

University of Kansas
Lawrence and Edwards Campuses

SB 345 QUALITY PERFORMANCE GRANT PROGRAM
INSTITUTIONAL IMPROVEMENT PLAN

Progress Report for the Period July 1, 2001, through June 30, 2002

All institutional planning at the University of Kansas emanates from our mission statement:

The University of Kansas is a major comprehensive research and teaching university that serves as a center for learning, scholarship, and creative endeavor. The University of Kansas is the only Kansas Regents university to hold membership in the prestigious Association of American Universities (AAU), a select group of 63 public and private research universities that represents excellence in graduate and professional education and the highest achievements in research internationally.

The core indicators for improvement identified by the Kansas Board of Regents in response to SB 345 coincide with primary focus areas outlined in the above institutional mission statement and are inherent in the University of Kansas' strategic planning document, *Initiative 2001*. Our strategic plan identified three areas of opportunity for the University of Kansas:

- Act as One University
- Serve Kansans
- Build Premier Learning Communities

All performance measures included in the University of Kansas' institutional improvement plan arise out of these three initiatives. In this, the first year of SB 345's performance funding model, many of the measures in the University of Kansas Institutional Improvement Plan establish the baseline from which to gauge improvement.

I. TEACHING AND LEARNING

*(This indicator will be used for **funding** purposes. Success will be measured by substantial progress in three of the four subindicators. All measures combine both **quantitative** and **qualitative** elements.)*

The University of Kansas strives to create and maintain a learning centered environment that will maximize and preserve the sharing of knowledge. Students must receive the academic support necessary to succeed; faculty must have access to development opportunities that will enhance and update their course material and stimulate their professional growth. In an ongoing effort to strengthen its instructional mission and enrich the undergraduate experience, the University of Kansas has identified the following performance measures for teaching and learning:

1. **Improvement of Advising and Academic Support Programs**

Goal: To enhance the learning environment, provide students with better access to appropriate advising, mentoring, and academic support programs through the use of survey results and advisee contacts.

Measure: Inventory and document types and availability of current academic support programs.

Progress: A database has been established that lists some 75 undergraduate academic support programs, the sponsoring unit, contact person, group served, a description of the nature of the support, and the approximate number of students served to date. Programs cover a broad range of focus areas, such as student advisement, minority student development, and computing resources. In addition, the KU Student Development Center responds to “any student, any question, anytime.” The SDC recently augmented its tutoring services for students in difficult entry-level courses in mathematics, chemistry, biology, and Spanish; expanded resources for lesbian, gay, bisexual, and transgender students; added new outreach programming for nontraditional students; and created a partnership with the Emily Taylor Women’s Resource Center. The Office of Multicultural Affairs runs HAWK Link, a retention program for students of color. The program, which is one of three student retention programs that will receive an award at the National Conference on Student Retention in late July, already has enrolled 87% of HAWK Link-eligible students for fall 2002.

2. **Teaching Improvement**

Goal: Ensure the quality of instruction by improving faculty/GTA development programs through the assessment of statistics and measures obtained by the KU Center for Teaching Excellence and other sources.

Measure: Inventory and document existing faculty/GTA development programs.

Progress: Initial inventories identifying campus faculty and GTA development programs have been completed. The inventory of faculty development programs identifies specific programs – aimed at teaching improvement. In addition to teaching improvement, other programs emphasize enhanced career development and renewal, institutional acculturation, enhancement of teaching, and enhancement of scholarship and research. The initial inventory of GTA development programs is based on an earlier study of the types of training activities provided graduate teaching assistants.

The Graduate School worked with Assistant Provost Gautt and the Center for Teaching Excellence to develop a Preparing Future Faculty (PFF) program for graduate students who plan to pursue an academic career. It was implemented in the fall with four departments (Sociology, Communication Studies, Teaching and Leadership, and History). KU partnered with the University of Missouri-Kansas City, Rockhurst University, Johnson County Community College, and Washburn University on development of the PFF program. For students interested in nonacademic careers, a Preparing Future Professionals (PFP) program began in February 2002. In addition, a series of focus groups were conducted in conjunction with the Self Graduate Fellows Program to learn from junior faculty what can be done to make the graduate experience more beneficial to KU students.

