



INTERNATIONAL FAITH AND SPIRIT AT WORK AWARD APPLICATION
DUE DATE: APRIL 30, 2011

Name of Organization: _____ **The University of Winchester** _____

III. The Application

Applications require a written description of the organization and a description of how they meet the criteria (see below). Please type your responses to the items below into this MS Word Document. Applications must contain sufficient background information so Committee members can make informed choices. All applications must be submitted **by email** to **Judi Neal, jneal@walton.uark.edu**. **If there are any questions, please contact her by phone at +1 479-575-3721.**

The contact person cited on the application must make themselves available for questions should FSW Selection Committee members require more information.

1) Basic Data:

a) Name of Organization (can be a division of a larger organization):

The University of Winchester

b) Date of founding:
1840

c) Number of employees
(Note: Small Business – 20-99 employees; Medium to Large Business – 100 or more employees):

930 (fte)

d) Nature and scope of business:

Provider of Higher Education from Foundation Degree to PhD.

e) Location(s):

Winchester UK

f) Website address (if applicable)
<http://www.winchester.ac.uk>

2. Contact Information

a) Contact Person's Name:

Professor Elizabeth Stuart

b) Position:

Senior Pro Vice-Chancellor

c) Phone:

01962 827535

d) Email:

Elizabeth.Stuart@winchester.ac.uk

e) Cell phone:

f) Mailing Address:

**The University of Winchester
Sparkford Road
Winchester
SO22 4NR**

Please provide full contact information for a back-up contact person in case we cannot make contact with you for any reason.

g) Backup Contact Person's Name:

Helen Rowland

h) Position:

Executive Officer to the Vice Chancellor

i) Phone:

01962 827263

j) Email:

Helen.Rowland@winchester.ac.uk

k) Cell phone:

07841 070688

l) Mailing Address:

**The University of Winchester
Sparkford Road
Winchester
SO22 4NR**

Note: It is essential that all this contact information be provided so that we can follow up with you.

3. A Brief Description of Your Organization:

a) What are the vision and mission; philosophy and core values of your organization?

The University of Winchester is a values-driven institution which offers excellent programmes of study sustained by teaching and research of the highest quality.

Our mission:

'To educate, to advance knowledge and to serve the public good'

Our values:

We value freedom, justice, truth, human rights and collective effort for the public good. The plans and actions of the University of Winchester are founded in these ideals together with the following values:

Intellectual freedom

Intellectual freedom and its appropriate expression are at the heart of our business.

Social justice

We seek to embody social justice and develop our students as effective and fulfilled global citizens. They will be prepared to challenge the status quo and will have the strength to stand up for what they believe to be true.

Diversity

We delight in diversity.

Spirituality

We celebrate our Christian foundation encouraging those living within the Christian faith, whilst also welcoming those who live within other faiths and those who have no faith.

Individuals matter

The wellbeing of individuals is important, as are their opinions and views.

Creativity

Permeability, agility and imagination are central to our thinking: we endeavor to act as a crucible for the generation and exchange of knowledge.

The University is a member of the UN Global Compact.

b) How does your organization define “Faith” and/or “Spirituality”. How do you talk about the “vertical” and “horizontal” dimensions of faith and spirituality?

