THE COLLEGE OF LIBERAL ARTS & SCIENCES is the heart of the University of Kansas. We educate the most students, produce the most research and collaborate with nearly every entity at KU. When we excel, our success ripples across the entire university. A strategic plan is crucial to guide our efforts and to focus our priorities in the areas where we can make the biggest difference.

Since the university’s founding, the liberal arts and sciences have played a substantial role in sustaining KU’s reputation as a leading destination for the brightest students and scholars. This plan seeks to build upon and extend our legacy as a dynamic learning and research environment, where we make critical discoveries and educate future leaders.

Our priorities and actions are based on input from a variety of sources, including a College-wide anonymous survey assessing our challenges and strengths, as well as several rounds of an iterative feedback process with key constituencies throughout the College and beyond.

Among the greatest strengths of the College are our people. We have a dedicated base of faculty, staff and alumni whose contributions help us achieve our university’s mission to make discoveries and educate the next generation of scholars and leaders. Our talented and diverse students propel us further, as we seek to challenge and support them in their personal, intellectual and professional development.

We also have an incredible story to tell. We are innovators in research and student success, as demonstrated by the prestigious recognitions bestowed on our faculty, including MacArthur, Guggenheim, Fulbright and Carnegie fellowships, along with the outstanding accomplishments of our students, including Rhodes, Goldwater and Gates Cambridge scholarships.

Our successes to date have not come without challenges. We have steadfastly pushed forward through nearly a decade of economic challenges in our state and declining enrollment in line with national trends in liberal arts and sciences. As a result, faculty and staff are doing more with less every year, heroically so in many cases, to ensure that the College remains successful and productive. In recent surveys, faculty and staff feedback indicated a need to acknowledge stresses and to build trust by ensuring that procedures and policies are clear and fair, that resources are allocated in a manner that is transparent and grounded in our priorities, and that administrative services are accessible and easily navigable. We believe our strategic plan is an important step in meeting these needs and ensuring that the College’s best days are ahead of us.

Our strategic plan seeks to balance our aspirations and our needs. We will focus our energy and efforts on that which matters most to our success, ensuring wherever possible that faculty and staff have support from the College Dean’s Office to minimize additional demands on their time. The goals, strategies and tactics throughout this plan put action to ideas by aligning services, funding and initiatives with our priorities in research, student success, and diversity, equity and inclusion.

We will place research and scholarship as a top priority, with an infrastructure that provides a network of support and opportunity for scholarly development and collaboration. We will foster a culture that celebrates our achievements, but is not boastful, where we promote our work for the purpose of making our discoveries visible and accessible for the benefit of others.

We will provide our students with a wealth of opportunities and support, including flexible and innovative curriculum, exceptional teaching and advising, and diverse hands-on learning experiences. Our students will meet the challenge to grow as individuals while they prepare to thrive in their careers and to make long-term and meaningful contributions to our society.

And, we will constantly seek to ensure that the College is a leader in promoting a diverse, equitable and inclusive environment for everyone in our community. We have developed an extensive plan for diversity, equity and inclusion that lays out a clear road map for making improvements. It is referenced throughout this plan, and is available at http://collegedean.ku.edu/dei.
The overarching goal of this plan is to amplify what we do well, by directing efforts and resources toward areas of greatest strength, potential and need. While this plan provides a direction forward, it allows for unique paths for each of our schools, departments, programs and centers. Working together toward the same goals, we can leverage our strengths and solidify our place as a leader among liberal arts and sciences institutions.

MISSION
The College of Liberal Arts & Sciences is the heart of the University of Kansas. As the largest academic unit, we drive research and curricular excellence at KU. We foster a rigorous culture of creative and scholarly investigation, within a collaborative and inclusive environment. Our research discoveries and outreach make an impact locally and globally. We train the next generation of leaders, whose intellectual, personal and professional growth is supported through innovative teaching and mentorship in the College.

VISION
We endeavor to be a leading student-centered, research-intensive liberal arts and sciences college. We are committed to providing an innovative educational experience, drawn from curricular advances and groundbreaking research, to transform our students as they explore how they will make a difference in Kansas and the world beyond.