3. **International Learning Experiences**

Goal: After the definition of an international learning experience is established, develop programs that meet this definition and set up a mechanism to recognize those who participate.

Measure: (a) Through the Defining International Experience Subcommittee of the Task Force on Internationalizing the KU Experience, establish the definition of the international learning

experience for students and faculty and (b) develop the process for documenting the international learning experience on the students' transcripts.

Progress: (a) A 22-member university task force established to develop recommendations for giving every KU undergraduate a significant international experience issued its report to the Provost in early May 2002. Among the report's recommendations were these: increased student participation in study abroad programs; require or strongly recommend that every department provide a study abroad experience suited to its curriculum, similar to the current practice of the Western Civilization department and the School of Architecture and Urban Design; create international experiential programs on campus for the many students who cannot study abroad and develop a way to certify and document these programs; reward faculty and increase administrative support for leading study abroad programs; and eliminate disincentives in faculty hiring and promotion for international activities such as exchanges, international curriculum development, and research abroad.. In addition, the associate and assistant deans of International Programs attended several professional meetings to collect best practices in internationalizing. Representatives from International Programs also continued their attendance at American Council on Education (ACE) meetings on the internationalization project. From those activities, KU developed a set of best practices and will begin discussions of how to implement them through a working group being convened during the 2002-03 academic year.

(b) The group will develop an inventory of activities that will be deemed eligible as international experiences for notation on students' transcripts. A meeting was held with the University Registrar to discuss the process for including international experiences on student transcripts.

4. Research Experiences for Undergraduate Students

Goal: After the research experience for undergraduate students has been clearly defined, expand existing research programs and create new research opportunities that meet this established definition. Fulfillment of the research experience will be documented on the students' transcripts.

Measure: (a) Establish the definition of the research experience for undergraduate students; (b) inventory current research experiences for undergraduate students to determine if activities meet the established definition; and (c) develop the process for documenting the research experience on the students' transcripts.

Progress: (a) The University Senate Executive Committee determined that undergraduate students are said to have had a "research experience" if they had the opportunity to engage in directed scholarly activity in an academic unit, which results in a faculty-supervised formal product such as a research paper, exhibit, or recognized work of art.

(b) Activities inventoried to determine their suitability as an undergraduate research experience to be noted on students' transcripts are many and varied. For example, in the Department of Molecular Biosciences, 85 undergraduates performed research in the labs of 22 different faculty members during the 2001-02 academic year. In addition, 49 undergraduate students received research awards for summer projects in the summer 2002 term—the top five receiving awards of \$1,450 each, and the remaining 44 students receiving \$1,250 each. The KU Honors Program administers these undergraduate research awards each year, along with the Undergraduate Research Symposium and the Undergraduate Creativity Awards.

(c) The University Registrar is developing a method for noting undergraduate research experiences on students' transcripts.

II. RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES

*(This indicator will be used for **funding** purposes. Success will be measured by substantial progress in three of the four subindicators. All measures combine both **quantitative** and **qualitative** elements.)*

Research is an integral part of the University's educational process. KU has more than 40 special research units, in addition to its individual academic departments and schools. The National Science Foundation classifies KU as a major university receiving substantial research support, which facilitates exploration in a wide range of basic and applied research applications. The following initiatives will strengthen the University of Kansas' research mission:

1. Faculty Opportunities to Conduct Research, Scholarship, and Creative Activities

Goal: Enhance opportunities and provide faculty incentives for research, scholarship, and creative activities.

Measure: (a) Inventory existing awards and incentives that support faculty in their research and (b) identify academic areas where additional support is especially needed.

