
BOLD ASPIRATIONS
The Strategic Plan Annual Report 2013

KU
THE UNIVERSITY OF KANSAS
IN ANY STRATEGIC PLANNING PROCESS, there comes a time when a university steps forward from what we plan to do to what we are doing. At the University of Kansas, we have made that step forward in the second year of our strategic plan, Bold Aspirations.

Across our campuses in Lawrence and Overland Park, Bold Aspirations has become a part of everything we do as a public, international research university and member of the Association of American Universities.

Whether it is a day-to-day decision on hiring or the transformation of our undergraduate curriculum, the goals and strategies of Bold Aspirations are the guide for our students, our faculty, and our staff. They tie together our multidisciplinary research efforts, our remaking of doctoral education, and an overhaul of how we operate that could save millions of dollars.

Bold Aspirations includes six broad goals — comprising 22 strategies with 61 specific steps — and we’re proud to report we’ve made progress in all of them. With each step, we make tremendous gains toward our mission of educating leaders, building healthy communities, and making discoveries that change the world.

We are pleased to present this annual report for the Lawrence and Edwards campuses and share stories that illustrate how KU is becoming a model for higher education.

Bernadette Gray-Little
Chancellor

Jeffrey S. Vitter
Provost and Executive Vice Chancellor
Roy A. Roberts Distinguished Professor
GOAL 1-A: 
ESTABLISH A NEW KU CORE CURRICULUM FOR ALL UNDERGRADUATE STUDENTS

By focusing on learning outcomes rather than courses, the KU Core prepares our students for lifelong learning and success — regardless of degree.

The KU Core is our first university-wide undergraduate curriculum and the biggest transformation of the University of Kansas undergraduate degree program in decades.
Student Ellen Leinwetter is an intern at Mix 93.3, a radio station in Kansas City, Mo.
All University of Kansas undergraduate students will share the same academic experience, pursuing and achieving learning outcomes that build skills, knowledge, values, and creativity, and prepare students for a lifetime of learning and success.

The KU Core connects students with our unique undergraduate experience by encouraging engaged and experiential learning. We are one of the few public Association of American Universities (AAU) institutions to specifically include life-changing experiences like study abroad, undergraduate research, internships, and community projects in our undergraduate curriculum.

The focus on experiential learning opens up myriad opportunities to students in any major. Students fulfilling the KU Core will more directly engage with faculty across multiple disciplines.

The KU Core is based on outcomes. A consistent review and assessment process ensures that courses are addressing the learning outcomes of the educational goals we have set for all undergraduate students. Approved KU
Core courses and experiences will undergo a periodic recertification process to determine whether students have met the learning outcomes, allowing courses to be constantly improved.

Units and departments are attracting undergraduates to learning experiences and courses by being innovative in designing courses or creating experiences. Humanities and Western Civilization adapted its existing courses — including Western Civilization — to meet learning outcomes across several goals. Our new First-Year Seminars program specifies that each of its offerings must satisfy the critical thinking outcome of the KU Core.

The College of Liberal Arts & Sciences, KU’s nine professional schools, and the KU Medical Center have adopted the KU Core. Other universities are seeking guidance from KU on developing undergraduate curricula. One such university, Queen’s University in Kingston, Ontario, is redesigning its general education structure based on KU’s model and is funding expert consultation at KU as part of a partnership based in particular on rubrics associated with learning outcome assessment.

Each KU degree now contains the same four components — the KU Core, degree-specific requirements, major requirements, and electives. The result of our transformation is clear — regardless of their degrees, our undergraduates are guaranteed to have a shared educational experience.
We started with a goal: to improve the way we teach. Today, we’re part of something even bigger.