The University of Winchester was founded by the Church of England in 1840 and that foundation continues to inform and influence all that we do. We understand Christianity to be hospitable, diverse and inclusive and therefore welcome students and staff of all faiths and those with none. We delight in diversity. In our Christian Foundation Strategy we say that the University values religious ways of knowing which we define as *ways of interpreting and engaging with the world that are informed by faith(s), religious practice, spirituality and/or mystical experience*. We seek to offer the opportunities to explore religious ways of knowing through: a) academic study of theology, religion, spirituality and ethics through our degrees in Theology and Religious Studies and through non-credit bearing opportunities to deepen religious literacy. Our innovative degree in Modern Liberal Arts asks the big questions of life. All our validated programmes have to demonstrate engagement with our Christian Foundation Strategy. Our research centre, the Centre of Religions for Reconciliation and Peace set up in partnership with Religions for Peace and St Ethelburga’s Centre for Reconciliation and Peace undertakes research in conflict and conflict resolution which involves religion. b) worship and reflection offered through our chaplaincy and faith groups and through art and music. We have an ecumenical chapel, a Muslim prayer room, a cosmic walk, a peace and reconciliation garden and we plan to build a meditation room. We are investing in art which reflects our foundation. We hold Foundation Lectures given by prominent speakers which are open to all and which explicitly address religious issues. We have recently introduced spirituality at work events into our staff development programme. Our graduation ceremonies take place in Winchester Cathedral. Our Foundation Music organisation offers a range of inclusive activities across the institution and in the community which both reflect and enrich our foundation e.g. every year they organise a Space for Peace event at Winchester Cathedral which brings together cantors, choirs, singers for a large range of religious traditions including Baha’i, Buddhism, Christianity, Hinduism, Islam and Judaism to commemorate Holocaust memorial day and to pray for peace. The choirs begin and end the event singing together and then disperse throughout the cathedral and sing out of their own tradition simultaneously. This perfectly models the University’s approach to faith and spirituality. Our Anglican foundation provides the structure in which we create a hospitable space for faith and spirituality to be expressed, celebrated, discussed and interrogated. c) through public service and community engagement – we are a small University with a big heart, We encourage all our staff and students to engage in volunteering. Staff are able to undertake volunteering activities in work time and students are able to undertake volunteering for academic credit. In addition to partnerships with a number of local charities and volunteering agencies we have well developed links with projects in the Gambia, Ghana and Uganda. At our Open Days we tell our prospective students that we want to develop their

academic skills and employability but also their compassionate intelligence. We want to nurture students and staff who want to change the world for the better. We want our graduates to be people who are characterised by a justified confidence in their own abilities and the courage to stand up for what they believe to be true.

c) How do you handle concerns about diversity of religions and what boundaries do you set around employees trying to convert each other, or in any way making others uncomfortable? To what degree do employees have a choice about participating in faith/spirituality in the workplace activities? To what degree are employees able to express their own faith and spirituality? Is there any form of faith or spirituality that is excluded from the organization? If you are a faith-based organization, please explain how you honor your faith traditions while maintaining values of inclusiveness.

To date we have not had to deal with any issues regarding the celebration of the diversity of belief and worship at the University. It is in the nature of higher education to respect freedom of belief and speech within an intellectually challenging context. We seek to create a reflective and critical environment with mutual respect at its heart. We affirm the right of students and staff to hold religious and spiritual beliefs and the right of their colleagues to question those beliefs. The University has an equal opportunities policy and it produces guidance to staff and students on religion or belief discrimination which includes information on legislation, different types of discrimination and what to do if harassment occurs. All religious activities that take place in the University are voluntary activities and no staff or students are pressured into participating in any religious activity. We seek to encourage staff and students to express their beliefs and to engage in dialogue and constructive debate with colleagues on religious issues. We expect all our staff and students to abide by our anti-discrimination, equal opportunities and dignity at work policies and would not tolerate the expression of belief that contravened these. The University is an Anglican foundation. We honour our Anglican heritage. Our Vice-Chancellor is required to be a practising member of the Church of England or of a Church in communion with that Church or of a Church which is a member of Churches Together in England. Nine of our twenty-five governors are Diocesan appointments. Our University chaplain is an Anglican priest and official religious services of the University are conducted according to Anglican rites. All meetings of the Board of Governors and Foundation Committee begin with prayer. The chaplain is assisted by associate chaplains from other Christian traditions. We hold our graduation ceremonies in Winchester Cathedral. We have a Foundation Committee which oversees our engagement with our foundation and a Christian Foundation Strategy which directs that engagement. Foundation lectures explore contemporary religious issues as do lecture series run in partnership with Winchester Cathedral. Our Institute of Theological Partnerships offers University of Winchester validation to suitable programmes run by a variety of Christian bodies including the Diocese of Winchester, New Testament Assembly, Sarum College and the Southern Theological Education and Training Scheme. All these serve to root the institution firmly in our foundation but, as we believe that it is in the nature of our foundation to be inclusive, diverse and hospitable, we see and feel no tension between affirming our foundation and encouraging and delighting in the diversity of religions and spiritualities found among our staff and students. One leads to the other. Unlike some universities in the UK we have not experienced any tension between different faith groups. We do not conceive of faith as something to be frightened of for the difficulties it may cause but to be embraced and explored for the wisdom it brings, the understanding between peoples it generates and the potential it has to create peace and reconciliation as well as violence and conflict.