VALUES
We are:
» Driven by excellence
» Creative and critical thinkers
» Ethical and accountable
» Proactive in efforts to support a diverse, equitable and inclusive environment
» Transparent and inclusive in our governance
» Service oriented
» Fiscally responsible

PRIORITIES
» Increase student success through innovative curriculum, teaching, advising and hands-on learning opportunities
» Support research infrastructure and scholarly impact
» Promote a diverse, equitable and inclusive environment for working and learning across the College
STRATEGIC THEME 1: UNDERGRADUATE STUDENTS
We will promote a dynamic and rigorous learning environment that draws undergraduate students to a liberal arts and sciences education as an essential foundation for success in today’s society. Throughout their undergraduate experience, students will receive comprehensive advising, be challenged to explore their interests and reach their full potential, and be encouraged to participate in experiential learning to prepare for their post-baccalaureate endeavors.

Strategy 1 – Engage more students in the liberal arts and sciences
Strategy 2 – Identify and resolve barriers to student success
Strategy 3 – Broaden opportunities for hands-on career exploration and preparation

STRATEGIC THEME 2: GRADUATE STUDENTS
We will support efforts to promote deep understanding in core areas of graduate students’ disciplines while embracing an interdisciplinary perspective that can enhance the independent development of a creative and/or scholarly line of inquiry. Moreover, we will support professional development of our graduate students to prepare them to make impactful and lasting contributions to society from positions in higher education, industry and the public sector. Finally, we will seek novel approaches to obtain and deploy greater levels of support for graduate students to remain competitive with our peers.

Strategy 1 – Diversify and increase opportunities for graduate-level education
Strategy 2 – Support graduate students’ growth as scholars
Strategy 3 – Leverage training and tools to enhance advising and mentoring
Strategy 4 – Expand professional development programming and resources

STRATEGIC THEME 3: FACULTY SCHOLARSHIP, TEACHING AND MENTORSHIP
We will enhance the infrastructure that supports scholars as intellectuals, educators and individuals across all academic ranks. We will seek to provide robust support to stimulate faculty productivity in research and scholarship. This includes a clear appreciation and valuing of research, publication and creative activity across all of our disciplines. We will seek to support this productivity through increased efforts and resources to obtain competitive grants, fellowships and external awards. Our efforts will champion our faculty in their drive to be leaders in their disciplines and in interdisciplinary efforts that cross traditional disciplinary boundaries.

Strategy 1 – Amplify research support and recognition
Strategy 2 – Elevate external funding opportunities and resources
Strategy 3 – Bolster innovative teaching and mentorship
Strategy 4 – Revitalize recruitment and hiring strategies
Strategy 5 – Support career development through mentorship and transparency
STRATEGIC THEME 4: STAFF DEVELOPMENT AND GROWTH

We will promote a supportive environment where staff contributions are acknowledged and excellence is rewarded. We recognize the importance of staff in our ability to achieve our goals. We will invest in their development and growth and will utilize targeted strategies to enhance building successful careers at KU.

Strategy 1 – Expand and promote staff-focused professional development opportunities
Strategy 2 – Recognize and reward staff contributions
Strategy 3 – Foster a culture of collaboration

STRATEGIC THEME 5: LEADERSHIP, ENGAGEMENT AND STRATEGIC GROWTH

We will position the College to grow sustainably, guided by strategic planning. Through leadership development, we will effectively prepare faculty and staff for key leadership roles across campus. We will also build support for the liberal arts and sciences in public opinion and in financial giving through strategic communications, partnerships and programs. And, we will seek opportunities to improve the atmosphere for learning and working through facilities projects. All of this will be done in an environment of shared governance and transparency, allowing faculty and staff to take part in our direction forward.

Strategy 1 – Deepen leadership experience among faculty and staff
Strategy 2 – Demonstrate transparent, responsive, data-informed leadership
Strategy 3 – Advance our mission through strategic communications and outreach programs
Strategy 4 – Institute ongoing strategic planning and implementation
Strategy 5 – Enhance the environment for learning and discovery
STRATEGIC THEME 1: Undergraduate Students
We will promote a dynamic and rigorous learning environment that draws undergraduate students to a liberal arts and sciences education as an essential foundation for success in today’s society. Throughout their undergraduate experience, students will receive comprehensive advising, be challenged to explore their interests and reach their full potential, and be encouraged to participate in experiential learning to prepare for their post-baccalaureate endeavors.