KU is at the forefront of nationwide collaborations to develop hybrid classroom technologies that will transform faculty and student engagement. These include the selective Bay View Alliance (BVA), the Association of Public and Land-Grant Universities (APLU) Consortium for Personalized Learning, and the Public Flagships Network. The technology development is underpinned by a network of data sharing across institutions to ensure strategic evidence-based decisions.
KU is a member of **three consortia** that are committed to **transforming education**

**BAY VIEW ALLIANCE**
- University of British Columbia (Canada)
- Indiana University
- University of Kansas
- University of Saskatchewan (Canada)
- Queen's University (Canada)
- University of California at Davis
- University of Texas

**PUBLIC FLAGSHIPS NETWORK**
- Indiana University
- Iowa State University
- Michigan State University
- Ohio State University
- Pennsylvania State University
- Purdue University
- Texas A&M University
- University of California at Berkeley
- University of California at Los Angeles
- University of Florida
- University of Illinois at Urbana-Champaign
- University of Kansas
- University of Maryland
- University of Michigan
- University of Minnesota
- University of North Carolina at Chapel Hill
- University of Pittsburgh
- University of Texas at Austin
- University of Virginia

The **ASSOCIATION OF PUBLIC AND LAND-GRANT UNIVERSITIES** is made up of **217 members** from all **50 states**, the **District of Columbia**, and the **U.S. territories**.

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**A COMPARATIVE ANALYSIS**

In a yearlong study by the Center for Teaching Excellence, students in a hybrid version of PSYC 318: Cognitive Psychology outperformed the lecture and online sections.

Looking at better-than-average performance (students who earned A's and B's), researchers found little difference between online and lecture sections (**66% for online and 67% for lecture**).

However, the hybrid class showed a higher percentage of students earning better grades (**81%**).

![Above Average Scores](image-url)

**KEY**
- Online (100)
- Hybrid (114)
- Lecture (528)
We are committed to redesigning large-enrollment freshman “gateway” courses around high-impact and evidence-based practices to bolster learning outcomes with modern pedagogy and technology.

Many online courses, which replace the physical classroom experience with a virtual one, don’t meet the needs or expectations of undergraduates at a public research university. The hybrid course — which uses online tutorials and active learning activities — allows faculty and instructors to spend more time interacting face-to-face with smaller classes and to customize delivery inside and outside the classroom.

The BVA focuses on transforming learning in science, technology, engineering, and mathematics (STEM). We’re one of only seven institutions chosen for this consortium of top North American research universities. The BVA — supported in part by the Alfred P. Sloan Foundation — was founded to enhance the quality of student education in these STEM courses through continuous assessment supported by shared metrics and research. The limited membership allows control over who tests, analyzes, and shares data.

“We’re talking about **STUDENTS’ SUCCESS**. We’re working with students *who need us* to be doing the **very best job** that we can.”

— RUTH ANN ATCHELEY, DEPARTMENT OF PSYCHOLOGY CHAIR

In collaboration with the BVA, we have funded an innovative postdoctoral fellowship program that connects the teaching and disciplinary expertise of doctorally trained candidates with faculty in targeted departments in STEM disciplines. Three post-docs are working in individual departments to incorporate online educational technologies and create hybrid materials for multiple courses.

We will measure our success, as well as systematically improve and upgrade courses, through the use of data. For example, our Biology 152 course has already seen dramatic benefits from course redesign reflected in students’ quiz scores and class performance. And the Department of Psychology is redesigning Psychology 104 courses using data to improve and upgrade content and instruction as part of work that began with the Carnegie Mellon Open Learning Initiative.

One goal is to create course designs that could be implemented by other universities, allowing widespread use of successful, innovative developments. We are working with the APLU Consortium for Personalized Learning to develop online dual-credit courses that match high school content and achievement levels with college content and achievement levels. The program will be piloted at the University of Texas–Austin, and we will use data shared through the Public Flagships Network to show how it affects student performance.
KU has developed new expectations for our highest degree. Our future depends on expanding our excellence in doctoral education.
Holly Lafferty, a KU student, works with Rachel Bowes, her doctoral candidate mentor, to collect samples in the Kansas River for a study on the effects of minnow starvation.
What does this mean for KU in five to 10 years?
It means more nationally ranked programs and leaders in their field. It means that some programs may have reduced their doctoral enrollments to better reflect their resources and placement opportunities for students, while others may have increased them.

