

KU<sup>®</sup>

**BOLD ASPIRATIONS**  
ANNUAL REPORT

*Fall 2012*



UNIVERSITY OF KANSAS

# MESSAGE FROM THE PROVOST

**The mission of the University of Kansas** is to lift students and society by educating leaders, building healthy communities, and making discoveries that will change the world.

**KU's vision** is to be recognized as a top-tier public international research institution. This past year the KU community moved closer to that vision by implementing *Bold Aspirations*, our strategic plan for 2012-17.

We have made tremendous progress toward our goals through the efforts of hundreds of faculty, staff, and students serving on committees; working on specific projects; providing candid and thoughtful feedback via surveys, town halls, and summits; and talking with one another about our bold aspirations. The success of our transformation relies on the continued input and engagement of the entire community.

***Bold Aspirations* is the template for our transformation and my utmost priority.** Over the five years of implementation, the team I appointed to ensure that transformation will provide annual updates on our progress. I hope this first report — covering the period from the start of implementation in mid-September 2011 through June 2012 — allows students, faculty, staff, alumni, and other stakeholders to recognize our initial successes and inspires us to keep striving to raise the expectations we have for ourselves, the aspirations we have for our state, and the hopes we have for our world.

**Jeffrey S. Vitter**

*Provost and Executive Vice Chancellor*

# BOLD ASPIRATIONS STRATEGIC PLAN

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6
Strengthen recruitment, teaching, and mentoring to prepare undergraduate students for lifelong learning, leadership, and success	Prepare doctoral students as innovators and leaders who are ready to meet the demands of the academy and our global society	Enhance research broadly with special emphasis upon areas of present and emerging strength in order to push the boundaries of knowledge and benefit society	Engage local, state, national, and global communities as partners in scholarly activities that have direct public impact	Recruit, value, develop, and retain an excellent and diverse faculty and staff	Responsibly steward fiscal and physical resources and energize supporters to expand the resource base
<b>STRATEGY</b>	<b>STRATEGY</b>	<b>STRATEGY</b>	<b>STRATEGY</b>	<b>STRATEGY</b>	<b>STRATEGY</b>
Establish a new KU core curriculum for all undergraduate students <b>(1-A)</b>	Develop sustainable funding for doctoral education <b>(2-A)</b>	Pursue multidisciplinary strategic initiatives <b>(3-A)</b>	Promote a culture that openly values engaged scholarship <b>(4-A)</b>	Enhance the recruitment process for excellence in hiring <b>(5-A)</b>	Reallocate resources on a regular basis to priorities <b>(6-A)</b>
Strengthen the pipeline of undergraduates to and through KU <b>(1-B)</b>	Use comparative data to set academic program standards <b>(2-B)</b>	Increase research activities, innovation, and funding <b>(3-B)</b>	Encourage, support, and coordinate engaged scholarship <b>(4-B)</b>	Develop and retain talent and leadership at all levels to thrive in an era of change <b>(5-B)</b>	Create a comprehensive process for facilities planning <b>(6-B)</b>
Invest in first-year intellectual experiences <b>(1-C)</b>	Develop a comprehensive doctoral student recruitment plan <b>(2-C)</b>	Document research excellence with enhanced accountability <b>(3-C)</b>	Promote active entrepreneurship and vibrant external partnerships <b>(4-C)</b>	Be accountable <b>(5-C)</b>	Energize <i>Far Above</i> , the comprehensive fundraising campaign <b>(6-C)</b>
Enhance experiential learning opportunities <b>(1-D)</b>	Size academic programs based upon merit, mentoring, and placement <b>(2-D)</b>			Enhance diversity of faculty, staff, and students <b>(5-D)</b>	
Redesign courses to enhance student learning <b>(1-E)</b>					

# INTRODUCTION FROM THE IMPLEMENTATION TEAM

***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. We are measuring progress across the goals using specific metrics. Briefly, the goals are

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 over the next five years:

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

**The key** to *Bold Aspirations* is its **focus**. In creating our strategic plan, the university community understood it could not do everything at once.