STRATEGY 1

Engage more students in the liberal arts and sciences

ACTIONS

i. Advocate for increased inclusion of liberal arts and sciences courses in KU Core curriculum, seeking opportunities to minimize obstacles and encouraging curricular creativity among departments

ii. Increase entry points for student enrollment in liberal arts and sciences courses, focusing on building more opportunities for cross-listing, team teaching and curricular and degree partnerships between the College and professional schools

iii. Encourage and develop curricular opportunities that maximize pathways into the College and address student needs for flexibility, including 8-week and winter session courses, KU Edwards programs, and interdisciplinary certificates

iv. Encourage faculty participation in first-year seminars and learning communities, exposing more new students to liberal arts and sciences disciplines earlier in their academic careers

v. Strengthen recruitment efforts in the Kansas City area and throughout Kansas utilizing enhanced partnerships with key offices on the Lawrence campus and at KU Edwards and KU Medical Center, as well as with high schools and community colleges

vi. Develop and implement multi-platform recruitment and enrollment communications plans that dispel doubts about and promote the utility of liberal arts and sciences education, in terms of both personal growth as well as career preparation (both on its own and in combination with professional majors)

vii. Develop authentic messages that position KU as both approachable and rigorous to prospective students and their parents

viii. Work with Lawrence and KU Edwards partners to strengthen recruitment of key populations, including under-represented groups (see College DEI Plan, Section IV), international students, legacies and high-ability in-state students

ix. Fully leverage scholarship resources available to recruit high-ability students
STRATEGY 2

Identify and resolve barriers to student success

ACTIONS

i. Maximize collaboration with the Undergraduate Advising Center (UAC) to make students’ transition from UAC to College advising as seamless as possible

ii. Identify at-risk students earlier and intervene with resources and guidance, such as continued expansion of the College’s Faculty Mentor Program, added investment in retention advising and support for financial emergencies (e.g., short-term loans) and longer-term efforts to limit costs for students (e.g., open educational resources and scholarships)

iii. Identify courses where student progression is slowed, such as high DFW (grades of D or F or course withdrawal) rates, and develop advising strategies and other interventions to improve student success in such courses

iv. Provide a safe and inclusive environment where students of all identities feel welcome and supported to succeed at KU (see College DEI Plan, Sections I and VI)

v. Maintain high standards for instructional quality, encouraging faculty participation in course redesign, and Center for Teaching Excellence and Center for Online Distance Learning opportunities, as well as advocating for facilities upgrades to support active learning and innovative instruction (see also Strategic Theme 3, Strategy 3)

STRATEGY 3

Broaden opportunities for hands-on career exploration and preparation

ACTIONS

i. Support the creation and/or further development of capstone experiences across majors in the College, providing the opportunity to synthesize academic and hands-on experiences and demonstrating the applicability of liberal arts and sciences skills to future endeavors, including graduate school and professional careers

ii. Increase opportunities for study abroad and study away, through development of less expensive and/or shorter experiences, as well as additional funding support to students to ensure more broad access to these transformative opportunities

iii. Expand participation in undergraduate research opportunities, working closely with the Center for Undergraduate Research to increase faculty and student participation

iv. Encourage career development and exploration among liberal arts and sciences students, including strengthening the partnership between the College and the University Career Center and expanding programming that brings alumni to campus for career talks

v. Develop and adopt mentoring and internship programs in collaboration with the KU Endowment Association, KU Alumni Association and alumni themselves

vi. Incorporate experiential learning into advising framework, adding advising on such opportunities as part of students’ major declaration process

vii. Broaden opportunities for leadership development, through curricular innovations, participation in College governance, and greater collaboration between the College administration and leaders in student government and organizations

ACCOUNTABILITY METRICS

Increase in undergraduate enrollment (majors, minors, certificates and student credit hours) across the College

Increase in undergraduate retention across the College

Increase in undergraduate participation in experiential learning opportunities, especially undergraduate research, study abroad/away and internships

Continued evidence of increasing academic standards for students in the College

Improvement in post-baccalaureate placement rate in careers, service or graduate school

Increased alumni participation in mentorship
STRATEGIC THEME 2: Graduate Students
We will support efforts to promote deep understanding in core areas of graduate students’ disciplines while embracing an interdisciplinary perspective that can enhance the independent development of a creative and/or scholarly line of inquiry. Moreover, we will support professional development of our graduate students to prepare them to make impactful and lasting contributions to society from positions in higher education, industry and the public sector. Finally, we will seek novel approaches to obtain and deploy greater levels of support for graduate students to remain competitive with our peers.