— SARA ROSEN, SENIOR VICE PROVOST FOR ACADEMIC AFFAIRS
Prospect gives programs the flexibility to tailor communications based on students’ individual needs. Prospect will now be the standard tool across the university. It will help us to target new markets and be more collaborative and strategic in how we communicate with prospective students.

The doctoral education implementation plan, introduced to campus in September, also identifies steps to address sustainable funding and standard-setting.

The implementation committee recommends that every school develop flexible funding models and multiyear funding offers to graduate students. The models will, where appropriate, allow doctoral students to engage in research and teaching training through a mix of teaching and research assistantships. Fundraising efforts around doctoral education have been elevated, including in *Fur Above*, our comprehensive fundraising campaign. These efforts will allow strategic distribution of fellowship dollars.

“**PROSPECT** allows us to be more *diligent, responsive*, and *competitive* in the recruitment landscape. I can use it to track how many students have made inquiries into our graduate programs and see how the *follow-up communication plan* has worked for the potential student.”

— MÓNICA DELAORRA, DIRECTOR OF RECRUITMENT, KU EDWARDS CAMPUS

Our doctoral program profiles (DPP), a standard set of program information openly published on our program websites, allow us to gather comparative data to set academic program standards and to size programs according to merit, mentoring, and placement. The DPP is a one-page summary of key metrics — including time to degree, student funding, and doctoral outcomes — that deliver transparent summary data about our doctoral programs. Providing comprehensive data allows for more strategic decision-making at every level of the university, and at the same time allows prospective students to know more about the program they are considering.

In fact, in 2012, the Association of American Universities recommended that other universities follow KU’s lead in developing data profiles for the purposes of comparing doctoral programs across institutions. Elevating doctoral education means leading with our strength — our role as a public, international research university — and acknowledging how and why doctoral education is integral to our identity as a research-intensive institution. BA
Assistant Professor Nicole Hodges Persley sets up the stage for an upcoming performance.
GOAL 3-A: PURSUE MULTIDISCIPLINARY STRATEGIC INITIATIVES

Over the course of a year, we challenged, inspired, and gave opportunities in research and innovation to our community.

Our four strategic initiative themes — Sustaining the Planet, Powering the World; Promoting Well-Being, Finding Cures; Building Communities, Expanding Opportunities; and Harnessing Information, Multiplying Knowledge — represent our highest priorities for research and engagement. These big, bold ideas propel new ventures that engage faculty on current research, invest in new multidisciplinary projects, and attract eminent guests to share their work and form new partnerships.
KU Strategic Initiative Themes in Action
A few of the events and projects enhancing multidisciplinary research

The Bold Aspirations Visitor and Lecturer Series hosted prominent, nationally renowned researchers on a variety of topics. Speakers spent extended time on campus interacting with the community and in some cases formed new, lasting research connections.

KEY
- Visitor & Lecture Series
- Research Investment Council
- Red Hot Research

Foreseeing Emerging Diseases for Communities and Public Health
Level I ($267,000)

- GARY MINDEN
  Electrical Engineering & Computer Science
- DORTHE DAHL-JENSEN
  “Greenland Ice Cores Inform on Past Warm Climate Periods”
- JOY WARD
  Ecology & Evolutionary Biology
- BEN ROSENTHAL
  Visual Art
- SIR ROBERT WORCESTER
  “Relevance of the Magna Carta to the 21st Century”
- J. BRADFORD DELONG
  “Fiscal Policies in Depressed Economies”
- MAARTEN DE HOOP
  “Revealing Earth’s Interior: A Geo-Mathematical Perspective”
- SANJAY MISHRA
  Business
- NICOLE HODGES PERSLEY
  Theatre

Harnessing Information, Multiplying Knowledge

- ROBERT C. MERTON
  Nobel Laureate
  “A Next-Generation Solution for Funding Retirement”
- JOANÈ NAGEL
  Sociology
- BEn ROSenthal
  Visual Art
- sAnjAy MisHRA
  Business
- bEN ROSenthal
  Visual Art
- NOEl HodGES PERsLEY
  Theatre