We chose five areas of focus for the first year of implementation and have highlighted them in this Fall 2012 Annual Report:

- **Strategy 1-A** Establish a new KU Core curriculum for all undergraduates
- **Strategy 1-B** Strengthen the pipeline of undergraduates to and through KU
- **Strategy 1-C** Invest in first-year intellectual experiences
- **Strategy 2-A** Develop sustainable funding for doctoral education
- **Strategy 3-A** Pursue multidisciplinary strategic initiatives

This report also details how we are moving forward across all six goals in large and small ways and previews the areas of focus for Year 2 of implementation.

## Implementation Team

- **Danny J. Anderson** College dean's office
- **Kristin Bowman-James** Chemistry department
- **Heather Eastlund** Provost's office (staff)
- **Diane Goddard** Provost's office
- **Chris Haufler** Provost's office
- **Mary Lee Hummert** Provost's office
- **Sara Rosen** Provost's office (chair)
- **Deb Teeter** Institutional Research & Planning
- **Steve Warren** Research & Graduate Studies
- **Andi Witzczak** Center for Service Learning
- **Gavin Young** Public Affairs

[boldaspirations.ku.edu](http://boldaspirations.ku.edu)  
[provost.ku.edu/strategic-plan](http://provost.ku.edu/strategic-plan)



**Transforming  
our university:**  
*Major  
Accomplishments  
of Year 1*

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**Goal 1** | *Strengthen recruitment, teaching, and mentoring to prepare undergraduate students for lifelong learning, leadership, and success*

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**Strategy 1-A:**

*Establish a new KU core curriculum for all undergraduate students*

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**Actions completed**

- Develop the foundation for a new undergraduate core curriculum with clear educational goals and learning outcomes

**Actions in progress**

- Design and implement a new undergraduate core curriculum
- Pilot student use of e-portfolios to provide evidence of achievement of learning outcomes

**Planning for a university-wide** undergraduate core curriculum has continued since Chancellor Bernadette Gray-Little's task force on retention and graduation first met in November 2009, led by Professor Chris Haufler, chair of ecology

and evolutionary biology. It accelerated with the launch of the strategic planning process in October 2010. The work group on energizing the educational environment, also chaired by Haufler, developed the six goals of the KU Core, based on the hard work and direct input of more than 1,000 faculty, staff, and students. KU will launch the KU Core in fall 2013. All undergraduate students must complete 12 units within the curriculum.

**Developing Learning Outcomes: Six Satellite Committees**

Six satellite committees developed learning outcomes specific to their assigned educational goal, describing the skills or competencies students must demonstrate to achieve each goal. The committees also generated specific learning activities for each outcome and developed metrics to assess evidence of student learning.





### Transforming Planning Into the KU Core: Transition Committee

The KU Core Transition Committee finalized learning outcomes, set requirements for fulfilling each goal, and established the process for nominating courses and educational experiences.

Two surveys were distributed to faculty, staff, and students; more than 1,600 individuals responded to at least one of them. In May, the committee hosted a town hall as an opportunity to discuss the goals, learning outcomes, and requirements for fulfilling the KU Core.

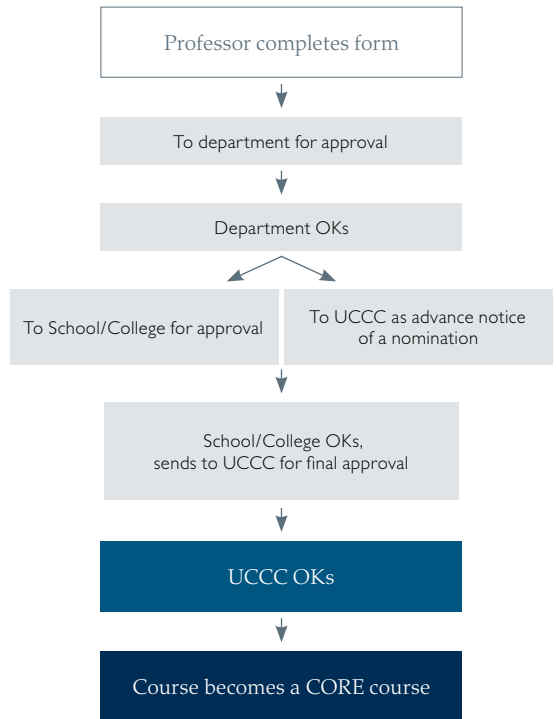
### Implementing the KU Core

The policy establishing the University Core Curriculum Committee (UCCC) was presented to the Faculty Executive Committee, Faculty Senate, and deans and approved by the provost in June 2012.