STRATEGY 1

Diversify and increase opportunities for graduate-level education

ACTIONS
i. Redesign graduate funding allocation strategies, based on faculty input and key program metrics, to target increases in number and stipend level for graduate teaching and research assistantships
ii. Work with units to determine their best combination of program size and support needed to attract the best and most diverse pool of graduate students
iii. Identify and implement strategies to increase the representation of historically underrepresented populations in our graduate programs, with a focus on expanding the applicant pool and engaging with national efforts to build a pipeline of diverse students (see College DEI Plan, Section IV)
iv. Increase departmental use of marketing tools and best practices to target prospective students with clear and compelling communications, providing College-level support to departments as needed
v. Enhance traditional graduate programs through the development of accelerated tracks or other innovations in program design, while creating new accelerated and professional master’s degree and graduate certificate programs to attract top quality undergraduates and respond to workforce demand, partnering with KU Edwards and KU Medical Center when feasible to expand program reach

STRATEGY 2

Support graduate students’ growth as scholars

ACTIONS
i. Develop and implement strategies to generate more research assistantships for graduate students, which can include both individual support as well as faculty-led institutional training program support
ii. Develop College-level support opportunities for graduate student research and creative works
iii. Support graduate student engagement in external grant activity, which may include facilitation of workshops and writing groups as well as financial support of time and research cost through College-level research funding
iv. Provide flexibility and support for students interested in expanding beyond their discipline with interdisciplinary training opportunities
STRATEGY 3

Leverage training and tools to enhance advising and mentoring

ACTIONS
i. Improve tracking of student progress and milestones by creating new tools and practices that are responsive to the unique needs of graduate programs
ii. Establish clear expectations for graduate support services and provide training and professional development to enable staff to meet those expectations
iii. Leverage Office of Graduate Studies survey results to address student needs and challenges to productivity and morale and utilize College DEI Plan (see Sections I and V) to provide more extensive opportunities for graduate students to feel welcome at KU
iv. Encourage and incentivize units to develop and implement plans to reduce time to completion of comprehensive examination and overall time to degree for Ph.D. students
v. Incorporate further attention to the unique needs of students seeking terminal master’s degrees in advising best practices at the unit and College level
vi. Improve graduate student progression and outcomes by offering support for the development of mentoring skills among graduate faculty

STRATEGY 4

Expand professional development programming and resources

ACTIONS
i. Provide early professional development mentoring for students to support exploration of a range of career opportunities in academia, non-profits and industry (in line with current efforts underway with the NEH Next Generation Ph.D. Challenge Grant)
ii. Develop an online suite of graduate student professional development tools and resources
iii. Develop targeted professional development programs that respond to department needs and student interest
iv. Link with other Lawrence campus, KU Edwards and KU Medical Center units to create a network of graduate student professional development partners for the purposes of research collaboration, personal and social support, and sharing of best practices
v. Provide more structured opportunities for pedagogic development and professionalization in the classroom through collaborations between faculty advisors, the College Office of Graduate Affairs and the Center for Teaching Excellence
vi. Provide graduate students with opportunities to support innovative teaching in their units, including course redesign efforts
vii. Increase opportunities for graduate students to develop leadership skills, through involvement in College governance and greater collaboration between College administration and leaders in student government and organizations

ACCOUNTABILITY METRICS

Increase in graduate student enrollment

Creation of a baseline measure of retention and improvement in retention rate

Decrease time to degree milestones (time to comprehensive exam, time to degree completion)

Improvement in student satisfaction on Office of Graduate Studies survey in key areas of support and services, including professional development, wellness and inclusion

Increase in graduate student participation in professional development opportunities

Creation of a baseline measure and increase in graduate student publications, creative works and grant applications

Increase in number of research assistantships

Evidence of pedagogical skill development from student evaluations and program evaluations of teaching

Increase in graduate fellowships (teaching and research) offering a competitive stipend, with increased availability of stipend support for top recruits

Increase in number of applications, admissions and matriculations from members of underrepresented populations
STRATEGIC THEME 3: Faculty Scholarship, Teaching and Mentorship
We will enhance the infrastructure that supports scholars as intellectuals, educators and individuals across all academic ranks. We will seek to provide robust support to stimulate faculty productivity in research and scholarship. This includes a clear appreciation and valuing of research, publication and creative activity across all of our disciplines. We will seek to support this productivity through increased efforts and resources to obtain competitive grants, fellowships and external awards. Our efforts will champion our faculty in their drive to be leaders in their disciplines and in interdisciplinary efforts that cross traditional disciplinary boundaries.