4. Core Application:

The response to this section should be the heart of the application. What policies, programs, or practices explicitly promote or enable expressions of faith and spirituality at work? "At work" refers to your workforce. For the purpose of this award, the Committee is more interested in how your workforce is treated but we also want to hear about your customers and clients. Your application will not be sufficient if your practices do not include your employees. Explain the nature and scope of the organization's activities; when these practices were implemented and by whom; relevant background; public visibility; etc. Finally do you believe these programs will be sustainable over time? If so why?

a) Description of policies, programs or practices:

The University has a mission: To educate, to advance knowledge and to serve the public good. The manner in which it pursues this mission is values driven. Our published values are: intellectual freedom, social justice, diversity, spirituality, individuals matter, creativity. Our mission and our values are rooted in and spring from our foundation. The current University Strategic Plan is structured around the three elements of our mission and makes clear statements about the outworking of that mission and its values:

The University seeks to serve the spiritual needs of its students and to promote the discussion of values and purpose in all endeavours. Our Church Foundation is reflected in our commitment to widening participation in higher education and the enhancement of individual life chances. We will reach out to groups not traditionally represented with particular care in overcoming disadvantage and promoting equality, social justice and social mobility.

We will provide an education which develops the whole person and work to ensure that our students have the best possible prospects when they leave us. Our graduates will be characterised by their desire and ability to take enterprising and innovative decisions and their willingness and confidence to take leadership roles in their communities. Together we seek to enhance lives, communities, disciplines and professions.

As noted above our Christian Foundation Strategy requires that our curriculum engage with our mission and values. We have some excellent examples of such engagement: Our Business School has signed up to the UN Principles of Responsible Management Education (PRiME) and has opened a research centre in responsible management. Our Theology and Religious Studies department runs a module which involves a trip to Chennai, India – half of the time is spent in study at Loyola University and half in voluntary work with non-governmental organisations. In teacher education some of our students are able to do some of their teaching practice in the Gambia in schools with which we have partnerships. The Soma Proper Lower Basic School has a special relationship with the University of Winchester. Two years ago the University donated a sum of money as part of the Hampshire Millennium Project which was used to build a new classroom as well as bedrooms for volunteers. More recently, the University launched the Hampshire Diamond Jubilee Gambia Project which involves schools across Hampshire helping to raise £20,000 to renovate two classrooms in the Soma School and enhance facilities for girls studying at Tahir School in the Gambia. All our BA Primary students (student teachers) are welcomed to their programme through a series of spirituality-based workshops run in conjunction with Winchester Cathedral. Our Performing Arts students stage an annual play involving both students and prisoners in Winchester Prison. Our MA in Theatre and Media for Development students work with NGOs across with the world in community-changing projects. These projects have ranged from the restitution of traditional identity through story-telling

on a Cree reserve in Canada, to a three year engagement with the training of trainers for the Kibera Community Youth Programme in Nairobi, to a recent project addressing the causes and consequences of gang culture among teenagers in Hampshire. Our Journalism students have the opportunity to participate in The Innocence Project working on real cases where a miscarriage of justice is suspected.

Our foundation and values drive us towards encouraging widening participation in higher education and over 50% of our students are classified as 'underrepresented' by the Office of Fair Access. We have particular initiatives (scholarships and support) to encourage care leavers, young carers and asylum seekers into higher education with excellent retention rates for students with these backgrounds.

Our Staff Development Policy recognises that our staff are our most precious resource. We want to care for and nurture them professionally, personally and spiritually and involve them in our mission. The Staff Development Policy expresses the University's commitment to enhancing the skills and knowledge of our staff. Our Staff Development Programme includes sessions on personal development and on spirituality. The spirituality sessions tackle areas such as Exploring Vocation, Prayer Styles in a Busy World, Spiritual Intelligence and Supporting Staff and Students in a Multicultural, Multifaith Environment. A recent Management Away Day focused on Spirituality at Work and was led by Brian Draper, author of *Spiritual Intelligence*. Staff well-being is crucial to the success of the University. We seek to protect them against any form of harassment or discrimination through the policies mentioned in Section 3 above. Furthermore, staff have access to the full range of medical, personal and spiritual support offered to our students. We run an Employer Supported Volunteering Scheme which allows all full-time and fractional staff to spend up to the equivalent of one full working day each leave year on volunteering activities. Staff can either volunteer individually or as part of a team. Recently one of our lecturers won a Social Entrepreneurship Award for an innovative community scheme which provided 100 Christmas meals for elderly guests in partnership with Age Concern through people pledging to cycle ten miles with him on a tandem – 100 miles for 100 meals.