The UCCC will adopt courses and educational experiences for the KU Core and will oversee policy and process related to it.

Voting members include an elected faculty representative from each of the five College divisions and each professional school with an undergraduate program (13 members serving three-year terms) and three students (one-year terms). Representatives from the KU Libraries, the schools of Nursing and Health Professions, and Undergraduate Studies will be ex officio, non-voting members. The chair will be elected annually by the committee.

### The KU Core Nomination Process



Certain courses that easily meet one of the learning outcomes will receive “fast-track” approval, with full approval required in the first two years of launching the KU Core. All courses and educational experiences in the KU Core will go through a periodic reapproval process to ensure they continue to meet the outcomes of the KU Core.

[kucore.ku.edu](http://kucore.ku.edu)

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The 2011-12 **six-year** graduation rate is **60.7 percent**.  
*Our 10-year goal is 70 percent.*

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**Goal 1** | *Strengthen recruitment, teaching, and mentoring to prepare undergraduate students for lifelong learning, leadership, and success*

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**Strategy 1-B:**

*Strengthen the pipeline of undergraduates to and through KU*

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**Actions completed**

- Reorganize recruiting by focusing on communication and a new comprehensive scholarship plan based on renewable four-year scholarships

**Actions in progress**

- Strengthen partnerships with community colleges to facilitate student transfer to KU
- Initiate a central academic unit to enhance undergraduate advising
- Adopt policies and procedures to ensure that students make timely, achievable major choices

**To keep KU at the forefront** of undergraduate education, the university must improve how it recruits, aids, and prepares student scholars. Once students are enrolled, the university must provide the necessary support to ensure they remain at KU pursuing their degrees and graduate within six years.

**Raising the Bar: Chancellor Sets Goals for Undergraduate Pipeline**

Chancellor Gray-Little set targets related to strategy 1-B. In the next 10 years, KU aspires to

- Raise its freshman retention rate to 90 percent (currently 79.9 percent)
- Raise its six-year graduation rate to 70 percent (currently 60.7 percent)

On each metric, KU ranks below its peers. By meeting each target, KU will be better positioned to meet its vision of recognition among the top tier of the nation’s best public international research universities.

The process of raising retention and graduation rates has begun. New recruitment and orientation strategies are in effect, and a comprehensive scholarship plan that provides four-year renewable scholarships to every qualifying freshman started in fall 2012.



### **Building the KU Brand: Develop Consistent Recruiting Messages**

Marketing Communications, working with the Office of Admissions, created postcards, brochures, and catalogs ranging from first contact with prospective students to new-student orientation handbooks. These have consistent messages, tone, look, and feel. Complementary print and social media campaigns incorporated new data development to expand the pool of prospective students.

[admissions.ku.edu](http://admissions.ku.edu)

### **Ensuring Success: New Admissions Standards**

The Board of Regents approved new admissions standards that will be effective in fall 2016. These are intended to identify academically prepared new students who can succeed at a flagship university.

To be admitted automatically to KU, new freshmen will need to

- Complete the Kansas Qualified Admissions Precollege Curriculum
- Graduate from a high school or home school
- Have a minimum 3.0 high school GPA combined with a 24 on the ACT (1090 SAT) or have a minimum 3.25 high school GPA and a 21 on the ACT (980 SAT).

The applications of students who do not meet the automatic admission criteria will be reviewed by a committee to consider such factors as strength of high school course work, grade trend, academic potential, diversity, family circumstances, and the student's ability to benefit from support services available at the university.

### **Ensuring Success: Early Warning System for Students**

A new support system, MySuccess, was introduced in fall 2012 and will track the progress of more than 2,900 students in nine pilot courses, mostly large survey courses in such subjects as biology, geology, and psychology. This early warning system will permit faculty and advisors to quickly identify students who are having academic difficulties and refer them to a range of resources such as tutoring and stress management.

The early warning system will be supported by the MySuccess Service Catalog, which provides a comprehensive overview of resources and services available to faculty and students. Students will be able to create a personalized network of support services as well.

