

Initiative 2001 Status Updates

**Illustrative examples of
responses and outcomes
to the
Chancellor's Initiative 2001 Priorities**

September 1999

Initiative 2001 Summary

At the 1997 Faculty and Staff Convocation, Chancellor Hemenway announced a strategic planning process called *Initiative 2001*. He cited two years of campus-wide discussions about KU's future, including a roundtable of 30 faculty, staff and students who tried to assess what is unique about KU's Lawrence campus during the spring of 1997; a roundtable of 80 faculty from the Medical Center and the Lawrence campus who analyzed the University's research mission in early 1997; ongoing planning efforts since 1994 at the KU Medical Center in response to challenges of changing conditions for health care; and the Board of Regents' planning process called "Vision 2020" which identifies performance goals for KU over the next five years. As a result of these activities, the Chancellor, the Provost for the Lawrence campus, and the Executive Vice Chancellor for the Medical Center identified three areas of emphasis for KU for the 21st century:

Act as One University
Serve Kansans
Build Premier Learning Communities

Following the 1997 convocation, task forces were appointed to discuss each of these initiatives. More than 75 faculty, staff, and students agreed to serve on one of the task forces. The *Act as One University* was asked to consider how KU, with campuses in Lawrence, Kansas City, Overland Park, and Wichita, could better combine its strengths, promote collaboration across campuses, and coordinate resources, instructional programs, and support activities. The task force was also asked to examine KU's role in the greater Kansas City area. Three of KU's four campuses are a part of greater Kansas City, and KU clearly serves as Kansas City's research university.

The *Serve Kansans* task force was asked to consider KU's responsibility to serve the citizens of Kansas. It was asked to discuss a philosophy of service for the University and how to bring about a coordinated effort and institutional focus for the wide variety of service activities taking place across the institution. The task force was also asked to look closely at the barriers and incentives to service that exist with our organization.

The *Build Premier Learning Communities* task force was asked to consider the prediction that the traditional residential campus will disappear in the 21st century, replaced by distance education. How can KU insure that face-to-face instruction in the rich environment of the residential campus maintains its importance in higher education? The task force was asked to discuss how KU's historic strengths and traditions could combine with new ways of doing business and new technological imperatives to insure its future.

The task forces worked throughout the 1997-98 academic year considering these issues, holding town meetings, inviting e-mail suggestions, and broadly involving the campus community in their discussions. In May 1998, the task force reports and recommendations for the future were ready. Throughout the summer of 1998, the Chancellor, Provost, and Executive Vice Chancellor sifted through more than 130 recommendations, categorized them, prioritized them, forwarded them to various units for consideration or implementation, or held them for further study.

At the 1998 Faculty and Staff Convocation, the Chancellor shared with the University the priorities under each initiative:

Act as One University

- \$ Serve as the research university for Greater Kansas City
- \$ Invest in and remove barriers for interdisciplinary research
- \$ Build common systems, such as e-mail, financial systems, student information systems

Serve Kansans

- \$ Appoint a task force to consider the creation of a KU Center for Public Service
- \$ Build partnerships with Kansas businesses and communities
- \$ Emphasize service learning across the curriculum

Build Premier Learning Communities

Lawrence

- \$ Invest in technology
- \$ Create opportunities for undergraduate research and international experiences
- \$ Improve graduate education

KUMC

- \$ Invest in the infrastructure for clinical and basic science research
- \$ Become a model for modern medical education
- \$ Capitalize on opportunities with the KU Hospital Authority

Edwards Campus

- \$ Emphasize demand-driven education for adults with additional graduate degree offerings
- \$ Construct new buildings to enlarge the campus capacity
- \$ Contribute to workforce and economic development; consider new, collaborative baccalaureate programs not offered in Lawrence or Kansas City

Wichita

- \$ Create educational partnerships with Wichita State and others
- \$ Become a model for community-based medical education
- \$ Find niches for practice-based research

Act As One University

KU: The Research University for Kansas City

- \$ KUMC is working to forge research relationships with Stowers Institute.
- \$ Information and Telecommunication Technology Center (ITTC) provides Sprint with the applied research needed to keep the corporation technically viable and financially profitable. Because it invests in KU research, Sprint does not need to invest in its own research infrastructure.
- \$ KUMC is developing research relationships with St Luke's Hospital Mid-America Heart Institute, its Non-Cardiovascular Research, and with Children's Mercy Hospital.
- \$ ITTC has helped an Overland Park firm, DiscoverME, in developing unique, personality assessment software during their start-up phase.
- \$ KUMC is working with the Enterprise Center of Johnson County in the evaluation of biomedical company business opportunities, and with the Center for Business Innovation, Kansas City, Missouri, on potential clients for the CBI business incubator.
- \$ Efforts are underway to develop collaboration between Sprint and the KUMC Telemedicine Program.