Staff can play a full part in our chaplaincy and religious activities. A staff prayer group meets once a week. We are also working to introduce more art which reflects our foundation into the institution.

Both staff and students benefit from our values-driven catering policy. We believe we are the only university in the UK to offer entirely free-range meat and eggs in all our catering. We say that we Cater for LIFE because we endeavour to use Local suppliers, we are Independent caterers, Fair because we are a Fairtrade University and use many Fairtrade products in our catering, and Ethical because we encourage sustainable life choices and embrace good practices in our operation such as reducing food miles, promoting recycling and efficient waste management. The University of Winchester won the prestigious Good Egg Award in 2009 and the Good Chicken Award in 2010 from Compassion in World Farming. We have a Fairtrade fortnight every year. Staff and students are involved in our values driven approach to the environment with departments encouraged to enter for national Green Impact Awards. In 2010 Winchester Student Union was ranked by the National Union of Students as the greenest in England in the Sound Environmental Impact Awards, and received the Ecologist Communications Award 2010 for a short awareness raising film about students and their environmental impact. We recently placed 28 out of 137 universities in the Green League (a rise of 38 places). We host Winchester Action for Climate Change and recently hosted an international conference on transitional universities.

b) What has been the effect of policies, programs, or practices on stakeholders? Stakeholders include employees, owners, customers or clients, suppliers, communities in which business has a presence, etc. A separate attachment with verbatim testimonials is allowed. Please email this attachment separately and limit to 4 pages (in addition to the maximum of 12 pages on the Application):

In a recent Staff Survey, 90% of our staff recorded that they enjoyed their work at the University, 68% said they were given sufficient flexibility to secure a work/life balance, 81% said that they were proud to work at the University and 77% said that they identified with the mission and values of the institution. In 2009 we took part in a Quality of Working Life Survey with results benchmarked against the UK Higher Education sector as a whole. We outperformed the sector by some margin in the percentage of our staff who recorded that they were satisfied with their job (64%, the sector average is 51%).

Student satisfaction is high according to the National Student Survey 2010– 97% in Dance, 96% in History, 95% in Social Work, 92 % in American Studies and Education and 91% in Sport. Winchester’s History, Sports Studies, and Creative Writing were ranked in the top 10, and Business Management and English appeared in the top 25 universities for overall satisfaction.

In 2010 we conducted a Community Leaders’ Perception Survey to measure our impact on our host communities. Ninety-two percent of those surveyed agreed that the University is an important part of the local community, with our cultural offering, volunteering opportunities and cultural events scoring highly in their estimation.

The staff and student testimonials attached reveal staff who believe that they can bring their faith into their work environment in a positive manner. Faith and spirituality are respected and taken seriously. They also reveal an institution which they understand to live out its mission in its concern for vulnerable and low participation students. Students testify to the value placed upon faith and spirituality in the institution and the institution’s concern for their well-being.

The references from stakeholders reveal an institution which they believe to be embedded in their community, passionate about social justice and passionate about spirituality – please see separate attachment.

c) What has been the effect of policies, programs, or practices on nominee's business success? Please say how you feel these programs have helped you. For example: Has it contributed to growth? Has it improved employee retention? Please provide statistics whenever possible.

We are known as a university with a distinct mission and feel and we believe that this has impacted positively on our ability to attract students. Last year we had a 22% increase in applications and this year we have had a further 14% increase (against a national rise of 5%). In 2005 we attracted 181 international students; in 2010 we had 436 international students registered. We retain our students. With a dropout rate of 12% this is well below the national sector average for our subjects and entry grades.

Our employee retention is also good with an average staff turnover of below 10%.

But above all we feel that it is our reputation which has benefitted from these policies. *The Times Good University Guide* says this about the University:

Winchester stresses its 'human scale', with fewer than 6,000 students and an emphasis on providing a supportive community for students to unlock their potential.