Sustaining the Planet, Powering the World

- GARY MINDEN
  Electrical Engineering & Computer Science
- DORTHE DAHL-JENSEN
  “Greenland Ice Cores Inform on Past Warm Climate Periods”
- JOY WARD
  Ecology & Evolutionary Biology
- BEN ROSENTHAL
  Visual Art
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  Theatre

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The Research Investment Council has invested more than $2.8 million in competitively awarded grants for multidisciplinary groups working to foster bigger research projects in the future.

Red Hot Research showcased faculty in six-minute pecha kucha-style presentations and brought together researchers across disciplines to share, listen, and collaborate on projects.
GOAL 4-C: PROMOTE ACTIVE ENTREPRENEURSHIP AND VIBRANT EXTERNAL PARTNERSHIPS

Through business ventures and research collaboration, the University of Kansas is paving the way for growth in Kansas and beyond.

KU Innovation and Collaboration (KUIC) aims to engage corporate partners and connect industry and investors with entrepreneurs across campus. By building these relationships, KUIC can generate new research and opportunities for faculty, researchers, and students at the University of Kansas.

The entire KU community is learning how to turn its groundbreaking research into products that improve our world and power economic growth.
KANSAS-BASED STARTUPS
(Topeka, Kan.)
There are 22 active startup companies in Kansas with products or ideas based on KU research.

**Garmin** (Olathe, Kan.)
Garmin has partnered with Electrical and Computer Science to offer on-site courses for employees to obtain a master’s degree from KU.

**Bayer Healthcare** (Tarrytown, N.Y.)
Bayer has partnered with the Center for Design Research to enable students to design applications for its blood glucose meter, a portable diabetes management device.

**AdventHealth** (Altamonte Springs, Fla.)
AdventHealth has partnered with the Center for Design Research to enable students to design new interior layouts for hospitals.

**Proctor & Gamble** (Cincinnati, Ohio)
Proctor & Gamble has partnered with the Center for Design Research to enable students to design new packaging for its products.

**Savara Pharmaceuticals** (Austin, Texas)
This startup — cofounded by an assistant professor of pharmaceutical chemistry at KU — raised $8.6 million to develop nanocluster dry powder aerosol technology.

**Tertiary Oil Recovery Project** (Houston, Texas)
Scientists with the Tertiary Oil Recovery Project traveled to Houston in 2012 to discuss industry-sponsored nanotechnology research projects with several major corporations in the energy sector.

**Ligand Pharmaceuticals** (La Jolla, Calif.)
Ligand has signed a lease with the Bioscience & Technology Business Center to continue pursuing partnerships and drug-discovery research.
In 2012, an intensive one-day KUIC boot camp with venture capitalists and industry experts drew almost 200 attendees to sessions on intellectual property, startup capital, and resources available to entrepreneurs.

One boot camp participant, JayHawkBioTech LLC, connected with state resources and experts from Silicon Valley. Company founder Melinda Toumi, who earned her doctorate in chemistry, and her former advisor, KU professor Heather Desaire, are hoping to commercialize their research on protein production technology with the goal of benefiting public health and growing the Kansas economy.

Toumi and Desaire’s research was one of two KU technologies featured at the sixth annual University Research & Entrepreneurship Symposium (URES), a showcase of the most promising university-based inventions for venture capitalists and entrepreneurs, in Cambridge, Mass. The URES is highly selective and this year included only 33 technologies. KU was one of only seven institutions to earn multiple presentation slots, joining Harvard, Mayo Clinic, Johns Hopkins, Massachusetts Institute of Technology, the University of Pittsburgh, and the University of Wisconsin–Madison.