Increase Interdisciplinary Research

- \$ The NASA Great Plains Regional Earth Science Applications Center, established in March 1999 by the University of Kansas Applied Remote Sensing (KARS) program, conducts interdisciplinary research on the applications of remote sensing technology for agriculture assessment, and technology transfer to the public and private sectors. The first commercial product of this Center is the GreenReport, a set of maps produced weekly to provide a complete picture of crop/vegetation condition, progress, and state of development. This report already has more than 6,000 subscribers.
- \$ The Program Project on Aging, and two collaborations, one focused on Alzheimer's disease, and the other on the anticancer drug taxol, are three examples of interdisciplinary research occurring through the Huguchi Biosciences Center. "Scientist-to-scientist" projects include KU and KUMC researchers working collaborative on identifying the chemical basis for Alzheimer's disease, and a project to study nuclear pore.

- \$ The Hall Center is beginning work on a medical ethics program, which involves the KU Edwards campus, KUMC, the KU Alumni Association, and the Midwest Bioethics Center in Wichita. Conferences are planned for Lawrence, Kansas City, Wichita, and Colby.
- \$ As part of the Multi-University Research Initiative, KU's Remote Sensing Laboratory (RSL), Carnegie Mellon, the University of Texas, and the University of Missouri, are working on the problem of locating unexploded land mines.
- \$ The Kansas Center for Research on Mental Retardation, which supports 62 researchers in 20 disciplines at Lawrence, KUMC, our site in Parsons, Kansas, and the Juniper Gardens Children's Project, continues to be an extremely effective tool for interdisciplinary R&D.
- \$ The Great Plains RESAC has stimulated the development of Agrimetrix, a joint venture of the Farm Journal, Strategic Weather Services, and Terrametrics, Inc., to provide strategic solutions to many worldwide agricultural problems.
- \$ Efforts to establish and strengthen interdisciplinary research relationships between KU-Lawrence, KUMC, Kansas State University, Pittsburg State University, and the University of Missouri are ongoing.

Build Common Systems

- \$ Common 5-digit telephone dialing among campuses is targeted for Spring 2000
- \$ Comprehensive telephone directory to include all students, faculty, and staff for all campuses is planned for Fall 1999
- \$ The new Kansas University Library Information System (KULIS) catalogs library collections at Lawrence and KUMC.
- \$ PeopleSoft systems are being installed at Lawrence and KUMC for human resources/payroll, financial, and student data
- \$ Efforts are underway to develop data warehouses to capture operational data from all campuses to provide comprehensive management information.

Other

- \$ The KU Summit on Teaching Excellence, the first University-wide collaborative effort, was held August 17 in Lawrence. Over 350 faculty from all campuses

attended the summit. The focus was on improving instruction and concluded with the development and priorities and strategies for such.

\$ *Story: Last spring during an interview, a candidate for a dean's position at Lawrence remarked upon hearing from earlier group interviews about "One University." When asked who was in these earlier interviews in which the remark was made, one was a group of faculty and another a group of staff. This candidate had explored the KU website and was familiar with the Initiative 2001 themes and was impressed that theme was mentioned in the interview process. We can debate whether we act our way into a new way of thinking or think our way into a new way of acting. Either way or both ways, it is gratifying that this principle is permeating the institutional culture.*

Serve Kansans

Establish a KU Center for Public Service

- \$ The Public Service Task Force, chaired by Reggie Robinson, has been working since the start of the Spring 1999 semester, and is nearing the completion of its work.
- \$ Three primary functions of a Center for Public Service have been identified by the task force. These include **Information Management**, which includes the gathering, organizing, and dissemination of information related to the KU service mission; **Outreach**, which involves organizing special outreach activities such as the Whirlwind Wheat State Tour, possibly a speaker's bureau, and assessing whether the University's service activities are truly meeting the state's service needs; and **Front Door/Service Broker**, a role in which the Center would serve as an "access point" for members of the community to pursue partnerships with the University.
- \$ The final report of the Task Force is expected soon.