Progress: (a) Awards and incentives that support faculty have increased substantially over the past fiscal year: for example, the Offices of the Provost and Vice Chancellor for Research and Public Service have together provided almost \$2 million in startup funds for new faculty members, which represents a 16% increase over FY 2001. Research space on campus has increased by nearly 100,000 square feet with the acquisition of the former Oread Labs and Inter_x buildings. Matching funds on proposals are up 118% over FY 2001, and matching expenditures through three quarters in FY 2002 are 47% greater than expenditures for **all** of FY 2001. Return of facilities and administrative costs to principal investigators, schools, and research centers are expected to reach \$2.3 million in FY 2002, an increase of 15%. Also in FY 2002, awards from the New Faculty General Research Fund totaled \$250,000, and the Competition General Research Fund totaled \$700,000.

(b) The strategic use of limited resources is critical to sustaining research growth. Efficient allocation of resources will depend on information about each area's growth potential, the KU Center for Research's expected rate of return on investments in these areas, and an informed position on current and future federal priorities. As assessment of current research productivity at KU, measured by federal research expenditures per faculty member, has been completed for each academic unit. Growth potential in a specific field will be estimated by comparing the current level of productivity at KU to levels at top-performing departments in comparable universities. Previous rates of return on specific KUCR investments were also evaluated. The efficacy of future resource allocation decisions may be significantly enhanced by knowledge of expected marginal rates of return in different research areas within the context of anticipated funding trends at the national level.

2. Development and Dissemination of Knowledge of Importance to Kansas and the Region

Goal: Increase the dissemination of research information and accomplishments to residents of Kansas and the region to contribute to their knowledge about the impact of KU research on the economy and the quality of life.

Measure: Develop a process for the systematic dissemination of research information and accomplishments.

Progress: The quantity and quality of information on the KU research website and the KU Center for Research (KUCR) website have been improved. For example, a new feature was added that highlights a different KU research project each week. Further revisions are being made that will enhance the utility of these websites for KU researchers and for wider audiences. A focus of these revisions is the importance of KU research to the Kansas economy and to the well being of its citizens. The award-winning newspaper columns and radio features of KUCR's Roger Martin—entertaining yarns spun from university research discoveries at KU—are popular with the general public. The Office of University Relations at KU also routinely features news stories about research findings, products, and awards.

In addition to enhancing the process for disseminating research information to external audiences, communicating such information internally is critical to research productivity and accomplishments. Major steps have been taken to design and construct a system for disseminating meaningful research information to the KU research community. The KUCR *Research Information* newsletter has been redesigned both graphically and in content. Faculty are provided current funding opportunities, university news, and agency updates each week with KUCR's new *Research News and Funding* bulletin and a redesigned funding opportunities web page.

The system for generating the annual KU research report and the NSF survey of science and engineering research expenditures was completely integrated, and the system has been expanded to allow enhanced data analysis capabilities. The PeopleSoft post-award grants module was installed and preparation begun for installing a pre-award module. Plans are also being developed for integrating these modules with current KUCR data systems. This emergent coordinated system will provide research information from the proposal stage to project completion and will allow access to this information by researchers and administrators. Efforts have continued that encourage the use of the Community of Science (COS) database as a tool to identify potential collaborators and to publicize research objectives and accomplishments. Researchers whose work relates to pharmaceuticals, biomedical engineering, and information technology have participated in the Kansas City Area Life Sciences Institute database. COS and other funding opportunity search engines are continually promoted through training sessions and campus presentations. The possibility of adding a COS component to the current system of curriculum vitae collection by the Graduate School is being assessed.

Information provided to the KU research community for assessment and planning has been significantly enhanced. Because sponsored project expenditures do not provide a complete depiction of research and scholarly activity, the annual report of KU research activity has been expanded to include recognition of faculty achievements such as major awards, fellowships, and memberships in the national academies of science, engineering, and medicine. The Association of American Universities also uses these measures as membership criteria. Subsequent reports will be further expanded to include other measures of achievement, such as federally funded research expenditures in science and engineering by academic unit and by research center. This is the key measure used in national rankings. A summary report of KU research accomplishments that will target a broader audience is also being drafted.