STRATEGY 1

Amplify research support and recognition

ACTIONS

i. Launch and expand the College’s Research Excellence Fund through fundraising and broadening of support categories, potentially including a) opportunities for release time; b) travel to conferences, research and performance activities; c) external review of creative works and research products; and d) staff support

ii. Consider and employ creative approaches to increase research time, including re-evaluation of teaching requirements, buy-out structure and teaching releases, including courses taught outside of the standard fall and spring semester terms (e.g., winter)

iii. Increase nominations of faculty for external and internal awards with support from College staff and campus research centers to ease the burden placed on faculty and their nominators

iv. Develop an online research platform to showcase faculty accomplishments and interest areas, as a means to support research development, collaboration and fundraising

v. Encourage community-engaged scholarship by clarifying its value in the evaluation of faculty and considering other initiatives, such as training, to familiarize faculty with best practices in community-engaged scholarship

vi. Communicate with our stakeholders and state leaders to promote better understanding of the value of research and scholarship and its benefits to society as a whole

STRATEGY 2

Elevate external funding opportunities and resources

ACTIONS

i. Position the Research Excellence Fund to support faculty release time and other resources such as seed, bridge and just-in-time funds to promote external grant and fellowship success

ii. Structure external funding expectations that are in line with disciplinary-specific norms and expectations, as well as in comparison to our aspirational peer institutions

iii. Expand and improve pre- and post-award support to streamline communication on available funding opportunities for faculty by involving research-focused centers and institutes such as the Hall Center, Life Span Institute and Institute for Policy & Social Research

iv. Identify opportunities for corporate support, both in funding and student internships, through partnership with the Office of Innovation & Collaboration

v. Develop a guide for units seeking help connecting with industry partners, outlining multiple ways this can be undertaken including research sponsorships, research consortia, internships, externships, faculty industry sabbaticals and professional development modules made for specific industries

vi. Build support for post-doctoral fellows to contribute to the goals of their research group, while developing their own line of research
STRATEGY 3

Bolster innovative teaching and mentorship

ACTIONS

i. Promote innovative teaching including course redesign efforts and increased connections with campus resources including the Center for Teaching Excellence and Center for Online & Distance Learning
ii. Increase support for faculty to expand research opportunities (including the supervision of fellowship and other external funding opportunities) for undergraduate and graduate students
iii. Fundraise and seek national partners for improvements in engaged learning and other cutting-edge instructional spaces
iv. Further develop teaching specialist and other instructional-focused positions where consistent with the mission and goals of a unit to support enhanced contributions of instructional staff
v. Develop support mechanisms (including time and financial resources) for faculty pursuing discipline-specific and cross-disciplinary training in pedagogy and/or mentoring on campus through offices such as the Center for Teaching Excellence and the Center for Online & Distance Learning, as well as through off-campus opportunities
vi. In collaboration with the Center for Teaching Excellence, conduct a College-wide review of best practices for evaluating teaching and mentoring, and begin to integrate findings into unit and College-wide evaluations
vii. Explore incentives and training that support and acknowledge the considerable time commitment and importance of student research mentoring efforts

STRATEGY 4

Revitalize recruitment and hiring strategies

ACTIONS

i. Work with units and faculty to identify and implement effective, novel recruiting strategies to hire star performers that do not disrupt existing, well-constructed hiring plans
ii. Identify, study and implement strategies (e.g., fundraising for professorships, increased recruitment and retention of students) to generate resources that can be used for support of additional faculty lines
iii. Develop a clear and transparent strategy for how hires are prioritized, where decisions can be explained and guidance provided for future years
iv. Ensure hiring practices that include diverse applicant pools and consider the application of more broad definitions of excellence (see College DEI Plan, Section II)
STRATEGY 5

