Chancellor, chief of staff, and work of transition team helped in developing agenda plan.

FIRST 30-DAYS

ACTION	PROGRESS	COMMENTS
Listening tour with alumni, community leaders, student leaders, faculty and staff governance.	<p>Chancellor had ongoing meetings and phone conferences in this area but in the first 30 days had completed/attended the following:</p> <ul style="list-style-type: none"> • Coffee hour for first day greetings from chancellor. • Listening tours of all university academic programs, departments, and staff divisions, including Crossett and McGehee campuses (<i>these completed ahead of the 45 day timeline</i>). • Attended Crossett Advisory Board meeting. • Spoke at Crossett Economic Development Council reception. • Interviewed by KARD FOX 14/KTVE NBC 10. • Attended first Board of Visitors meeting and reception for chancellor. • Met with Melissa Rust at UA System to prepare for meetings with key legislators. • Luncheon with Dr. Tim Chase, key alumni and community leader/ agreed for UAM to host ARMOM (Arkansas Mission of Mercy—dental clinic for indigent). 	Transition team and former interim chancellor assisted in suggesting community leaders and events to attend.

	<ul style="list-style-type: none"> • Attended McGehee Advisory Board meeting. • Met with Board of Visitors via face to face or phone conferences. • Greeted Congressman Bruce Westerman when visiting UAM School of Forestry and Natural Resources. • Attended Twenty for the Future meeting to discuss UAM projects for Washington DC fly-in. • Attended Monticello Chamber of Commerce meeting to discuss Arkansas broadband initiatives. • Guest speaker at Warren Rotary club. • Attended Arkansas Political Science Association conference banquet to meet and greet Chris Masingill, co-chairman, Delta Regional Authority. 	
Tour facilities to determine needs of UAM.	In progress.	Mr. Jay Jones, vice chancellor of finance and administration, and Mr. Chester Ashcraft, director of physical plant is assisting with tour and input in key areas such as upgrades needed, safety, osha, etc. There will be a follow-up meeting after all tours are complete.
Review marketing.	Completed through series of meetings and listening tours with key stakeholders.	Determined that UAM will need a more strategic focus in the area of marketing with dedicated staffing resources. Decisions via a committee have not yielded desired results. UAM will also need to develop a strategic plan so that marketing efforts will align with the new vision and plan.
Review emergency crisis plan.	Reviewed and determined that we have no emergency relocation plan, no completed pandemic plan, and need active shooter training.	Active shooter training date scheduled for this summer. Pandemic plan for classes to continue as blackboard shells are constructed for every course this fall, and in progress of building a space utilization plan which will align with relocation plan.
Meet with Board of Visitors.	Has attended the first meeting of spring semester in January and has visited with each either face to face or via phone.	Chancellor learned a lot of history and background that helps as she moves forward.
Conclude meetings with academic departments.	Completed within first 30 days.	
Conclude meetings with staff divisions—custodians, administrative, assistants, etc.	Completed within first 30 days.	

Initiate discussion regarding retention and completion with key stakeholders.	Completed	EAB initiative was introduced and well received.
Complete marketing transition plan.	<p>Completed:</p> <ol style="list-style-type: none"> 1. Met with marketing committee. 2. Met with director of media services. 3. Met with executive council; it was determined that transitional plan to suspend marketing committee and develop advisory board in the interim was best course of action. 4. Marketing advisory board established with director of media services as chair, and members include the social media coordinator from IT and videographer from school of forestry and natural resources. 	Transition plan is in place; need to rebrand the university has been established.
Evaluate advancement plan.	Completed after several discussions with current interim vice chancellor for advancement and university relations and system president.	Determined need for associate vice chancellor of alumni and communications strategies. Target implementation date, September 1, 2016.
Review budget and calculate projections.	Completed through series of unit budget hearings and follow-up meetings with budget steering committee in finance and administration as well as executive council discussions.	Determined need to begin hearings earlier in 2017-18 process.
Listening tour with key alumni and community leaders.	<ol style="list-style-type: none"> 1. Guest speaker at Dumas Chamber of Commerce. 2. Guest speaker at Monticello Rotary club. 3. Met with alumni Caitlin O'Neal to discuss UAM marketing. 4. Introductory meeting with Governor Asa Hutchinson and Dr. Don Bobbitt. 5. Met with alum Jerry Poole in Maumelle, AR. 6. Met with UAPB Chancellor Alexander to discuss viability of ROTC partnership. 7. Met with Trent Garner from senator Tom Cotton's office. 8. Met with Arkansas Mission of Mercy steering committee regarding plans to host dental event. 9. Met with several mayors at the technical assistance for mayors meeting. 10. Met with Scott Barrilleaux, CEO of Drew Memorial Hospital. 11. Guest speaker at Monticello Chapter AB of P.E.O, international women's philanthropic educational organization. 12. Met with Dr. Jim Roiger, former dean of Computer Information Systems; endowed three scholarships. 13. Toured SEACBEC and guest speaker at Bradley County Economic Development Council. 14. Met with Cliff Gibson. 	