Data coordination between KU campuses continued to improve. Shared data are now more compatible, comprehensive, and more quickly exchanged. This allowed the completion of the FY 01 KU annual research report, which summarizes data for all campuses, six months earlier than in the previous year.

3. Collaboration Among Disciplines and Other Universities and Research Institutions

Goal: Because of the depth of expertise at the various research campuses across the state, identify and facilitate opportunities to work collaboratively with researchers at other facilities. The NIH COBRE grant (led by KU-Lawrence), KTEC, and EPSCoR are excellent models for effective collaboration.

Measure: Increase volume of collaborative research among disciplines and other universities and research institutions.

Progress: KUCR's quarterly newsletter, weekly funding opportunities bulletin, and website are sources of information about collaborative opportunities for researchers across the campus. Alliances with regional universities have been strengthened through the EPSCoR programs (NSF, NASA, etc.), and through the COBRE and K-BRIN grants. KU collaborates with Haskell Indian Nations University on Bridge grants, which provide research opportunities for Haskell students in KU research labs. KTEC funds two of its five Centers of Excellence on the Lawrence campus (the Information and Telecommunication Technology Center and the Higuchi Biosciences Center). These centers draw together researchers from many disciplines to carry out cutting-edge research. Additionally, KU's alliance with the Midwest Research Institute in Kansas City has been the source of several collaborative efforts since its inception in 1999. During the 2001-02 academic year, with the assistance of KUCR, Dr. Estela Gavosto and her planning committee (composed of faculty from five disparate departments), began an interdisciplinary seminar series focused on visualization and modeling. About 100 people from 30 departments on the Lawrence and Medical Center campuses participated in two seminar sessions. A website for this group has been established, and more activity is planned for the 2002-03 year.

4. National Recognition of KU Research and Scholarly Activities

Goal: Develop a system for collecting the criteria used by prestigious ranking entities and disseminate the criteria to KU faculty to raise their awareness. Increase the recognition of faculty scholarly work at the national and international levels.

Measure: Develop process for faculty and administration to identify the scholarly and creative accomplishments of their colleagues so that nominations can be made and recognition received at the national and international level.

Progress: Important faculty accomplishments are often detailed in departmental, KUCR, and campus-wide publications and websites. Deans, directors and chairs are being notified of important awards, especially those used by the Association of American Universities (AAU) as membership criteria, and are being asked to encourage their faculty to apply. The Hall Center for the Humanities will continue to notify germane academic units about application procedures for these awards. The Hall Center maintains a listing of awards and fellowships received and reports these accomplishments to KUCR. KUCR then includes the names of the winners of these important awards in the KUCR annual report. In addition, members of the Graduate School and International Programs staffs have worked to identify awards that are regional or national in scope. The list will be coordinated with those collected by other units. The Graduate School and International Programs will use their publications and listservs to make potential awards known to interested faculty.

III. PUBLIC SERVICE

*(This indicator will be used for **funding** purposes. Success will be measured by substantial progress in three of the four subindicators. All measures combine both **quantitative** and **qualitative** elements.)*

The University of Kansas recognizes its obligation to serve the society that supports it. The Serve Kansans Task Force for *Initiative 2001* defined public service as follows: “Public service is the purposeful application of teaching, research, and scholarship to the needs of citizens and communities within Kansas and beyond. Public service involves active outreach that is responsive to the needs of diverse constituencies within the State, with special emphasis toward assisting underserved communities and disadvantaged populations. Such responsive outreach requires the formation of vital partnerships between representatives of the University and Kansas communities.” The University has a long history of public service and emphasizes service learning across the curriculum. KU will continue to seek opportunities to serve Kansans by targeting the following areas:

1. **Well-Being of Kansas Children and Families**

Goal: Expand research and scholarship focused on children and families and improve dissemination of information to foster an environment in Kansas that makes the state one of the best places in the nation to raise a child.

