OUR DIRECTION FORWARD

The Strategic Plan for the College of Liberal Arts & Sciences, University of Kansas

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, alumni and advisory board members 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 – Strengthen the advising and mentoring of graduate students Strategy 3 – Support graduate students' professional development and placement in careers of their choosing

STRATEGIC THEME 3: FACULTY SCHOLARSHIP, TEACHING AND MENTORSHIP

We will enhance resources that support 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 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 - Bolster innovative teaching and mentorship Strategy 3 - Revitalize hiring practices and career development through transparent and equitable strategies

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 and networking opportunities Strategy 2 – Recognize and reward staff contributions

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 development among faculty and staff Strategy 2 – Demonstrate transparent, responsive, data-informed leadership Strategy 3 – Advance our mission through strategic communications and alumni engagement Strategy 4 – Institute ongoing strategic planning and implementation

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STRATEGIC THEME 1: Undergraduate Students

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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

- 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)
- 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 handson 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

Stability 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

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

> Increase in undergraduate graduation rate

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STRATEGIC THEME 2: Graduate Students

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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. Implement strategies to increase the recruitment and retention of historically underrepresented populations (see College DEI Plan, Section IV)
- ii. Increase graduate enrollment by expanding the number of accelerated and professional master's degree and graduate certificate programs
- iii. Redesign allocation strategies to increase the stipend level of graduate teaching and research assistantships

STRATEGY 2

Strengthen the advising and mentoring of graduate students

- i. Provide tools and training to improve tracking of student progress and support timely completion
- ii. Provide support for faculty development initiatives to enhance mentoring skills among graduate faculty



STRATEGY 3

Support graduate students' professional development and placement in careers of their choosing

ACTIONS

- i. Expand funding opportunities for graduate student research and creative works
- ii. Increase graduate student engagement in external grant activity
- iii. Increase graduate student engagement in career exploration, leadership, and professional development for careers in the academy, industry, and the public sector
- iv. Provide structured opportunities for doctoral student pedagogic development and professionalization in the classroom

ACCOUNTABILITY METRICS

Enrollment funnel:

- Applications
- Admissions
- Matriculations
 - Reported for all students, underrepresented minorities, and first-generation

Time to degree:

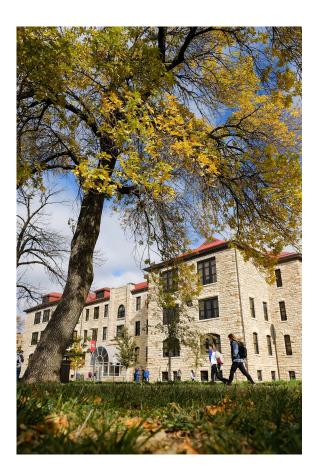
- Admit to Comp
- Comp to Completion

Attrition rate

Retention rate

Placement data from Survey of Earned Doctorate

Destination survey data



STRATEGIC THEME 3: Faculty Scholarship, Teaching and Mentorship

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We will enhance resources that support 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 for 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

- i. Sustain the Research Excellence Initiative through private fundraising to support research through a) seed and bridge support to faculty and students for enhancing and sustaining research projects; b) release time to enhance research and student mentoring; c) support for travel to conferences, research and performance activities; d) funding for external review of creative works and research products; and e) support for staff research projects
- ii. Define creative approaches to increase research time and flexibility, 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)
- Determine mechanisms to enhance nominations and successes of faculty for external and internal awards by raising awareness of available awards and by providing support and guidance for preparation of nomination materials
- iv. 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
- v. Communicate the value of research and scholarship and its benefits to society to our stakeholders and state leaders
- vi. Enhance funding opportunities for faculty and students by increasing interactions among faculty and between research-focused centers and institutes such as the Hall Center, Life Span Institute, Institute for Policy & Social Research and Higuchi Biosciences Center
- vii. Improve post-award support to College faculty and students by enhancing communication between the Shared Service Centers and the KU Center for Research in order to increase time for research productivity
- viii. Facilitate connections with industry partners through research sponsorships, research collaborations, internships, faculty-industry sabbaticals and/or professional development training
- ix. Build support for post-doctoral fellows to contribute to the goals of their research group, while developing their own individual career trajectories
- x. Work to support infrastructure improvements that will facilitate research, particularly for units that are operating under outdated research facilities that hinder productivity and external funding potential

STRATEGY 2

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 disciplinespecific 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 offcampus 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 3