Successive finishes around the top 30 in the National Student Survey suggest that the approach has struck a chord . . . Students value the close-knit atmosphere.

The Sunday Times Good University Guide reported:

First impressions A small University with big ambitions.

Worst feature You get a workout whether you want one or not thanks to all the steep hills.

Facilities Always developing — a new building has opened each of the three years I've been here.

Deal clincher Being a small University with a family atmosphere means it's easier to stand out.

The *Complete University Guide* ranked Winchester in the top 20 of new universities. In this guide we rank top nationally for Social Work in terms of student satisfaction. American Studies, Archaeology and Sports Science are ranked in the top ten.

We have recently been designated an outstanding provider of primary teacher-training by the Office for Standards in Education, Children's Services and Skills which recognised the part that the institution's foundation and values plays in this provision. The Quality Assurance Agency which inspects all our other programmes last audited the institution in 2009 and having expressed confidence in the quality of our provision commended among other things our distinctive support for care leavers.

We have twice been nominated and shortlisted for the Times Higher Education Awards University of Year award (2005 and 2009) and shortlisted for their awards for Outstanding Leadership and Management Team (2010), Excellence and Innovation in the Arts (2010) and Outstanding Contribution to Sustainable Development (2010).

We are members of the Talloires Network which is an international association of institutions committed to strengthening the civic roles and social responsibilities of higher education and in 2009 we won third place in the MacJannet Prize for Global Citizenship for our prison theatre project. Included in the citation is the following:

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Some prisoners who have participated in the program have even gone on to study at the University of Winchester after their release, including Louis Nelhams. According to Nelhams, "In jail you have to put up a front," and Playing for Time helped break this down and let him express himself. The program benefits not only the prisoners, but also the prison staff. According to Annie McKean, the program manager, "Prison Governors have always been supportive of the work, acknowledging its value and have grown even more enthusiastic over the years," adding, "We are encouraged by a positive shift in attitude by some officers who can see the value and speak positively about seeing the prisoners as people with talent and not just a name and number." Thus, the Playing for Time Program provides a unique model of community engagement with a focus on a particular population (prisoners) that benefits not only this population and the students involved, but society as a whole.

Dr Annie McKean, who runs this programme, was awarded the MBE in the Queen's New Year Honours List in 2010. Further honours have been bestowed by Her Majesty on staff at the University: Professor June Boyce-Tillman, Professor of Applied Music and former Director of Foundation Music, was awarded the MBE by the Queen in 2009 and Professor Joyce Goodman who is Dean of the Faculty of Education, Health and Social Care where our teacher training is based will receive the MBE from the Queen in June 2011.

We are also gaining a reputation in the area of spirituality at work. Professor June Boyce-Tillman attends the Spirituality in the Workplace group which meets several times a year in Douai Abbey and she has presented work to them. We currently supervise two PhD theses in the area of spirituality at work and are in the process of setting up a Doctorate of Business Administration in Spirituality at Work.

Our distinctive mission and values enable us to attract high profile speakers to the University including, Mervyn King the Governor of the Bank of England who commended our interest in business ethics and responsible management, former government minister Baroness Shirley Williams, Reverend Dr Jeffery John, Dean of St Albans Cathedral, Sir Peter Michael, Founder of Classic FM, humanitarian and author Terry Waite, Trevor Bayliss, inventor of the wind-up radio, Philip Lymbery, Chief Executive of Compassion in World Farming and TV presenters Alex Langlands and Alan Titchmarsh.

The impact of our policies and approach is probably most evident in response to the recent cuts in Higher Education in the UK. While other universities responded with redundancy schemes and restructuring, our values made us pause, absorb the cuts for as long as we could and then we then moved into a voluntary severance scheme. We have not yet had to move into widespread compulsory redundancies. This demonstrates the impact of our values upon the manner in which we do our business.

Our values have also impacted on our discussions on what tuition fees to charge our students.

These facts along with the high levels of student and staff satisfaction as noted in the previous section we feel are due to and reflect our distinctiveness as a values-driven Christian foundation which values religious ways of knowing and spirituality.

d) How has the organization been a model or inspiration for others companies in your industry or outside of it? For example, is your CEO often asked to speak at industry conferences and does he or she speak explicitly about faith/spirituality?