Measure: Inventory current processes that provide research findings and information on best practices to families, schools, and agencies.

Progress: The Schiefelbusch Institute for Life Span Studies has inventoried its current processes that provide research findings and information on best practices to families, schools, and agencies. This was accomplished through a review of grant applications, reports, publications, training, and outreach materials; verification by interviews with investigators and clients; and a review of the inventory by affiliated center directors. The Life Span Institute’s 13 centers have more than 100 programs and projects active at any one time in Kansas as well as other states. Many projects are located in underserved Kansas City neighborhoods and rural Kansas counties; several are statewide in scope.

Through several of its projects and programs, the Life Span Institute disseminates information on best practices to families, schools, and agencies. Following are a few examples of these Life Span Institute programs: (1) The Inclusive Network of Kansas (INKS), a field-based technical assistance and professional development network, allows mentor educators to give on-site, one-on-one assistance to Kansas teachers who have students with severe or multiple disabilities. (2) The institute also has developed a Community Toolbox, an innovative, comprehensive online resource kit for community groups targeting community health and development issues. The toolbox provides distance learning, consultation, and technical assistance grounded in the community psychology research of the institute’s Work Group on Health Promotion and Community Development. The work group has been involved in community initiatives on substance abuse, adolescent pregnancy, youth development, rural health, and neighborhood development. (3) Assistive Technology for Kansans (ATK) is a statewide program of technology-related assistance and training for Kansans of all ages who have disabilities. The program developed the statewide Interagency Equipment Loan Bank—which currently has more than \$1 million worth of equipment—so that individuals can “try before they buy” and borrow assistive equipment during emergencies or before funding arrangements are finalized. The Kansas Assistive Technology Cooperative (KATCO), a low-interest financial loan program to help Kansans with disabilities purchase assistive technology, was started by ATK and is being run by persons with disabilities. (4) The institute’s Merrill Advanced Studies Center supports dynamic programs that stimulate advances in understanding human development across the life span. Merrill conferences serve as a catalyst for emerging policies on university research by facilitating discussions between researchers and administrators who are building alliances in

the region and throughout the nation. The Merrill Center publishes an annual white paper on topics in research policy at public universities. Dr. Mabel Rice, director of the Child Language Doctoral Program and the Merrill Advanced Studies Center, is the Board of Regents' representative on the Kansas Children's Cabinet, a group appointed by the governor to make recommendations on the dispersal of tobacco settlements funds for early childhood education programs.

2. Opportunities to Learn Through Service

Goal: Expand existing service learning opportunities and create new opportunities for students to learn through public service in order to contribute to and strengthen their communities.

Fulfillment of service learning experiences will be documented on the students' transcripts.

Measure: (a) Establish definition of service learning experiences for undergraduate students in academic units and inventory existing opportunities that meet that definition; (b) recommend community service involvement for KU Honors Program; and (c) develop process for documenting service learning experiences on students' transcripts.

Progress: (a) The Task Force on Service Learning Experiences defined a service learning experience for undergraduate students as "a credit-bearing educational experience in which students link their academic studies to community involvement by participating in an organized service project that meets identified community needs. A service learning course should enhance students' understanding of course content, incorporate critical, reflective thinking about the service experience, and promote a sense of civic responsibility." In December 2001, all faculty members received an e-mail from the task force asking them to submit names of courses that met the service learning definition. In the preliminary inventory, 21 courses meet the definition; however, the task force recommended that a more extensive survey of faculty be conducted to determine with greater accuracy the true extent of service learning course offerings at KU.

(b) The KU Honors Program now includes a recommendation for community service involvement.

(c) The University Registrar is in the process of developing a method for noting service learning experiences on students' transcripts.