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*The first-time, full-time freshman retention rate is **79.9 percent**. Our 10-year goal is 90 percent.*

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**Goal 1** | *Strengthen recruitment, teaching, and mentoring to prepare undergraduate students for lifelong learning, leadership, and success*

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**Strategy 1-C:**

*Invest in first-year intellectual experiences*

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**Actions completed**

- Institute a common book program
- Develop topical, discussion-based, first-year seminars

**Actions in progress**

- Implement block enrollment in the freshman year to encourage cohorts and learning communities

**A student's first year** sets the tone for the college experience. Students who engage intellectually with one another will likely stay engaged until graduation. Investing in first-year experiences helps KU retain students and aids them in building skills needed to earn a degree.

**Discover. Engage. Belong. Office of First-Year Experience Established**

Orientation, Hawk Week, Hawk Days, First-Year Seminars, Living Learning Communities, and KU Common Book are now part of the Office of First-Year Experience.

**KU Common Book: *Notes From No Man's Land***

KU's first common book — *Notes From No Man's Land*, a collection of essays by Eula Biss — was selected from more than 125 nominations by faculty, staff, and students. All incoming students received a copy at orientation. Fall 2012 activities include small group discussions, a visit by the author, and conversations about a Spencer Museum Common Work of Art. Courses in multiple disciplines are incorporating the common book.



### Promoting Deep Learning: Pilot First-Year Seminars

Incoming freshmen could choose to enroll in one of 11 first-year seminars offered this fall. The seminars — built around provocative topics in science, the humanities, and culture — are limited to 19 participants each to encourage discussion and collaboration. All are led by professors, and all fulfill a general education principal course requirement. In the future, the seminars will satisfy at least one KU Core learning outcome. The 2012 topics:

- **Biology** Why Do the Birds and Bees Do It?
- **Business** Commerce Today: Is This What Adam Smith Envisioned?
- **Engineering** Innovations in Bioengineering
- **Geology** Our Future Energy: Myths, Solutions, and Sustainability
- **History** From the Locomotive to the Smart Phone: Culture, Space, and Time in the Machine Age
- **Journalism** Living in a Visual World
- **Linguistics** Beyond English: Is One Language Enough in Today's World?
- **Psychology** Remembering Our Past: How Memory Works and Why It Matters
- **Public Affairs & Administration** Drugs, Cars, Cops, and Social Justice
- **Spanish** Once Upon a Time ... Narrative, Culture, and Adaptation
- **Theatre** The Seduction of Culture and What to Do About It

### Living Learning Communities and Block Enrollment: Pilot Project

Studies show that students who live in learning communities have higher GPAs, higher persistence to graduation, and higher satisfaction with their collegiate experience. KU offered two living learning communities this fall:

- The Mount Oread Scholars program is the pilot for a living learning community in the newly remodeled Gertrude Sellards Pearson Residence Hall. A cohort of 60 students is co-enrolled in a Mount Oread Scholars seminar and a course fulfilling a general education requirement. These students will have recurring opportunities to connect with fellow scholars, faculty, advisors, and administrators.
- Ten students in the University Honors Program who are interested in health-related fields are living in Templin Residence Hall and have enrolled in an honors seminar and in one-semester courses around the theme *Current Trends in Health & Health-Related Fields*. These courses fulfill requirements in majors such as biology or English. The project also encourages co-curricular activities such as peer mentorships by honors alumni enrolled at the KU Medical Center and study abroad opportunities in Guatemala and Peru.

[honors.ku.edu](http://honors.ku.edu)  
[advising.ku.edu/programs/oread](http://advising.ku.edu/programs/oread)

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**Goal 2** | *Prepare doctoral students as innovators and leaders who are ready to meet the demands of the academy and our global society*

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**Strategy 2-A:**

*Develop sustainable funding for doctoral education*

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**Actions completed**

- Collect and analyze data about the level of institutional support for doctoral education

**Actions in progress**

- Develop flexible funding models and workloads for graduate assistantships
- Increase external and internal funding opportunities for doctoral education
- Make doctoral education a priority in *Far Above*, the comprehensive fundraising campaign

**Success in doctoral education** defines KU's national and worldwide standing as a public international research institution. Doctoral students are the innovators of the future.