Form Partnerships with Kansas Communities

- \$ The Mini Medical School launches its first session on September 14. Two hundred and twenty (220) members of the community enrolled in eight sessions designed to share medical discoveries and measures to maintain good health. Over 100 people on the Mini Medical School waiting list. Diplomas will be issued to participants upon completion of the course.
- \$ The Mini MBA, which is a KU-Wichita State University cooperative program, held the first of its fourteen sessions on August 26th at the Black and Veatch training facility in Kansas City. Business faculty from both KU and WSU will be teaching the fifty two individuals enrolled in the program. Upon completion of the course, certificates will be issued to the participants.

Emphasize Service Based Learning and Civic Literacy

- \$ Last Fall the Provost of the Lawrence campus met with and wrote to the deans and chairs requesting discussion ensuring that every undergraduate student has both a meaningful international experience and a rigorous research or service-learning experience before leaving Mt. Oread.
- \$ Example: In Spring 1999, the School of Pharmacy incorporated a service-learning experience into the curriculum for undergraduate majors. The intent of the

experience is for students to learn how to communicate with and provide services to people of varying languages, cultures, social, and economic backgrounds, disabilities, illnesses, or impairments. Students are required to volunteer three hours per month for three months every semester for five semesters total in health-related organizations.

Student testimonial from a reflection paper that is required after each semester segment: *I was a companion and friend, offered support and encouragement, and learned a great deal about working with mentally disabled people. I also learned not to take anyone or their abilities for granted because of what is seen by the outside. It is inside (our soul) that really counts and even if you prejudge someone, they might just prove your wrong. It is important to have a little faith in every individual.*

Community testimonial from Sister Therese Bangert, Welfare Reform Lobbyist for the Kansas Catholic Bishops wrote the Pharmacy Dean Jack Fincham the following:

My office is at Duschene Clinic in Kansas City. I share the same floor as your pharmacy students who work at this clinic that is sponsored by the religious community of which I am a member.

I wanted to tell YOU what a vital program your pharmacy students make possible here. My observation these past months are that they work hard and are very respectful of the people that are served by the medication program. Pat Ferguson and Jason Kent are the current students. But all the students through the past months have followed the same pattern of engagement and service. Obviously they have done their job so well that there has been need to increase the number of them here.

I recently had an informal visit with Ms. Berger who supervises the students here. Her enthusiasm for and commitment to the program is evident. One of the things that I "marked" from our conversation is that she spoke about how the people who are served in this program are very compliant about taking their meds. . . good preventative measures!

I want to thank YOU for the vital role that the School of Pharmacy is playing in the lives of people who struggle with their health care needs.

\$ Example: In conjunction with the Kansas Health Foundation, the Department of Preventative Medicine sponsors the Community Health Project, an intensive, service learning internship experience for medical students and Masters of Public Health students. This year, some 38 students served in community health agencies in Kansas City, Wichita, and Lawrence.

Through this project, students become immersed in real community health situations. This is not book learning or academic lectures. It is in-your-face, human

experience. One recent intern at the Topeka AIDS Clinic, after working with an HIV-positive "buddy," realized all too clearly that his prejudices about HIV active people were totally unfounded. He learned to leave his prejudices at the door of the clinic.

Build Premier Learning Communities Lawrence

Support Undergraduate Research and International Education

- \$ Last October, the Provost met with and wrote to academic deans and chairpersons asking for discussions to begin to ensure every student who takes an undergraduate degree has both a meaningful international experience and a rigorous research or service-learning experience before leaving Mt. Oread.
- \$ In April and May the Provost met with deans and chairpersons for feedback on the unit discussions. Units are in various stages in their discussions and plans to respond to the charge given in October.
- \$ Exploring ways to capture students' international, research and service-learning experiences (perhaps on the transcript?)