Revitalize hiring practices and career development through transparent and equitable strategies

- i. 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 faculty lines
- ii. Ensure hiring practices that include diverse applicant pools and consider the application of more broad definitions of excellence (see College DEI Plan, Section II)
- iii. 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
- iv. Assess and address factors limiting associate professor progression and full professor excellence, with particular focus on the experiences of traditionally marginalized faculty
- v. 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
- vi. Clearly outline and share the College strategy for faculty hiring priorities and retention, especially related to counter offers and equity adjustments
- vii. Ensure under-represented faculty have the support needed to succeed (see College DEI Plan, Sections I and III)
- viii. 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

Annual total funds available through the Research Excellence Initiative

Increase external funding in discipline-relevant ways

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

Improvement in faculty diversity measures



STRATEGIC THEME Staff Development and Growth

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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 and networking 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
- viii. Develop multiple opportunities for staff to communicate with each other, note broader concerns and begin to identify solutions
- ix. Develop a staff mentoring program where senior staff provide mentoring to new staff with pairing occurring across units

STRATEGY 2

Recognize and reward staff contributions

- 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

STRATEGIC THEME 4 / STAFF DEVELOPMENT AND GROWTH

ACCOUNTABILITY METRICS

Participation rates in professional development opportunities

Indications of high staff satisfaction, as noted in annual College feedback survey a. With position b. With supervision c. With professional development opportunities d. With College leadership



STRATEGIC THEME 5: Leadership, Engagement and Strategic Growth

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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 development among faculty and staff

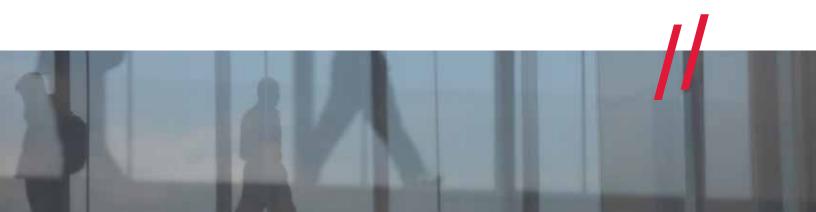
ACTIONS

- 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

STRATEGY 2

Demonstrate transparent, responsive, data-informed leadership

- 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 alumni engagement

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 standalone 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 pring 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
- 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

ACCOUNTABILITY METRICS

Faculty and staff perception of leadership development opportunities, reported in annual anonymous feedback survey

Faculty and staff satisfaction with the Dean and Dean's Office, reported in annual anonymous feedback survey

Transparency rating from faculty, staff and graduate students, reported in annual anonymous feedback survey

Annual giving totals

Social media reach and engagement

10/15/2018

The College of Liberal Arts & Sciences Dean's Office Executive Committee reviewed the strategic plan during the summer of 2018. The purpose was to evaluate opportunities to consolidate strategies and actions, as well as to consider strategies or actions that were no longer feasible or necessary. The goal is to make the strategic plan as effective as possible. With redundancies and outmoded priorities merged, revised or removed, we are better able to follow through on our actions to support the growth and development of our students, faculty and staff.

The following outlines the changes, both in numbers of strategies and themes, as well as merged, revised or removed strategies and actions.

Strategic Theme	Strategies – v2018	Strategies – v2017	Actions - v2018	Actions - v2017
Undergraduate	3	3	21	21
Students				
Graduate Students	3	4	9	22
Faculty	3	5	25	29
Staff	2	3	14	15
Leadership &	4	5	19	24
Engagement				
TOTAL	15	20	88	111

Strategic Theme 1: Undergraduate StudentsContinue (without adjustment)All Strategies and Actions remain same as 2017 version

Strategic Theme 2: Graduate Student	S	
Revise (merge within existing or		rategy 1 actions (2017 version)
revised strategy, or remove)	0	Merged: 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
	0	Merged: 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
		rategy 2 and 3 (2017) merged to new Strategy 2: Strengthen the
	ac	lvising and mentoring of graduate students
	0	Strategy 2 (2017) – Support graduate students' growth as scholars
	0	Strategy 3 (2017) – Leverage training and tools to enhance advising and mentoring
	• St	rategy 2 and 3 actions (2017)
	0	Merged: 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
	0	Merged: Develop College-level support opportunities for
		graduate student research and creative works
	0	Merged: 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
	0	Merged: Provide flexibility and support for students interested in
		expanding beyond their discipline with interdisciplinary training opportunities
	0	Merged: Improve tracking of student progress and milestones by
		creating new tools and practices that are responsive to the
		unique needs of graduate programs
	0	Merged: Establish clear expectations for graduate support
		services and provide training and professional development to
		enable staff to meet those expectations
	0	Merged: 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