Many KU innovations are close to the marketplace but need a little help crossing the finish line. To help attract investors and partners, our Proof of Concept Fund awarded $50,000 to five researchers for projects that are

Professor Teruna Siahaan, pharmaceutical chemistry, earned a $50,000 Proof of Concept grant to develop new treatments for multiple sclerosis.
within 12 months of the commercialization stage and could result in new life-changing technologies.

The inaugural KUIC Innovation Fair provided our students an opportunity to shine. Nikki Galvis, a bioengineering graduate student, took first-place honors in her division for her poster presentation on alternatives to treatments for tibia fractures. She used her award to attend the Pediatric Surgical Innovation Conference in Washington, D.C., to support her research at the KU Spine Biomechanics Laboratory on pediatric innovation for spinal conditions like scoliosis.

By connecting with major companies, the KUIC Office of Corporate Partnerships has created a groundbreaking program to support the KU community. This includes the new Earth Energy and Environment Complex, where a full floor will be dedicated to industry partnerships, outreach, and technology. The layout will include outreach offices for the Tertiary Oil Recovery Program and the Kansas Geological Survey among others. A conference and technology transfer center will seat 150 industry participants and let them share content globally. In addition to smaller meeting rooms, an industry visitor suite will give industry partners a home base when they visit campus.

A team of American International Group (AIG) executives visited campus, led by their CEO, Bob Benmosche, who delivered a well-attended lecture. The visit has led to collaboration between the industry-leading insurance company and KU’s Center for Business Analytics and Research (CBAR). AIG and CBAR are working closely to analyze the company’s comprehensive datasets. The partnership will extend to AIG’s Olathe facility and to potential jobs and internships for students at the School of Business and the School of Law.

“We have **INCREASED ACTIVITY** in support of multiple disciplines across every KU campus — *licensing, startups, corporate partnerships, new research relationships* — and have positioned the University of Kansas as a leader in bringing **innovation to the marketplace.**”

— **JULIE GOONEWARDENE, ASSOCIATE VICE CHANCELLOR AND PRESIDENT OF KUIC**
We built the infrastructure. What comes next will be nothing short of revolutionary.
KU Information Technology (KU IT) has identified cost reductions and savings for the university, thanks to several initiatives that enhance access to technology and build infrastructure.

We are targeting innovation by other industries to apply solutions that are not traditionally part of higher education and expand the scope of technology in support of faculty, staff, and students.

A collaborative, customer-focused model has achieved impressive results. KU IT can provide the same level of support for every department, regardless of funding, while maintaining the personal touch the campus community expects. The model includes new campuswide solutions to enhance effectiveness, such as imaging technology and reduced storage space requirements for sensitive documents. KU IT provided automated check-in of verification documents and streamlined the financial aid process. For enrollment management alone, savings of nearly 1,900 hours annually are expected.
“OUR VISION IS SIMPLE: Enable our students and faculty to work anytime and anywhere. In order to succeed, they need ready access to the right services, solutions, and systems whether they are on campus or traveling internationally.”

— BOB LIM, CHIEF INFORMATION OFFICER

KU IT has registered 800 departmental servers spread across the Lawrence campus and, as appropriate, centralized or virtualized them into the existing 4,236-square-foot data center. This year, the first 100 servers in the project provided cost reductions for many departments.

Targeting specific departmental practices further enhanced our effectiveness. KU IT identified 110 new business process improvements for 2013, up from just 23 in 2012. One improvement combines separate financial tracking systems for funds into one transparent enterprise solution. Another creates a centralized academic catalog and streamlines workflow through a centralized tool shared with each department.

And this is just the beginning. We’re already building infrastructure that allows faculty to collaborate across university buildings, state lines, and international boundaries. As we move forward, we will continue to take advantage of technology’s natural ability to add value for research, teaching, and learning in unforeseen ways.

In Lawrence, KU IT staff members examine servers in the 4,236-square-foot data center.
The University of Kansas won a 2013 InfoWorld Green IT Award for the print management program that was implemented in the first year of Bold Aspirations.

KU was able to reallocate resources and avoid costs on thanks in part to 11 million fewer printed pages. They would be 1,900 miles long if laid end to end. Or about halfway to the center of the earth.