Improve Graduate Education

- \$ Continue to emphasize the mentoring guidelines for doctoral student released in March 1997.
- \$ Each department is developing a handbook for graduate students on departmental academic policies and procedures
- \$ All programs now engage in assessment of graduate students. Students are advised on whether they are making satisfactory progress towards the degree and the reason for the judgment.
- \$ Departments are asked to provide resources to help students find professional placements after degree completion.
- \$ Working to develop sufficient financial support for doctoral students to enhance timely degree completion. Need to replicate the extraordinary Self Fellowship program for more students.
- \$ Continue to advocate for tuition waivers for research assistants to be more competitive.

Invest in Technology

- \$ Upgraded core backbone routers on Lawrence and Edwards
- \$ Upgraded connections to 100Mb in Learned, Nichols, Watson, Anschutz, Carruth,

Strong, Snow, Summerfield, Stauffer-Flint

- \$ NSF grant funded high speed (45Mbps) to Internet2 and high speed links between Lawrence and KUMC
- \$ The primary central Unix research computer was significantly upgraded to support the Center for Advanced Scientific Computing
- \$ Through the Great Plains Network, the earth systems science researchers have access to the EROS Data Center in South Dakota
- \$ Added 115 high speed (56Kbps, V.90) dial-in access lines; now have total of 412 lines on Lawrence and 87 lines on Edwards
- \$ 60 student computers in Budig and Computer Center were upgraded to Pentium II 450 MHZ workstations
- \$ 23 "Network Express Stations" (NEST) were established in five locations to provide students easy access to their e-mail and often logged more than 5,000 sessions per week
- \$ The Lawrence campus website has been redesigned and "NewKU" is slated to be deployed in early fall.
- \$ Campus Web streaming audio and video service was deployed
- \$ Over 22,000 e-mail addresses have been incorporated into a directory accessible via the Web and various mail programs
- \$ Microsoft Exchange is being deployed for student, faculty, and staff on the Lawrence campus. Exchange combines e-mail, calendars, shared folders and threaded discussions. Can also interconnect with mail, mail directory, and calendar system at KUMC.

Build Premier Learning Communities KUMC

Invest in Research

- \$ Allied Health, Nursing, Medicine, and departments on the Lawrence campus collaborate on grants.
- \$ The Medical Center developed its first medical research strategic plan which will be used to develop long range strategic research goals. This plan provides the basis for doubling the external research funding for the Medical Center within the next five years and for the University Capital Campaign.
- \$ The Center for Health in Aging has amassed twenty million dollars of external funding over the past seven years and is constructing its new facility, the Theo and Alfred M. Landon Center on Aging.
- \$ The School of Nursing is ranked in the top 15 for National Institutes of Health funding for nursing research.
- \$ The School of Nursing has a 60% success rate in obtaining research grants from the National Institutes of Health.
- \$ For fiscal year 1999 the School of Nursing has over 2.25 million in grant funding.
- \$ The School of Allied Health is in the process of expanding the staff support for research/grant activity.

Faculty Development

- \$ A comprehensive needs assessment, which utilized surveys, focus groups, and structured interviews, has been completed. Programs, including an assessment of needs to meet faculty career objectives and programs relative to under-represented minority and women faculty, were developed, prioritized, and initiated using this assessment process.
- \$ Faculty development activities included attending local and national workshops, seminars, and conferences on such topics as the medical core curriculum, and management and leadership.
- \$ The core curriculum in teaching "med ed 101" was completed by 22 faculty members and over 200 individuals attended one or more workshops in the series
- \$ Guidelines for the process of academic promotion and tenure were developed and introduced. Process for this year has been improved, including faculty information

meetings, web site information, and support services for faculty members.

- \$ KUMC faculty participated in the KU Summit on Teaching Excellence, the first University-wide collaborative effort, held August 17 in Lawrence. Over 300 faculty from all campuses attended the summit.
- \$ The School of Nursing Curriculum Committee sponsored a faculty development workshop "Critical Thinking in Nursing Education" which provided faculty an overview of the evolution of critical thinking and various measures of critical thinking.
- \$ The School of Nursing is sponsoring "Scholarship Savvy" which is a series of faculty development seminars that provide skill building instruction, resource materials, tips and techniques, peer support and mentor ship for faculty's scholarship endeavors. This School of Nursing "Scholarship Savvy" program is open to faculty in the Schools of Allied Health and Medicine.
- \$ The School of Nursing and the Academic Support Department are co-sponsoring a LIVE satellite series - "Internet Issues in Higher Education" which will include 4 sessions from October 14, 1999 through April 6, 2000.
- \$ The School of Allied Health Faculty Development Committee sponsored two faculty development seminars this year. The fall program featured Dr. Tom Noffsinger who spoke on the role of the Research Institute and answered questions regarding conflict of interest and patent development. The spring program "Share your Favorite Assignment" was an informal discussion on innovative teaching methodologies.