**Raising the Bar: Chancellor Sets Goals for Graduate Education**

In December 2011, Chancellor Gray-Little outlined goals to increase our ranking among the 94 public comprehensive doctoral research universities and to better educate leaders. To achieve those goals, we aspire to

- Reduce the time to degree for doctoral students, especially focusing on programs whose median time to degree is greater than seven years
- Elevate our national stature by having 21 graduate degree programs in the top 10 among public universities in the *U.S. News & World Report* rankings (currently at 15)

**Review of Doctoral Funding Landscape**

For the first time, KU has made a comprehensive, university-wide review of how doctoral education is funded. The Doctoral Funding Work Group, chaired by Danny J. Anderson, dean of the College of Liberal Arts & Sciences, met to re-envision how KU financially supports its highest degree. Besides gathering comprehensive data on funding, the work group reviewed KU's peers and their models for funding and for doctoral training through teaching and research assistantships. A key consideration was the ideal balance between teaching and research.

**A preliminary report**, completed in June 2012, suggests strategies for implementing a KU-specific model and is being reviewed by the provost, senior vice provost, and dean of graduate studies. In order to develop the new KU model, a committee will be charged with implementing specific recommendations from the report.

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In 2011-12, **27 percent** of graduate students held teaching appointments and **15 percent** held graduate research appointments. *Our goal is to increase research appointments.*



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**Goal 3** | *Enhance research broadly with special emphasis upon areas of present and emerging strength in order to push the boundaries of knowledge and benefit society*

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**Strategy 3-A:**

*Pursue multidisciplinary strategic initiatives*

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**Actions in progress**

- Pursue strategic initiatives that position KU as a national leader
- Develop hiring plans involving joint appointments in support of strategic initiatives

**KU is investing** in four strategic initiative themes to position faculty and researchers to make major contributions to society as well as secure the external funding needed to reach our full potential:

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

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Of the fall 2012  
**new faculty hires,**  
**30** are connected with  
*strategic initiative themes.*

**Coming Together: Strategic Initiative Summits**

Four summits drew more than 900 attendees, and individual reports were generated for each theme outlining our biggest opportunities and honestly assessing our weaknesses to determine the biggest impact KU can have on the four strategic initiative themes.

Faculty made new connections and created exciting opportunities for multidisciplinary projects.





### **Targeted Investments: Research Investment Council and Strategic Initiative Grant Program**

Direct investments are now being made in faculty and researchers' multidisciplinary projects that are directly tied to a strategic initiative theme. The strategic initiative grants will be awarded to faculty for projects ranging from seed funding of initial efforts to major financial support of large multidisciplinary research proposals.

The Research Investment Council has been established to review the strategic initiative grant applications. The council chair is Steve Warren, vice chancellor for Research & Graduate Studies; the committee members, appointed to three-year terms, are three deans, two directors of university research centers, two faculty research leaders, and a KU Medical Center representative. The provost and the vice provost for administration and finance are ex officio members.

The council completed its first review of applications in August 2012 and will review new applications on Oct. 15, 2012, and Feb. 15, 2013. Funding may range from large Level 1 grants of more than \$50,000 (typically \$100,000 to \$300,000) to smaller Level 2 grants of \$5,000 and \$50,000.

[provost.ku.edu/strategic-plan/ric-sigp](http://provost.ku.edu/strategic-plan/ric-sigp)

### **Maintaining Momentum: Hosting New Visitor Series**

Space in the Commons is available for faculty to gather for grant planning and to attract visiting lecturers and researchers.

The Bold Aspirations Visitor and Lecture Series began in fall 2012 to highlight eminent guests and local community talent who can give presentations related to the strategic initiative themes. Visitors will meet with the KU community and give a public lecture. The visits range from a few days to a semester or longer.

### **Investing in Our Future: Foundation Professors and Strategic Initiative Hires**

With support from Gov. Sam Brownback, KU's request for \$3 million a year for the hiring of 12 Foundation Professors received legislative approval for fiscal year 2013 and is an ongoing appropriation.

These professors will be international scholars of the highest caliber who will bolster KU's status as an Association of American Universities institution. The title "Foundation Professor" reflects the pivotal role each will play in advancing our strategic initiative themes and building worldwide visibility for KU.

These high-profile individuals will be supported by additional faculty hires from new and replacement positions within the university and provided with substantial research and start-up funds through our comprehensive capital campaign. Taken together, the Foundation Professors and the additional faculty hires will allow KU to invest in clusters of new faculty around a particular research area or strategic initiative theme.