Support career development through mentorship and transparency

ACTIONS

i. Develop strategies and resources to inform faculty early in their career about grant and fellowship development, promotion and tenure expectations, feedback about progress beyond the third-year review and resources to mitigate barriers, with particular focus on the experiences of traditionally marginalized faculty

ii. Assess and address factors limiting associate professor progression and full professor excellence, with particular focus on the experiences of traditionally marginalized faculty

iii. Work closely with units to ensure annual evaluation procedures are clear, equitably applied and ratings are given in line with the rigor outlined in the units’ guidelines and goals

iv. Clearly outline and share the College strategy for faculty retention, especially related to counter offers and equity adjustments

v. Ensure under-represented faculty have the support needed to succeed (see College DEI Plan, Sections I and III)

vi. Enhance mentoring at all levels, in collaboration with the Provost’s Office, by developing training and guidelines that support individual utilization of best practices, expanding opportunities for mid-career faculty to receive strong mentoring, and supporting the targeted pairings of faculty mentors across disciplines as needed

ACCOUNTABILITY METRICS

Improvement in overall reputation of our departments and programs, according to system determined most appropriate for such measurements within individual departments

Increase external funding in discipline-relevant ways including a) number of external grant and fellowship submissions; b) number of large institutional center and training award submissions; and c) number of mentored student fellowship submissions

Increase in number of community-engaged research projects

Increase in faculty participation in undergraduate research

Improvement in faculty progression rates

Improvement in faculty retention across all ranks, with particular attention to faculty from underserved groups (see College DEI Plan, Section III)

Indications of high faculty satisfaction, as noted in annual College feedback survey

Growth in number and magnitude of external and internal awards
STRATEGIC THEME 4:
Staff Development and Growth
We will promote a supportive environment where staff contributions are acknowledged and excellence is rewarded. We recognize the importance of staff in our ability to achieve our goals. We will invest in their development and growth and will utilize targeted strategies to enhance building successful careers at KU.

**STRATEGY 1**

**Expand and promote staff-focused professional development opportunities**

**ACTIONS**

i. Create a staff professional development fund in the College for opportunities such as funding to attend workshops and conferences off-campus

ii. Create targeted staff development workshops that address key needs as identified by staff themselves and those they serve

iii. Work with unit heads to support release time for staff to obtain training and other professional development opportunities

iv. More broadly utilize existing resources including Link and Learns, faculty lectures and staff/faculty expertise to incorporate additional professional development offerings

v. Develop events that bring staff together in areas such as stress reduction and problem solving, with clear indication of support from units for attending these events

vi. Create opportunities for staff to be more connected (and therefore less isolated) including opportunities for interaction with staff from across campus

vii. Access staff ideas and feedback, including annual anonymous feedback survey, town halls and an ad-hoc advisory committee, to advise the College to ensure staff concerns are readily communicated and acted upon

**STRATEGY 2**

**Recognize and reward staff contributions**

**ACTIONS**

i. Add more staff-specific awards and remove exclusionary requirements (as possible) in other awards to allow staff eligibility

ii. Reboot annual staff recognition event in line with our goals and staff feedback

iii. Identify and address existing policies and procedures that send a message to staff that they are less valued than faculty

iv. Work with university administration and state legislature to support more regular and robust raises with strong arguments that identify the real challenges and risks to our functioning in the continued absence of such changes

v. Explore strategies used to retain high-performing faculty and consider their use with staff
STRATEGY 3

Foster a culture of collaboration

ACTIONS

i. Develop multiple opportunities for staff to communicate with each other, note broader concerns and begin to identify solutions

ii. Develop a staff mentoring program where senior staff provide mentoring to new staff with pairing occurring across units

iii. Facilitate opportunities for staff from the Shared Service Center to be more physically present in units served, which includes closer connections with faculty and students as well as staff embedded within those units

ACCOUNTABILITY METRICS

Increase in professional development opportunities for staff

Indications of high staff satisfaction, as noted in annual College feedback survey

Increase in number and range of awards given to staff

Improvement in staff attrition

Improvement in staff raises
STRATEGIC THEME 5: Leadership, Engagement and Strategic Growth
We will position the College to grow sustainably, guided by strategic planning. Through leadership development, we will effectively prepare faculty and staff for key leadership roles across campus. We will also build support for the liberal arts and sciences in public opinion and in financial giving through strategic communications, partnerships and programs. And, we will seek opportunities to improve the atmosphere for learning and working through facilities projects. All of this will be done in an environment of shared governance and transparency, allowing faculty and staff to take part in our direction forward.