3. Teaching, Research, and Public Service Outreach Programs in Kansas

Goal: Provide access for all Kansans to the depth of knowledge and expertise of KU faculty and staff through online course offerings and direct interactions in the community.

Measure: (a) Expand online course offerings and publicize on the Kansas Board of Regents Web site. (b) Develop the KU Speakers Bureau.

Progress: (a) The number of courses using Web enhancement (i.e., use of the Internet to supplement face-to-face instruction, including posting of syllabi, e-mail interaction, etc.) continues to increase, and the number of online courses (at least two-thirds of instruction is conducted via the Internet) increased from 78 to 96 in 2001-02. After online courses are developed, the Division of Continuing Education coordinates the addition of online course titles to the Regents Online Catalog (ROC).

(b) A KU Speakers Bureau was established to bring university resources to the citizens of Kansas, an important component of KU's mission. The Speakers Bureau, formed collaboratively by the Office of Faculty Governance, Office of the Provost, and the Office of the Executive Vice Chancellor for University Relations, will become operational in fall 2002 and will provide a central clearinghouse for alumni groups, service clubs, civic organizations, schools, professional associations, and others to invite KU faculty and administrators to inform, educate, and entertain

through lectures, presentations, and demonstrations. More than 80 faculty members have agreed to participate in the KU Speakers Bureau so far, offering a broad range of topics.

4. Teaching and Research in the Greater Kansas City Metropolitan Area

Goal: Contribute to civic improvement and metropolitan development in the Kansas City area by applying the knowledge and expertise of KU faculty to critical public issues and workforce development.

Measure: Identify critical public issues and workforce development needs that exist in the Kansas City metropolitan area and efforts currently underway to address them.

Progress: Data were gathered from the County Economic Research Institute (CERI), the Mid-American Regional Council (MARC), and the Policy Research Institute (PRI) to assess current issues regarding public policy and workforce development needs. Campus staff members are actively involved in working with MARC on several issues, including the KC Metro Outlook and the recent City-States Report (*Kansas City Star*) as each relates to regional strategy and policy. In addition, graduate students from the master of public administration (MPA) program are involved in analyzing the issues raised in the City-States Report and linking academic research expertise at KU to the solutions and recommendations for improved social policy. Relationships with the Kauffman Foundation, the Greater Kansas City Chamber, KC Catalyst, and the New Economy Council have been strengthened in order to gain greater awareness of economic and workforce development issues; the Edwards Campus vice chancellor and other administrators are serving in key positions on boards and committees of these organizations.

IV. INSTITUTIONAL MANAGEMENT

*(This indicator will be used for **funding** purposes. Success will be measured by substantial progress in three of the four subindicators. All measures combine both **quantitative** and **qualitative** elements.)*

The University of Kansas is committed to increasing its efficiency, effectiveness, and responsiveness in carrying out its teaching and research missions. Access to necessary equipment and facilities, current data for institutional planning, and staff development and training are of paramount importance to the effective use of resources and implementation of the University's mission. The following indicator areas have been targeted for improvement:

1. Improvement of Internal Communication

Goal: As a major cost-saving measure, as well as to ensure timeliness of communications, create a common e-mail system and increase the use of electronic mail rather than first-class mail to communicate with KU students and staff.

Measure: Distribute grade reports via e-mail rather than first-class mail.

Progress: Grade reports began being distributed via e-mail rather than first-class mail in the spring of 2001.

2. Accessibility of Institutional and Planning Data for Improvement of Management and Decision-Making

Goal: Improve and increase access to institutional and planning data to facilitate more informed decision-making and to strengthen management objectives.

Measure: Install data warehouse software and begin populating with historical as well as current data.

Progress: The data warehouse is designed to provide an integrated, subject-oriented set of databases for tactical and strategic information retrieval based on relevant data from key transactional systems. Data warehouse software has been installed, and currently datamarts deliver services for student records, financials, and human resources data. Additional reporting has been implemented for the admissions datamart. Enhancement of student enrollment reporting continues, which is enabling departmental staff to transition to Web-accessible semester reports for printing and downloading for trend analysis. Decision Support Services staff has been trained in the data warehousing technology and has initiated loading historical data stores as well as implemented a process for continued generation and storing of data for the future.