[foundation.ku.edu](http://foundation.ku.edu)



**Building  
momentum:**  
*Progress on  
Other Goals*

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## Goal 1 | ENERGIZING *the* EDUCATIONAL ENVIRONMENT

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### **Strategy: Redesign courses to enhance student learning**

- Led by the centers for Teaching Excellence and for Online & Distance Learning, the primary work of course redesign involves blended or hybrid courses delivering information online and reserving face-to-face contact for discussion, problem-solving, and enhanced learning activities.

- KU is the lead school in the Association of Public and Land-Grant Universities (APLU) psychology course redesign, intended as a pilot for a broad range of fields.
- KU is participating in the Bay View Alliance, a consortium leading efforts to positively affect the culture in teaching by engaging larger percentages of faculty.

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## Goal 2 | ELEVATING DOCTORAL EDUCATION

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### **Strategy: Use comparative data to set academic program standards**

- The Doctoral Program Profiles (DPP) was launched in summer 2011 and updated in summer 2012.

- Every department with a doctoral program provided a link to the DPP so that program data are accessible to prospective students comparing programs in their chosen fields of study.

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## Goal 3 | DRIVING DISCOVERY *and* INNOVATION

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### **Strategy: Document research excellence with enhanced accountability**

- Faculty use the professional record online (PRO) system, initiated in December 2011, to manage information on teaching, research, and service. Vitae of faculty in the schools of Music, Social Welfare, Law, Journalism, and Education have been entered into the system. Data entry has begun for faculty in the School of Public Affairs & Administration, School of the Arts, Department of English, and the Department of Spanish & Portuguese.

- To date, 306 faculty use PRO for such applications as generating curriculum vitae, creating annual reports, and expanding collaboration. The Faculty Senate Rules and Regulations govern the confidential information housed in PRO.

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## Goal 4 | ENGAGING SCHOLARSHIP *for* PUBLIC IMPACT

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### Strategy: Promote a culture that openly values engaged scholarship

- Engaged scholarship was incorporated into the Professional Record Online (PRO) system.
- A reorganized KU News Service prioritizes generating national stories featuring compelling accounts of research and scholarship at KU.

### Strategy: Promote active entrepreneurship and vibrant external partnership

- The KU Center for Technology Commercialization (KUCTC) was organized around the management of intellectual property, entrepreneurship, company formation, and industry partnerships. A new executive team is in place to provide leadership and focus across those areas.

- A comprehensive industry engagement partnership among Research & Graduate Studies, KU Endowment, and KUCTC organizes external partnerships and collaborative industry visits across campus. A plan has been developed for a Strategic Business Partners Program to cultivate and steward key industry partners.
- A new KUCTC website, under development, will provide an entry point for industry, entrepreneurs, investors, faculty, students, and staff in regard to commercialization and entrepreneurship.
- Licensing processes were streamlined to increase efficiency and transparency.



**Strategy: Enhance the recruiting process for excellence in hiring**

- All faculty hires in 2011-12 utilized the Hiring for Excellence protocols.
- A Human Resources system upgrade designed to enhance hiring, time and leave, payroll, and funding processes was rolled out in October 2012. A website to help users understand the new features and the importance of the upgraded system is at [hrpay.ku.edu](http://hrpay.ku.edu).
- A new website for job openings is available at [employment.ku.edu](http://employment.ku.edu).

**Strategy: Develop and retain talent and leadership at all levels to thrive in an era of change**

- In September 2011 KU reorganized its office of Student Success to reflect the institution's emphasis on recruitment, academic excellence, persistence, engagement in academics and experiential learning, and graduation. The new organization includes the vice provost for enrollment management, the vice provost for student affairs, and the assistant vice provost for first-year experience.
- Three newly created units — Undergraduate Studies, First-Year Experience, and the Center for Undergraduate Research — will enhance academics and learning opportunities.

**Strategy: Enhance the diversity of faculty, staff, and students**

- In summer 2011, the diversity leadership position was elevated to the vice provost level and provides leadership in diversity, equity, and inclusion for all faculty, staff, and students.
- The Office of Institutional Access & Opportunity was designed, organized, and staffed with a director, an ADA director, and investigators to enhance and strengthen diversity, equity, and inclusion at KU.
- The Diversity Advisory Council began meeting in fall 2011 to develop a campus vision and plan to coordinate diversity efforts. The council created a basic framework that it will continue to refine in coming months. The council also drafted a university definition of diversity that was presented for campus feedback in spring 2012.