Merged: Encourage and incentivize units to develop and 0 implement plans to reduce time to completion of comprehensive examination and overall time to degree for Ph.D. students Merged: Incorporate further attention to the unique needs of 0 students seeking terminal master's degrees in advising best practices at the unit and College level Merged: Improve graduate student progression and outcomes 0 by offering support for the development of mentoring skills among graduate faculty Strategy 4 (2017) revised as new Strategy 3: Strengthen the advising and mentoring of graduate students Strategy 4 (2017): Expand professional development 0 programming and resources Strategy 4 actions (2017) Merged: Provide early professional development mentoring for 0 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) Merged: Develop an online suite of graduate student professional 0 development tools and resources Merged: Develop targeted professional development programs 0 that respond to department needs and student interest Merged: Link with other Lawrence campus, KU Edwards and KU 0 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 Merged: Provide more structured opportunities for pedagogic 0 development and professionalization in the classroom through collaborations between faculty advisors, the College Office of Graduate Affairs and the Center for Teaching Excellence Merged: Provide graduate students with opportunities to 0 support innovative teaching in their units, including course redesign efforts Merged: Increase opportunities for graduate students to develop 0 leadership skills, through involvement in College governance and greater collaboration between College administration and

Updates

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Strategic Theme 3: Faculty Scholars Revise (merge within existing or revised strategy, or remove)	 hip, Teaching and Mentorship Strategy 2 and actions (2017) merged with Strategy 1: Amplify research support and recognition Strategy 2 (2017): Elevate external funding opportunities and resources Strategy 2 (2017) actions Merged: 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 Merged: Structure external funding expectations that are in line with disciplinary-specific norms and expectations, as well as in comparison to our aspirational peer institutions Merged: 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 Merged: Identify opportunities for corporate support, both in funding and student internships, through partnership with the Office of Innovation & Collaboration Merged: Develop a guide for units seeking help connecting with industry partners, outlining multiple ways this can be undertaken including research sponsorships, research consortia, internships,

leaders in student government and organizations

 externships, faculty industry sabbaticals and professional development modules made for specific industries Merged: Build support for post-doctoral fellows to contribute to the goals of their research group, while developing their own line of research Strategies 4 and 5 (2017) merged to become Strategy 3: Revitalize hiring practices and career development through transparent and equitable strategies Strategy 4 (2017): Revitalize recruitment and hiring strategies Strategy 5 (2017): Support career development through mentorship and transparency Strategy 4 and 5 (2017) actions removed or merged into other actions Removed: 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 Merged: Develop a clear and transparent strategy for how hires are prioritized, where decisions can be explained and guidance
provided for future years

Strategic Theme 4: Staff Developme	nt and Growth
Revise (merge within existing or revised strategy, or remove)	 Strategy 3 and actions (2017) merged with Strategy 1: Expand and promote staff-focused professional development and networking opportunities Strategy 3 (2017): Foster a culture of collaboration Strategy 3 (2017) actions Merged: Develop multiple opportunities for staff to communicate with each other, note broader concerns and begin to identify solutions Merged: Develop a staff mentoring program where senior staff provide mentoring to new staff with pairing occurring across units Removed: 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

Strategic Theme 5: Leadership, Enga	gement and Strategic Growth
Revise (merge within existing or revised strategy or action, or remove)	 Strategy 1: Deepen leadership development among faculty and staff Strategy 1 (2017): Deepen leadership experience among faculty, staff and students (student leadership is addressed elsewhere in plan) Strategy 1 Actions (2017) Merged: Support opportunities for students to develop leadership skills Strategy 3: Advance our mission through strategic communications and alumni engagement Revised from 2017 version to revise "outreach programs" to "alumni engagement" Removed: Strategy 5 and actions (2017) - Enhance the environment for learning and discovery Facilities needs are covered elsewhere in strategic plan and budgetary restraints will minimize possibilities in this area Strategy 5 Actions (2017) Removed: 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 Removed: 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

 maximize study time between classes Removed: Continue and expand upon existing sustainability efforts on campus and more broadly though partnerships in Lawrence and across Kansas 	 Removed: Create welcoming spaces for students in College buildings to facilitate a better learning experience and ability to maximize study time between classes
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