3. **Implementation of University Master Plans**

Goal: Enhance the physical environment of KU to make it more conducive to learning.

Measure: Monitor and report on progress of the various University master plans, such as the campus master plan, landscape master plan, Edwards Campus expansion, etc.

Progress: Following is an overview of progress on various University master plans:

Campus Master Plan:

- (1) New engineering building located adjacent to Learned Hall -- 83,768 gross square feet (gsf); total project cost of \$15 million provided from private funds; completion date June 2003.
- (2) New facility on west campus for the KU Institute of Public Policy at the Dole Institute-- 32,000-gsf building will include exhibition, meeting and administrative offices for the institute and space for Senator Dole's archive materials; total project cost is \$8.2 million provided from private funds; completion date Spring 2003.
- (3) New recreation center funded from student fees -- 98,000-gsf facility includes basketball courts, weight and cardio equipment areas, racquetball facilities and multipurpose spaces for aerobics and exercise programs; total project budget is \$16.3 million; completion date Fall 2003.
- (4) Renovation and addition to the Kansas Union, funded from student fees -- project includes a new entry on the west side accessible from Mississippi Street, expansion of bookstore and food service areas, and Student Organization and Leadership space; total project cost \$6.3 million; completion date Fall 2002.
- (5) Reconfigured student housing into an arrangement of suites and shared rooms, funded through bonds paid for by revenue generated from student housing fees; part of the \$12.5 million renovation of Ellsworth Hall; completion date Fall 2003.
- (6) KUAC Strength Center expansion project funded by private donations and Athletic Department funds -- 38,000 gsf of space for new weight and cardiovascular equipment for the intercollegiate athletic training program; total project cost \$8 million; completion date May 2003.
- (7) Phase Two of campus primary electrical improvements complete with installation of 12.47Kv service replacing older 4.17Kv service for the oldest portion of system, funded through Crumbling Classroom and Repair & Rehabilitation programs; project cost of \$3.3 million. Phases Three and Four waiting on funding for design of the improved electrical service required to reduce the potential outage of multiple buildings, a possibility given the deficiencies of the current system.

(8) First phase of utility tunnel improvements begun on tunnel section directly north of main campus power plant, which involves replacement of approximately 100 lf of tunnel, steam and condensate piping and relocation of voice and data service lines, funded from State of Kansas Repair and Rehabilitation funding and Crumbling Classroom bond monies; total project cost of \$1.1 million including the costs for relocating phone and data lines; completion date Fall 2002 for first phase of multiple phases of repair work required for the tunnel system.

Campus Landscape Plan:

(1) Malott Gateway project, which includes a sign wall at the west entry to the main campus at 15th and Iowa, a plaza adjacent to the Visitor's Center and a pedestrian gateway along 15th Street, funded entirely from private gifts; total project cost is \$880,000; completion date Fall 2002.

Edwards Campus Expansion:

(1) Completion of the construction documents and summer 2002 bid for construction of Building No. 2, which will double available classroom and computer lab space, expand administrative office areas, and offices and support areas for fulltime faculty at Edwards Campus; also includes 240-seat auditorium for instruction and larger media presentation space - 85,840 gsf total building area; project cost of \$17.8 million, funded by private gifts and revenue bonds; completion date fall 2004.

Research Program Expansion:

(1) Acquisition and occupancy of nearly 100,000 gsf through purchase of the Life Sciences Research Laboratories in fall and long-term lease of former Inter_x building on west campus; another 20,000 gsf available through multi-year lease arrangement for the Wakarusa Research Facility; currently a number of research programs affiliated with the Life Span Institute are using space in leased facility.