NEARLY 625 FEET OF FILES were scanned from the vault.

That’s as tall as five stacked Campaniles, or four times taller than Fraser Hall.

LAST YEAR, our information technology team developed an automated check-in of verification documents that will save the financial aid staff 355 hours per year — enough time to drive across the country almost six times.
CHANGING FOR EXCELLENCE

Transforming key functions saves time and energy and fulfills our responsibility to be good stewards of taxpayer and tuition dollars.

*Savings from Changing for Excellence are redirected to our strategic plan for new research and education initiatives.*

**PROCUREMENT**

**KUPPS,** our purchasing software, eliminates a large amount of paperwork during the procurement process.

We created one system from four, combining **KUPPS, PeopleSoft,** **DEMIS,** and **ImageNow** into a one-step procurement solution with *paperless transaction processing.*

**90% of invoices** (800–1,000 per week) are now processed through the KU Procure to Pay System (KUPPS).

**Shared Service Centers**

The creation of **eight shared service centers (SSCs)** across campus redefines functions at KU

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**SSC GROUP COMPOSITION**

- Biosciences
- Technology, Climate & Energy
- Life Span Institute
- Campus Administration & Operations
- Education, Journalism, Social Welfare
- Music, Architecture, Law, Libraries
- Business, Engineering, Pharmacy
- Liberal Arts & Sciences

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**SSC GOAL:** Increase *customer service* and *reduce costs* by **organizing staff** around job functions and increase *training effectiveness* for business processes.
Sourcing

KU established a **strategic sourcing program** and **negotiated contracts** on the commodities we purchase most.

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**FACILITIES OVERVIEW**

**Creation of Facilities Services**

- Consolidated Student Housing maintenance with central Facilities Operations
- Implemented a zone maintenance program

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The average time for Facilities Services to complete a work order has **decreased 65%** from two years ago.

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**Contemporary Zone Maintenance Program**

- Quicker maintenance response times
- Improved customer service
- Focus on preventive maintenance
- Increased worker productivity

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**Next Steps**

- Full implementation of preventive maintenance program
- Increased use of technology to improve operations

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**Negotiating separately** from the **State of Kansas** means savings we can extend to other state universities and community colleges

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**A NEW OFFICE SUPPLIES CONTRACT**

lowered costs by **50%** on KU’s 40 most-purchased items when compared with the state contract
REDESIGN COURSES TO ENHANCE STUDENT LEARNING

During the 2013-14 academic year, KU will concentrate on creating new flipped, online, or hybrid courses to improve persistence and retention in key gateway freshman courses. Led by Ruth Ann Atchley, chair of psychology, the Course Redesign Task Force will develop guiding principles for selecting courses to redesign. The task force will set goals, targets, and expected outcomes in the next academic year and make recommendations about resources and the relationship between redesign and classroom space. KU will continue to work with the Bay View Alliance, the APLU Consortium for Personalized Learning, and the Public Flagships Network to remain at the forefront of nationwide collaborations and development.

ATTRACT AND RECRUIT THE LEADERS AND INNOVATORS OF TOMORROW

Doctoral programs must engage in active, mindful recruitment of excellent cohorts of students poised to become the leaders and innovators of tomorrow. Efforts at the program level will be augmented by central Graduate Studies (GS) technological tools and expanded recruitment activities. In fall 2013, GS will implement Prospect software campuswide to allow programs to manage prospective student inquiries from first contact through matriculation. GS will centrally purchase and use GRE scores to increase the pool of highly qualified applicants, partner with the Office of Institutional Research and Planning to create data reports throughout the admissions cycle for deans and programs, and offer recruitment workshops. KU will provide matching funds to send faculty to conferences and recruitment events throughout the year, including an enhanced presence at important national conferences.
A major priority is to recruit distinguished faculty scholars to KU in support of the four Bold Aspirations strategic initiative themes. Over the coming years we will be hiring 12 Foundation Professors supported by the state. Several other activities are scheduled to highlight the strategic initiative themes: The KU Water Research Workshop on Sept. 13, 2013, brought together scholars interested in developing projects involving water resources and sustainability. A strategic initiative summit on multidisciplinary research collaborations will take place early in the spring semester. The second year of the Bold Aspirations Visitor and Lecture Series will feature another cohort of eminent short- and long-term visitors to interact with the KU community. These activities will foster innovative new grant proposals and awards of Strategic Innovation Grants.