Review data collected including collection process (channels, calendar cycles for collection, assessment process, etc.	Completed review and in process of developing routines for various collections. Calendars are in process.	It was determined during the course of this review that there were several deficiencies in the area of data collection within our enrollment unit. A transitional restructuring plan was developed for enrollment management with new leadership as well as moving the unit to student affairs. Further review also indicates that EAB will enhance our data review efforts.
--	---	--

60- 90 DAYS

ACTION	PROGRESS	COMMENTS
Listening tour with key alumni and community leaders.	<ol style="list-style-type: none"> 1. Attended Twenty for the Future Washington DC fly-in. Meetings included Senator Boozman, Senator Cotton, Congressman Westerman, Congressman Hill, Congressman Womack, and Delta Regional Authority. 2. Guest speaker at Crossett Rotary. 3. Met with alumni Randy Risher. 4. Met with ADHE chair, Dr. Brett Powell. 5. Met with Board of Visitors chair, Gregg Reep as an update meeting. 6. Met with Jonalyn Reep, director of SEACBEC to discuss potential partnerships. 7. Toured UAM property, Taylor House, and discussed status with architects. 8. Attended UAM's hosting of Arkansas Mission of Mercy (ARMOM) and evening appreciation dinner. 9. Met with Representative Jeff Wardlaw. 10. Met with John Lipton, former Speaker of the House. 11. Met with alumni Theodus Luckett. 	
Attended GAC Presidents' meeting.		Yearly meeting.
Review budget and calculate projections.	Spoke at ADHE budget hearings to explain UAM budget requests.	Budget approved.
Evaluate advancement plan.	Discussions with current interim.	Determined that no additional vice chancellor would be needed, but to enhance strategic fundraising and communication efforts, an associate vice chancellor would be needed to oversee key areas.

Review all job descriptions/leadership capacity review.	All vice chancellors have reviewed and identified areas void of job descriptions. Job descriptions are being updated.	Due to magnitude and scope of work, it was determined that UAM would begin with vice chancellors and their direct reports first. During this review, it was also determined that marketing and media services needed to be housed within alumni and advancement and aligned with information technology for social media purposes, therefore, UAM will be hiring an associate vice chancellor for alumni and communications strategy reporting to the vice chancellor for finance and administration and advancement.
Facilitate emergency crisis tabletop exercise.	Two abbreviated drills were conducted with executive council during summer discussions.	It was determined that UAM is in need of a space inventory as well as a space relocation plan.
Develop a framework for an internal leadership program.	Discussions are ongoing in this area.	It was determined that with many of our potential candidates for this program are working at capacity through current service on work teams to support ongoing initiatives. The program will begin in the next two years.

90-120 DAYS

Revisit retention and strategy committee and retention plan.	Student success initiative core group developed with additional members including faculty added for work in fall.	EAB Team conducted first campus visit with second visit slated for Spring 17.
Attend career readiness meetings.	UAM has a vital role to play in future initiatives as career readiness has increased role in economic development.	
Continue to conduct media interviews.	Interviews with various media including Monticello media and KTSS TV in Hope, Arkansas.	
Continue to meet with other Chancellors and educational representatives to explore UAM partnerships.	Met with former Arkansas Department of Education, Director, Mr. Brett Powell and the new Director, Dr. Maria Markham and some Chancellors in the UA System. Met staff and toured El Dorado High School in El Dorado, Arkansas.	
Attend various campus events.	Delivered comments at athletic fundraisers, UAM Welcome Week and Professional Development Week.	Work teams were formed to revise Welcome Week and Professional Development Week to meet the needs of various units and to focus on the student success as a central theme.