Reinventing Medical Education

- \$ Enhancing professionalism for medical students: white coat ceremony for first year medical students; transition ceremony with beepers at the end of the second year; Rainbow award from students to "hero of medicine" at student banquet.
- \$ Development of academic societies (six of 100 students each) Beach has one faculty director and about ten faculty.
- \$ Restructured curriculum to bring patients into contact with students earlier in the curriculum and teaching in smaller groups.
- \$ Created an interdisciplinary graduate program in biomedical sciences which requires one year core curriculum for all graduate students.

Reinventing Healthcare Education

- \$ The School of Nursing is in the process of completing the last few classes for the on-line RN to B.S.N. degree program.
- \$ The School of Nursing just graduated the first class of students to complete the restructured community-based undergraduate curriculum.
- \$ The first class of eight students graduated in May from the School of Allied Health Physical Therapy distance education program that is on the Pittsburg State University campus.
- \$ The Departments of Health Information Management, Clinical Laboratory Sciences and Deaf Education have or are in the process of developing distance education courses.
- \$ The new School of Nursing building includes innovative skills labs that will enhance interdisciplinary learning and teaching opportunities.

Build Premier Learning Communities Edwards

Add Graduate Programs

- \$ Doctor of Pharmacy (web-based)
- \$ Master of Construction Management
- \$ Five programs planned from CLAS by 2003
(including 3 undergraduate programs)
 - Associate Dean assigned to oversee program development, especially partnership with Johnson County Community College

Construct New Buildings

- \$ Conceptual drawings of a Campus Master Plan
- \$ KUEA support assigned
- \$ Board of Regents review of Campus Master Plan to be conducted this fall

Contribute to Kansas City Workforce Development

- \$ Advisory Board for Software Development Program convened. It will function as a model for the creation of new programs (bachelor's, master's, certificate) which will directly respond to work force development needs in Kansas City.

Build Premier Learning Communities Wichita

Create Partnerships with Others in Wichita

- \$ The Ob/Gyn research faculty are collaborating with the WSU Biological Sciences Department and have submitted a number of research grant applications jointly.
- \$ Glendon Mills serves as the chair of the Biohazards Committee at KU; he is a professor at WSU and Director of Environmental Health and Safety.
- \$ Two WSU faculty hold adjunct faculty appointments at KU.
- \$ Our faculty teach graduate level courses at WSU.
- \$ The collaboration between KU and WSU in regards to the Masters of Public Health program continues to grow.

Focus on Practice-based Research

- \$ Preventive Medicine will be integrally involved in Project Access to collect data for population-based health research.
- \$ Dr. Douglas Woolley in Family Medicine is a finalist for the AAFP Research Fellowship Award.
- \$ Dr. Edward Dismuke, Distinguished Professor in Public Health, is chair of the United Way Community Planning Committee which will coordinate services among Wichita not-for-profit health care agencies.
- \$ Preventive Medicine has applied for 12 service and population-based research grants in the past six months.

Be a National Model for Community-based Medical Education

- \$ Our faculty in Family Medicine have received the first two national American Academy of Family Physicians Exemplary Teacher Awards.
- \$ Family Medicine has a federal HRSA grant for development of community-based faculty.
- \$ Dr. Rick Kellerman is chair of the Project Access Care Coordination Committee.

Project Access is a cooperative venture in Wichita among health care providers, indigent clinics and city-county governments which will seek to improve the health of uninsured, low-income residents. Wichita is the first community to develop this program, based upon the Robert Wood Johnson project developed in Asheville, N.C.

- \$ Our faculty and residents provide health care services in all Wichita indigent clinics; this represents over 30% of medical care given to the indigents of Wichita.
- \$ Preventive Medicine has implemented in the last year the new Health of the Public course for medical students.
- \$ We have purchased time on cable channel 55 in which we educate the public about community-based medical education in Wichita.
- \$ We are developing a grant for federal support of a statewide AHEC program.