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## Goal 6 | DEVELOPING INFRASTRUCTURE *and* RESOURCES

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### **Strategy: Reallocate resources to priorities on a regular basis**

- KU is in the first year of implementing savings and efficiencies identified by *Changing for Excellence*. Major accomplishments of the past year include the creation of Facilities Services, enhanced purchasing contracts, and planning the creation of shared service centers. Updates are available at [cfe.ku.edu](http://cfe.ku.edu).

### **Strategy: Create a comprehensive process for facilities planning**

- The office of Capital Planning & Space Management (CPSM) was established in April 2011. In the past year, CPSM has documented the capital planning process and has facilitated and/or been involved with several capital projects.
- CPSM and the university architect are working together to develop a campus master plan. The group is drafting a Request for Qualifications (RFQ) with a late fall 2012 kickoff and late 2013 completion date.

- The Capital Projects Council (CPC) was established in fall 2011 and is chaired by the chancellor. The group reviews all capital projects of \$500,000 or more, all repairs and renovations (R&R) of \$1 million or more, and any new use of university land.

### **Strategy: Energize *Far Above*, the comprehensive fundraising campaign**

- The chancellor welcomed alumni and friends of KU at the public kickoff of *Far Above* in late April 2012.
- Every school and major academic unit of the university has an advisory board to prioritize and strategize and to set goals for *Far Above*.
- The deans are prioritizing campaign development at the school level.







**Moving  
forward:**  
*Year 2 Areas  
of Focus*

# THE IMPLEMENTATION TEAM SELECTED THESE AREAS FOR SPECIAL FOCUS IN YEAR 2 OF *BOLD ASPIRATIONS*

## **Establish a New KU Core Curriculum**

In the first year of implementing *Bold Aspirations*, the foundation for the KU Core was built and policies for the University Core Curriculum Committee (UCCC) were established. In Year 2, we will **design the curriculum** by asking faculty members to nominate courses and educational experiences to become part of the KU Core. The UCCC, in conjunction with key campus constituents, will ensure that the curriculum is designed and appropriate infrastructure for implementation is in place. Advisors are being trained to successfully **launch the KU Core in fall 2013**.

## **Prepare Doctoral Students as Innovators and Leaders**

For the first time, KU has conducted a comprehensive, university-wide review of how doctoral education is funded, thanks to the work of the Doctoral Education Work Group. A preliminary report was submitted to the provost, senior vice provost, and dean of graduate studies. The dean will make recommendations to the provost regarding **implementation of suggested action items** in the report and will **create a three-year plan** to accomplish Goal 2 of *Bold Aspirations*: Prepare doctoral students as innovators and leaders. The implementation of the report and the three-year plan will be shared with the university community in spring 2013.

## **Pursue Multidisciplinary Strategic Initiatives**

In the 2011-12 academic year, the university community came together in an unprecedented way at four summits to make connections and create exciting opportunities for multidisciplinary projects. The momentum will continue to build this year as **faculty members submit proposals to the Research Investment Council** for funding of multidisciplinary projects. With support from the state, **KU will hire 12 Foundation Professors** to play a pivotal role in advancing our strategic initiative themes and to build worldwide visibility for KU. These high-profile professors will be supported by additional faculty hires. Beginning in fall 2012, **KU will host a Bold Aspirations Visitor and Lecture Series** to highlight presentations on strategic initiative themes by eminent guests and community talent.

## **Promote Active Entrepreneurship and Vibrant External Partnerships**

This year, Provost Jeffrey Vitter will **engage with external corporations and community organizations** that align with KU's key priorities. Establishing such vibrant external partnerships will help KU to build a worldwide profile. Vitter and the KU Center for Technology Commercialization (KUCTC) will cooperate in developing **a comprehensive and public plan to engage the KU community in entrepreneurial activities**. These efforts will make it easier for faculty to engage in and expand commercialization of KU technologies and incubate KU startups through streamlined processes and an online database. Their activities will be a key aspect of ensuring that KU is recognized as a top-tier public international research university.