**STRATEGY 1**

**Deepen leadership experience among faculty and staff**

**ACTIONS**

i. Enhance chair/director training while working with chairs/directors to mentor faculty within units to assume future leadership roles

ii. Expand and standardize onboarding opportunities for faculty and staff to understand the resources available and to develop early opportunities for leadership development

iii. Develop faculty and staff fellow roles that can support leadership development

iv. Support opportunities for students to develop leadership skills (see also Strategic Themes 1 and 2)

**STRATEGY 2**

**Demonstrate transparent, responsive, data-informed leadership**

**ACTIONS**

i. Improve the flow of communication on decisions and updates relevant to daily activities of the College, including information from both the Dean’s Office and other campus offices

ii. Work to ensure consistency in the statement and implementation of policies and procedures across the units, College and campus

iii. Identify and respond to pressing issues in a manner that is thoughtful and proactive with timely collection and use of anonymous feedback

iv. Expand and articulate meaningful opportunities for governance committees to impact the future direction of the College

v. Gather faculty and staff feedback annually through an anonymous survey, using results to inform decisions and strategy
STRATEGY 3

Advance our mission through strategic communications and outreach programs

ACTIONS
i. Continue to produce engaging alumni communications (Collegian, e-Collegian, social media) and train departments and programs to institute their own where appropriate
ii. Enlist College Alumni Advisory Board in key fundraising, planning and outreach initiatives, while also supporting departments and programs in managing their own advisory boards where appropriate
iii. Increase training opportunities for units to create and/or further develop their own approaches to alumni engagement and fundraising
iv. Provide training and resources for faculty to advocate on behalf of higher education and university research via opinion columns, editorials and blogs in popular media
v. Improve the accessibility and visibility of faculty, student and alumni accomplishments and impact through social media, print, web and other multimedia campaigns and initiatives
vi. Create branding statements and messaging that extol the impact and importance of public intellectualism and liberal arts and sciences, to be integrated in pre-existing communications and considered for stand-alone campaigns and projects to stakeholders on- and off-campus
vii. Build stronger connections in Lawrence and across the state of Kansas by promoting research, creative works and community-based projects as well as implementing pedagogical/research-based programs that bring our strengths in the arts, humanities, languages and culture, and the full range of the sciences to support the education of all Kansans throughout their lifetimes

STRATEGY 4

Institute ongoing strategic planning and implementation

ACTIONS
i. Initiate and maintain a planning process that is incremental, responsive, adaptive and inclusive that will make our direction clear and allow flexibility for units to meet College priorities and individual unit goals simultaneously
ii. Support units as they develop their own planning process in ways that are meaningful and an effective use of time
iii. Leverage existing strengths at the unit level by identifying best practices across units and share them out broadly for consideration and possible adoption by other units
iv. Identify and support the development of partnerships with other universities in the U.S. and internationally to collaborate on key College priorities
STRATEGY 5

Enhance the environment for learning and discovery

ACTIONS

i. Advocate for facilities updates across the College, including new buildings and renovations, especially in cases where research productivity and teaching have been impacted by aging infrastructure

ii. Create open lines of communication regarding building improvements and any potential new buildings to support research and creative productivity, with very clear faculty voice in decisions and communication with faculty as projects progress

iii. Create welcoming spaces for students in College buildings to facilitate a better learning experience and ability to maximize study time between classes

iv. Continue and expand upon existing sustainability efforts on campus and more broadly through partnerships in Lawrence and across Kansas

ACCOUNTABILITY METRICS

- Growing prominence of College contributions in key university publications for external stakeholders (Chancellor’s Report, legislative memo, etc.)
- Evidence of deeper roster of faculty prepared for College and campus leadership roles
- Increase in faculty op-eds
- Stable or growing rate of media mentions for College research discoveries
- Growing number of projects creating or improving facilities
- Growth in annual giving
- Improvement in faculty nominations/applications to serve on governance committees