The Kansas Board of Regents has asked each of the Regents institutions to develop a post-tenure review policy by April 2014. Over the past academic year, a committee comprised of faculty and governance representatives thoughtfully worked to draft a post-tenure review policy that maintains the KU spirit of faculty excellence. The draft policy was available online for campus review and comment through October 2013. The post-tenure review committee will fully consider all comments as it revises and finalizes the policy over the fall semester.

We have partnered with the architecture planning firm Hanbury Evans Wright Vlattas (HEWV) to work closely with Capital Planning & Space Management, Design & Construction Management, and the KU community to create and vet a master plan by spring 2014. Our comprehensive master plan will leverage KU’s strengths, such as signature buildings and landscape, and capitalize on opportunities to create innovative new and renovated spaces where students, faculty, and staff can thrive. Results of the process are already evident in the revitalization of Jayhawk Boulevard — and eventually the iconic tree canopy over the university’s main thoroughfare will be restored.
# Sample of *Bold Aspirations* Metrics

## GOAL 1 | Energizing the Educational Environment

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>First-time, full-time freshman retention rate</td>
<td>77.8%</td>
<td>79.3%</td>
<td>79.9%</td>
</tr>
<tr>
<td>Average ACT/Converted SAT of entering class</td>
<td>24.8</td>
<td>24.7</td>
<td>24.9</td>
</tr>
<tr>
<td>Six-year graduation rate</td>
<td>61.7%</td>
<td>62.5%</td>
<td>60.7%</td>
</tr>
<tr>
<td>Number of experiential learning certificates</td>
<td>960</td>
<td>1,161</td>
<td>1,383</td>
</tr>
<tr>
<td>Total degree-seeking undergraduate and graduate student participants in study abroad</td>
<td>1,402</td>
<td>1,493</td>
<td>1,357</td>
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<tr>
<td>(Note: Includes international KU degree-seeking students on study abroad programs outside the U.S.)</td>
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## GOAL 2 | Elevating Doctoral Education

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>Doctoral median time to degree (years)</td>
<td>6.5</td>
<td>5.9</td>
<td>5.7</td>
</tr>
<tr>
<td>Percent of full-time graduate students holding GTA appointment</td>
<td>27%</td>
<td>25%</td>
<td>27%</td>
</tr>
<tr>
<td>Percent of full-time graduate students holding GRA appointment</td>
<td>17%</td>
<td>16%</td>
<td>15%</td>
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## GOAL 3 | Driving Discovery and Innovation

<table>
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<tr>
<th>Metric</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>Federal research and development expenditures</td>
<td>$147,598,000</td>
<td>$162,721,000</td>
<td>$171,043,000</td>
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<tr>
<td>Number of members in the National Academies</td>
<td>7</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Number of honors and awards</td>
<td>156</td>
<td>192</td>
<td>222</td>
</tr>
<tr>
<td>Number of post-doctoral appointees</td>
<td>245</td>
<td>237</td>
<td>297</td>
</tr>
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### GOAL 4 | Engaging Scholarship for Public Impact

<table>
<thead>
<tr>
<th>Total active agreements (confidential disclosure agreements, interinstitutional agreements, and license agreements)</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>366</td>
<td>570</td>
<td>576</td>
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<table>
<thead>
<tr>
<th>Invention disclosures received</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>56</td>
<td>72</td>
<td>85</td>
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<table>
<thead>
<tr>
<th>Material transfer agreements executed</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>103</td>
<td>108</td>
<td>111</td>
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### GOAL 5 | Developing Excellence in People