### Redesign Courses to Enhance Student Learning

One key to persistence and retention is student success in gateway freshman courses. The outcomes in these courses are enhanced when students participate actively in their own learning. To encourage the development of courses that will result in high levels of engagement and ultimate success, we will support faculty members in redesigning courses that bring in new technologies to encourage active learning. The Center for Teaching Excellence and the Center for Online and Distance Learning will partner to offer a **seminar in use of contemporary tools and methods in course design and student learning**. The products of the seminar will be newly designed courses built for active learning and student success. And because online learning is rapidly becoming an integral part of higher education, academic departments also are developing strategies to improve and increase online and blended programs.

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KU has **13 percent** *minority faculty* and **16 percent** *minority undergraduate* students.

### Developing Infrastructure and Resources

Meeting the goals of *Bold Aspirations* requires significant resources. Implementing *Changing for Excellence* is transforming us administratively and operationally so that we can focus resources on our academic and research missions. In Year 2 of implementing *Changing for Excellence*, we will launch **shared service centers**, beginning with the College of Liberal Arts and Sciences, Hall Center for the Humanities, the Institute for Policy and Social Research, and the University Honors Program. The shared service centers will reorganize many of the transaction-based activities of human resources, finance, and research administration. The critical goal of reorganizing is to advance a culture of customer service with timely, efficient, and accurate services; accountability; and an environment of professional expertise. Additionally, under the leadership of Bob Lim, chief information officer, Information Technology (IT) is undergoing significant reorganization and redefinition. The goal is to **standardize IT customer service** and reap the benefits of enhanced service, security, and savings by consolidating and centralizing its activities.



# Measuring *our* Progress

# SAMPLE OF *BOLD ASPIRATIONS* METRICS

## Goal 1 | ENERGIZING *the* EDUCATIONAL ENVIRONMENT

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>First-time, full-time freshman retention rate</b>	77.8%	79.3%	79.9%
<b>Average ACT/Converted SAT of entering class</b>	24.8	24.7	24.9
<b>Six-year graduation rate</b>	61.7%	62.5%	60.7%
<b>Number of experiential learning certificates</b>	960	1,184	1,420
<b>Total number of undergraduate and graduate student study abroad experiences</b>	1,087	1,146	NYA

## Goal 2 | ELEVATING DOCTORAL EDUCATION

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>Doctoral median time to degree (years)</b>	6.5	5.9	NYA
<b>Percent of full-time graduate students holding GTA appointments</b>	27%	25%	27%
<b>Percent of full-time graduate students holding GRA appointments</b>	17%	16%	15%

## Goal 3 | DRIVING DISCOVERY *and* INNOVATION

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>Federal research and development expenditures</b>	\$147,598,000	NYA	NYA
<b>Number of members in the national academies</b>	7	7	7
<b>Number of honors and awards</b>	156	188	NYA
<b>Number of postdoctoral appointees</b>	245	237	297

**Goal 4 | ENGAGING SCHOLARSHIP** *for* PUBLIC IMPACT

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>Number of confidential disclosure agreements, interinstitutional agreements, license agreements, invention disclosures, and material transfer agreements</b>	525	700	684

**Goal 5 | DEVELOPING EXCELLENCE** *in* PEOPLE

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>Percent of minority tenured/tenure-track faculty</b>	14%	12%	13%
<b>Percent of minority staff</b>	15%	13%	13%
<b>Percent of minority undergraduate students</b>	13%	15%	16%
<b>Percent of minority graduate/professional students</b>	10%	12%	13%
<b>Number of faculty hires connected with strategic initiatives (hired for following academic year)</b>	NA	NA	30
<b>Number of tenured faculty hires at the associate or full professor level (hired for following academic year)</b>	15	10	8

**Goal 6 | DEVELOPING INFRASTRUCTURE** *and* RESOURCES

	FALL 2009/FY 2010	FALL 2010/FY 2011	FALL 2011/FY 2012
<b>Dollar amount of philanthropic gifts</b>	\$125,398,724	\$131,139,745	NYA

NA = Not applicable

NYA = Not yet available

For a full list of all *Bold Aspirations* metrics, visit [provost.ku.edu/strategic-plan](http://provost.ku.edu/strategic-plan).



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