

Energizing the Educational Environment

Goal & characteristics

- *Goal:* KU will strengthen its teaching and mentoring to position all students for lifelong learning, leadership, and success.
- *Characteristics:*
 - Quality advising and mentoring will draw on advising resources and best practices across campus, empowering students to make informed decisions about their learning opportunities.
 - Experiences will connect students to KU intellectually and emotionally.
 - Innovative curricula and instructional technology, experiential learning (e.g., research, study abroad, and service learning), and redesigned courses will enrich the educational experience for students and faculty.
 - Renewed University General Education requirements will be based on goals that enable success and lifelong learning.

Steering committee input to work group

- *Urgent Issues for KU: (This is a summary— full SWOT analysis and input attached)*
 - Graduate education, especially its link to research, has not been acknowledged as an equally urgent issue compared to undergraduate education urgency
 - Graduate education needs to be recognized as fundamentally important to KU as an international public research university and given sufficient support. (i.e., student financial support, time to degree, mentoring as researchers and teachers)
 - Advising that is inconsistent and difficult to access

- Difficulty in recruitment and retention of students. Kansas population is changing and declining and KU is not retaining students at a rate that is comparable to our peers
 - We do not effectively communicate with students
 - Class size for first and second year undergraduates is too large and does not foster students developing connections to intellectual endeavors
 - Administrative roadblocks for students including enrollment holds, transfer credit difficulty, and timely access to academic advising
 - Insufficient educational technologies
 - Lack of systematic assessment of learner outcomes
- Example strategies for the work group:
 - Enhance the first-year experience
 - Re-evaluate orientation and academic advising
 - Look at technical strategies to help with early intervention of at-risk students
 - Create interest regarding attending a research university
 - Engage students in research
 - Revise general education to make way for innovative courses and free faculty and GTAs up for new ways of teaching
 - Foster collaborations between faculty, advisors, staff, students, and libraries
 - Develop models for joint appointments
 - Create physical spaces to encourage collaboration and more faculty out of silos.
 - Develop online and hybrid courses
 - Develop assessment mechanisms
- Example outcomes:
 - Fully engaged students from recruitment to the alumni stage in a revitalized teaching environment
 - Students feel an individual connection allowing them to identify personal options from the vast opportunities at KU (experience + mentors)
 - Innovative curricula (renewed general education and major programs)
 - Synergies among faculty, staff, KU libraries, and others for the purpose of enriching teaching and advising
 - Space that provides flexibility and innovation

Driving Discovery & Innovation

Goal and characteristics

- Goal: KU will enhance scholarship broadly with a special emphasis on areas of present and emerging strength in order to impact specific challenges facing society.
- Characteristics:
 - Scholarship will be increasingly transdisciplinary, synergistic, and collaborative.
 - Innovation, strategic risk-taking, and long-term thinking will be promoted.
 - All forms of research and creative expression will be embraced in an expansive view of scholarship.
 - Research training and scholarship will be emphasized as part of KU's institutional identity as an international research university.
 - Outcomes will be increasingly measurable, and include external validation and greater visibility.
 - Wider dissemination of knowledge will be achieved.

Steering committee input to work group

- Urgent Issues for KU: (This is a summary— full SWOT analysis and input attached)
 - Graduate education, especially doctoral education, is tightly linked to research and needs greater acknowledgement
 - Graduate education needs to be recognized as fundamentally important to KU as an international public research university and given sufficient support. (i.e., financial support, time to degree, mentoring)
 - Mentoring of graduate students as researchers and teachers
 - Reputational issues regarding KU's standing in AAU, insufficient funding, our inability to articulate to the public the value of being a research university
 - Too large a percentage of faculty not engaged in scholarly research
- Example strategies for exploration by work group:
 - Define and promote a culture of intellectual risk taking at KU
 - Examine post-tenure review and continuous assessment

- Focus promotion and tenure structure and culture on excellence
 - Value and reward collaborative research
 - Make strategic cluster hires aimed at specific grand challenges that could leverage state and national funding
 - Develop and promote a national cancer center
 - Move mid-level programs higher
 - Develop models for joint appointments
 - Meld KUMC & KU Lawrence
 - Expand “science on tap” ideas to other areas
 - Encourage entrepreneurship in graduate education
 - Use KUCR to initiate collaborations and make matches
 - Create physical space to encourage collaborations and move faculty out of silos
- Example outcomes:
 - Enhanced status as an international research university
 - Enhanced, deepened, broadened scholarly impact of KU in strategic areas and with a long view (10+years) that is externally validated
 - Discovery including disseminating knowledge to peers and larger publics
 - KU’s culture is team based research, especially in regards to graduate training for large complex problems

Engaging Scholarship for Public Impact

Goal and characteristics

- Goal: KU will engage local, state, national, and global communities as partners in scholarly activities that have direct public impact.
- Characteristics:
 - Community-engaged scholarship will be recognized and valued as a legitimate form of scholarly activity.
 - Partnerships will include a wide range of activities, e.g., technology commercialization, advances in K-12 education, service learning experiences, entrepreneurship, etc.
 - The university will facilitate and support community-engaged scholarship.
 - Students will participate fully as partners in the success of the enterprise.
 - Scholarly activities will be facilitated by exploiting current and future outreach activities.

Steering committee input to work group

- Urgent Issues for KU: (This is a summary— full SWOT analysis and input attached)
 - Teaching loads can be an obstacle to research
 - Lack of infrastructure and coordination
 - Engaged scholarship is not appropriately recognized
 - Much of KU scholarship for public impact is publicized insufficiently
- Example strategies for work group:
 - Identify and promote role models (faculty, departments, centers, etc.)
 - Build on KC Metro and centers and develop more precise institutional goals and a funding model to support (e.g. re-articulate JCERT goals as KU goals, not just KUEC goals)
 - Provide a portal through which the university and external community can interact and make matches
 - Expand student involvement in the Center for Service Learning.
 - Utilize better and more modern technology

- Find good measures/metrics of research for public engagement.
 - Find ways for collaboration/engagement as a benefit – not a loss for faculty
 - Provide incentives for faculty and students to do service learning
 - Define and value “engaged scholarship”
 - Inventory engaged scholarship activities
 - Recalibrate reward structure to value engagement
 - Focus promotion and tenure structure and culture on excellence
 - Explore new ways to get research to the public (by blending sciences, humanities, arts, etc.) and develop reward systems for starting these initiatives
 - Encourage entrepreneurship in graduate education
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- Example outcomes:
 - Increased community awareness
 - KU classes touch on applications and solutions
 - Increased research that is engaged in the community
 - Engage community in research
 - KU is known as an institution where one learns how to address research problems in their home community