(2) Applications submitted to National Institute for Health (NIH) for facility improvement grants for Medicinal Chemistry Department in Malott Hall; \$2.8 million grant for facility improvements for two Center for Biomedical Research Excellence (COBRE) programs (one in Malott and one in the Life Sciences Research Labs, each \$500,000), and a grant for animal care facility improvements in the former Inter_x facility.

Work on master plans includes development of additional projects for the Lawrence campus landscape master plan. Design development drawings for maintenance and landscape improvements on Memorial Drive, Jayhawk Boulevard and the mid-hill pedestrian walk between the intersection of 15th and Naismith and running east to Watson Library are nearing completion. These projects will also be part of the improvements being included in the Capital Campaign.

A new program for campus wayfinding and signage should be complete by the end of summer 2002. This new system will replace a nearly 30-year-old standard used on the Lawrence campus and will provide a scope of work for fundraising as part of the ongoing capital campaign.

Space Planning and Management:

Space planning and management has had an active role in verifying efficient use of space used for academic and research units on the Lawrence campus. There is now an assessment of need for space completed prior to action upon proposals for the relocation of units to available space. Calculations of the space required for nearly all the departments on campus is based on a guideline value, which takes into account funded positions identified in the University budget. The area to be assigned is determined by the type of position, fulltime equivalent (FTE) status, the source of funding for positions, and the type of work being conducted with research grant projects. This work related to the assignment of space is a joint effort between the Office of

Institutional Research and Planning (OIRP), the Provost's Office, and Design and Construction Management.

A related project is an OIRP survey of campus space for the negotiation of payment to recover indirect costs for the use of facilities as part of a federal research program. The completed project includes an update to records on the inventory and function of space on campus for all academic and research units.

Utilization of instructional space on campus has also been calculated including average hours of use per week for classrooms and class labs and total student contact hours. In addition, under the direction of the Instructional Space Committee, tours of campus facilities have been underway to verify current classroom configuration and seat count and to identify rooms that could benefit from reconfiguration or renovation of space.

Enhanced Energy Efficiency on Campus:

CMS Viron, an energy services company, has completed a detailed analysis of opportunities for energy savings and payback on capital investments for energy improvements. The study covered 93 buildings and approximately 5.9 million gsf of space including academic, academic support, research, and auxiliary enterprise facilities. A prioritized list of improvements has been submitted and will be reviewed by administrators to determine the appropriate level of investment and payback for a bonded package of improvements. Decisions regarding the selected scope of work should be made by fall 2002. KU will contract with CMS Viron to identify the preferred package of improvements, the anticipated impact on utility use and energy efficiency, and the estimated payback to KU for the duration of the agreement.

4. Staff Development, Education, and Training Opportunities for KU Employees

Goal: Improve campus climate and employee job skills through education and training activities.

Measure: (a) Identify current education and training opportunities for KU employees; and (b) survey employees to determine campus climate as well as additional training opportunities desired.

Progress: (a) Education and training opportunities were identified and overall program satisfaction rates from participant evaluations were gathered. Education and training are provided in leadership and supervision skills, organizational improvement, managing change, ethics in management, creative meeting strategies, coaching and counseling, violence in the workplace, customer service, and emotional quotient at work.

(b) In spring 2002, the Department of Human Resources conducted a Workplace Climate Survey for classified and unclassified professional staff. The goal of the survey was to assess the general working climate, particularly in the area of management and employee relations, and to identify nonsalary ways to improve the KU working climate for staff. Some of the positive aspects of the KU workplace that staff highly value include satisfaction with their job performance, recognition of their expertise, flexibility within the workplace, safety from workplace violence, and recognition of how they contribute to departmental goals. Among the areas cited for improvements were the need for formal recognition of achievement, clearer day-to-day communication, and the need for improved top-down departmental communication. More information about the results of the Workplace Climate Survey may be obtained by contacting the KU Department of Human Resources or visiting the department's website at www.ku.edu/~kuhr/.