<table>
<thead>
<tr>
<th>Percent of minority tenured/tenure-track faculty</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
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<tbody>
<tr>
<td>14%</td>
<td>12%</td>
<td>13%</td>
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<table>
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<tr>
<th>Percent of minority staff</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>13%</td>
<td>13%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of minority undergraduate students</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>15%</td>
<td>16%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent of underrepresented undergraduate students</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>9%</td>
<td>9%</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of faculty hires connected with strategic initiatives (hired for following academic year)</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td>NA</td>
<td>30</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of tenured faculty hires at the associate or full professor level (hired for following academic year)</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>10</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

### GOAL 6 | Developing Infrastructure and Resources

<table>
<thead>
<tr>
<th>Dollar amount of philanthropic gifts</th>
<th>FY 2010</th>
<th>FY 2011</th>
<th>FY 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>$125,398,724</td>
<td>$131,139,745</td>
<td>$151,482,000</td>
<td></td>
</tr>
</tbody>
</table>

NA = Not applicable

For a full list of all Bold Aspirations metrics and updated data, visit provost.ku.edu/strategic-plan.
## Bold Aspirations Strategic Plan

### Goal 1

**STRATEGY**

1. **Establish a new KU core curriculum for all undergraduate students (1-A)**
2. **Strengthen the pipeline of undergraduates to and through KU (1-B)**
3. **Invest in first-year intellectual experiences (1-C)**
4. **Enhance experiential learning opportunities (1-D)**
5. **Redesign courses to enhance student learning (1-E)**

### Goal 2

**STRATEGY**

1. **Develop sustainable funding for doctoral education (2-A)**
2. **Use comparative data to set academic program standards (2-B)**
3. **Develop a comprehensive doctoral student recruitment plan (2-C)**
4. **Size academic programs based upon merit, mentoring, and placement (2-D)**

### Goal 3

**STRATEGY**

1. **Pursue multidisciplinary strategic initiatives (3-A)**
2. **Increase research activities, innovation, and funding (3-B)**
3. **Document research excellence with enhanced accountability (3-C)**
4. **Promote active entrepreneurship and vibrant external partnerships (4-C)**

### Goal 4

**STRATEGY**

1. **Promote a culture that openly values engaged scholarship (4-A)**
2. **Encourage, support, and coordinate engaged scholarship (4-B)**
3. **Promote active entrepreneurship and vibrant external partnerships (4-C)**
4. **Be accountable (5-C)**
5. **Enhance diversity of faculty, staff, and students (5-D)**

### Goal 5

**STRATEGY**

1. **Recruit, value, develop, and retain an excellent and diverse faculty and staff (5-A)**

### Goal 6

**STRATEGY**

1. **Enhance the recruitment process for excellence in hiring (5-A)**
2. **Develop and retain talent and leadership at all levels to thrive in an era of change (5-B)**
3. **Create a comprehensive process for facilities planning (6-B)**
4. **Energize Far Above, the comprehensive fundraising campaign (6-C)**
5. **Reallocate resources on a regular basis to priorities (6-A)**

### Key

- **Progress**
- **Major advances**
- **Complete and monitoring**

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Bold Aspirations comprises six goals and 22 individual strategies to target specific areas where we can improve and where our efforts will have the most benefit. Once accomplished, the goals will position KU to realize its vision:

1. Strengthen recruitment, teaching, and mentoring
2. Prepare doctoral students to be innovators and leaders
3. Enhance research to push the boundaries of knowledge and benefit society
4. Engage local, state, national, and international communities as scholarly partners
5. Recruit and retain excellent faculty and staff
6. Responsibly steward all resources

These goals will enrich and strengthen the four strategic initiative themes that define KU’s highest priorities for research investment:

• Sustaining the Planet, Powering the World
• Promoting Well-Being, Finding Cures
• Building Communities, Expanding Opportunities
• Harnessing Information, Multiplying Knowledge

boldaspirations.ku.edu
provost.ku.edu/strategic-plan
A bold new era continues.

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