The Vice-Chancellor and Senior Pro Vice-Chancellor were recently asked to participate in the Higher Education Funding Council Religious Literacy Leadership project and the Vice-Chancellor was appointed a Religious Literacy Champion. The Vice-Chancellor has just been elected Deputy-Chair of the Cathedrals Group of universities in the UK and will succeed to the chair later this year. Staff and students from across the University participated in a Higher Education Funding Council project on Securing Distinctiveness conducted by the Leadership Foundation which examined how faith based values:

- Contribute to the student experience
- Support a positive working environment for staff; and
- Shape partnerships and community engagement

We were the first English University to develop a degree in Modern Liberal Arts and others have since followed in our footsteps. In 2010 *The Guardian* declared Liberal Arts 'to be the next big thing' in UK higher education and acknowledged our pioneering of the degree.

The Vice Chancellor was elected to the Vacancy in See committee for the Diocese of Winchester in 2011.

In David Watson's forthcoming book *The Engaged University* (Routledge 2011) the University of Winchester is featured and profiled under the title 'Reinventing Liberal Education'. In writing of our foundation, mission and values Watson notes:

The Vice-Chancellor, Professor Joy Carter, speaks of "an inclusive Christianity," and the evidence is strong of theological, religious and ethical concerns being pursued by the University across a very wide spectrum. The VC described how the University's mission has developed "with the grain of its constitution" in an open and imaginative way. Particularly important has been the evolution of the "Foundation Committee" (a body representing the major internal and external stakeholders reporting to her and the Governors on strategic options) towards an inquiring and away from a defensive posture. . . . Size (or the lack of it) does matter. Community representatives spoke of how accessible the University was, particularly the senior team, and how willing to discuss their programmes and priorities. Staff spoke with pride about initiatives led by the colleagues, often in entirely different parts of the institution. Students regarded themselves as not just benefiting, but also being responsible for an ethos of care. Professor June Boyce-Tillman summed this up as the role of the University in "enabling the wider society to understand itself more fully." She has made a number of major contributions in this direction over 20 years in the institution, notably the development of "Foundation Music." . . . It also demonstrates the power of a chief executive (the Vice-Chancellor) taking direct responsibility for the civic and community aspects of the institutional mission. Professor Carter described her initially uncomfortable reaction to the self-description of the University she had been invited to lead as "permeable." "Now, I know exactly what they meant," she said, and "we *are* permeable" (as a geologist this was not going to be a term she would use uncritically). . . There is the set of questions about a faith foundation making its

way in a diverse and widely-networked modern world. The choice of liberal higher education as means of doing so is a brave and confident solution.

5. Stakeholder References

A minimum of two references are recommended. Stakeholders may be owners, employees, suppliers, customers, strategic partners, community representatives, or environmental representatives, who are not leading your Faith/Spirit at Work initiatives but can attest independently and genuinely to at least one of these:

- Vertical and horizontal dimensions of Faith/Spirituality demonstrated by the organization
- The explicitly spiritual project, policy or practice being acknowledged
- Any impact this person/group has observed resulting from the organization's Faith/Spirit at Work program, policies, practices, etc.

Please include name, contact information and the relationship to the applicant.

The two references are from:

1. **The Very Reverend James Atwell, Dean of Winchester Cathedral (contact via his PA: helen.oxford@winchester-cathedral.org.uk)**
2. **Paul Williams, Chief Executive, Winchester Area Community Action (pwillians@wcac.org.uk)**

6. Sources of additional information on the applicant:

Here you may mention documents which you attached to the email containing this application but which are not part of this application. You may also list websites that can be accessed by the committee if needed.

Our Strategic Plan, values statement and Christian Foundation Strategy may be found at:

<http://www.winchester.ac.uk/Freedomofinformation/Publicdocuments/Pages/Publicdocuments.aspx>

Our standing in Liberal Arts :

<http://www.guardian.co.uk/education/2010/jan/19/liberal-arts-degrees>

Independent University guides:

<http://www.thecompleteuniversityguide.co.uk/league-tables/rankings>

http://www.timesonline.co.uk/tol/life_and_style/education/good_University_guide/article2166814.ece

http://www.timesonline.co.uk/tol/life_and_style/education/sunday_times_University_guide/article4775596.ece

IV. Submitting an Application

Applications shall include the information requested above (see Items #1- 6) and can be submitted via email to: Jneal@walton.uark.edu