

## University Planning and Resources (P&R) Committee FY 2015 Final Report

Submitted June 5, 2015

By Professor Ron Ash for the Committee

### Committee Members

Chair: Ron Ash, Business (2015)

Caroline Bennett, Civil/Environ/Arch Engineering (2016)

Katherine Clark, History (2017)

Donita Shaw, Curriculum & Teaching, Faculty (2016)

Jacob McKnight, Student

Angela Murphy, Graduate Student

Susan Mercer, Inst for Policy & Social Res, Unclassified Staff (2015)

Easan Selvan, Information Technology, Unclassified Staff (2017)

Pat Owens, Urban Planning, University Support Staff (2017)

Ex-officio:

Deb Teeter, Director, Office of Institutional Research and Planning

Diane Goddard, Vice Provost of Administration & Finance

### FY 2015 Planning and Resources Committee Charges

Standing charges:

1. Participate in the University's planning processes by communicating with the Provost and the Provost's senior staff on matters of capital strategic planning, infrastructure, IT resources, and sustainability, and examine how current financial circumstances (the health of the state economy, current university indebtedness, school-specific fees and charges, etc.) will influence such projects. Coordinate with ACEC of IT matters. Report issues and any recommendations for action to Sen Ex. (ongoing)

**Diane Goddard provided context information that the Committee members needed to understand the current fiscal situation of the University. In addition to fiscal issues described in last year's report (University P&R Committee FY 2014 Final Report), several additional concerns stand out.**

**The approved state budget for FY 2015 outstrips current (April 2014) revenue projections significantly. Due to tax reform (exempting approximately 330,000 small business – doctors, lawyers, farmers, others – from paying income tax on pass through profits made from their businesses enacted in 2012) the state has had to dip into reserves in order to meet obligations during the last two years. If the state revenue balance falls below \$100 million, statutes grant the governor the power to make across the board budget cuts, and if the revenue balance is**

projected to be negative, statutes grant the governor the power to make targeted budget cuts. Diane noted that KU could experience a budget cut in state appropriations (40% of operational costs) for FY 2015 of about 5%, resulting in a budget cut impact of 2.5%. However this cut would likely come very late in the year, after a significant portions of the fiscal year funds have been spent, therefore making it very painful to make the cuts – if they happen.

Diane noted that this is the good news. She anticipates that without big and swift changes, fiscal 2016 and 2017 are likely to be worse. She went on to outline KU budget issues for the committee members, but asked that the specific details remain confidential at this point because it would be inappropriate get out ahead of the Board of Regents regarding budget cuts.

Briefly, Diane explained that the majority of KU's operating budget now comes from tuition, and that the state has not increased the university's operating funds in years. Yet operating costs increase every year, including utilities, benefits, and salaries (although the latter have not kept pace with peer institutions since 2000). She explained that the university cannot move forward with the strategy of increasing tuition and cutting budgets. That is why Huron was brought in to find significant operating efficiencies that will allow the university to save substantial operating costs and free up money to be repurposed toward meeting the goals in the Bold Aspirations strategic plan. She noted that the savings realized from implementation of Huron-based change initiatives will, this year, exceed the funds expended on Huron.

Diane also discussed how the demographic mix of students was changing, and that the university needed to significantly increase its online degree program offerings to compete in the changing environment. An external vendor, Everspring, has been engaged in a partnership with KU in order to develop a significant and high quality KU presence in the online degree market. She also mentioned that the university has partnered with a company called Shorelight in order to increase significantly the proportion of international students in the KU student body. These students pay out-of-state tuition rates, which is important for maintaining the University's revenue stream.

2. Monitor the University budget. When current financial circumstances result in changes to annual spending plans, advise SenEx and suggest any actions the committee would deem helpful. (ongoing)

**The Committee has no specific recommendations pertaining to this item.**

3. Provide committee representation at hearings held by the Provost and the Provost's senior staff to review planning reports and budgetary submissions made by the various units. Report issues and any recommendations to SenEx for consideration. (ongoing)

**The annual budget compact meetings were held between March 27 and May 18, 2015. Participants include the Provost and high level staff from the Provost Office, meeting with leaders (Dean, Vice Provost) and selected administrative staff (Associate Dean, Assistant Dean, Administrative Associate) of each respective unit. There are 20 of these meetings. Single P&R committee members sit in on these meetings as observers, and file brief summary reports for the meetings they observe. This year 19 of the 20 meetings were observed by a P&R committee member, and the 19 budget meeting summaries are contained in *Appendix A: Unit Budget Compact Meeting Summaries FY2016* of this report.**

**In these meetings the discussion is primarily between the Provost and staff and the Unit leader and staff. The P&R Committee member in these meetings serves primarily as an observer, asking only clarifying questions. For the most part, these budget compact meetings involve discussion and review of unit strategic direction and reports on level of past goal achievement and goals for the next fiscal year. There is relatively little focus on specific budget actions. In some meetings potential effects on programs of budget reductions or budget increases are discussed. Often the use of any carry over funds is discussed. The interested reader is referred to Appendix A for the summaries of the specific budget compact meetings.**

4. Monitor changes in tuition plans and their effects on allocation of resources across the university. Report recommendations to SenEx for action. (ongoing)

**By the time the Committee held its final meeting (Feb 17, 2015) for the academic year, the tuition advisory group was just starting to meet. Also, there was a bill being considered in the State Legislature to not allow tuition increases at State universities for FY 2016. At this writing this bill did not pass and has seemingly been taken out of consideration for this session. Other than this the Committee has nothing to report at this time regarding changes in tuition plans.**

Specific charges:

1. Monitor and examine the partnerships between KU and outside contractors and consultants. Coordinate with other relevant committees, for example, International Affairs. Report areas of potential concern to SenEx.

**Senior Vice-Provost Sara Rosen and Vice-Provost Diane Goddard reviewed the three primary KU-consultant/contractor partnerships with P&R committee members: Huron, Shorelight, and Everspring.**

### **Huron**

**Diane Goddard reported that the Huron consulting group had been hired to analyze the various administrative processes of the university, and to develop business cases showing potential cost savings for recommended change initiatives. Huron was heavily involved in development and implementation of several of the change initiatives: Shared Services Center; Facilities; Construction Management; Human Resources; Research. The University developed and implemented on its own other change initiatives identified by Huron: IT; Libraries; Budgeting; Enrollment Management. Diane reported that Huron's work with KU is essentially complete, and that only one Huron employee remains on campus working in Research for a month during the post "go-live" implementation of the new grants module.**

### **Shorelight**

**The University has partnered with Shorelight Education LCC and has created the Academic Accelerator Program (AAP). The goal of the program is to increase the international enrollment at KU to 15 or 16 percent of the student body. Shorelight has a 15-year contract with KU. Briefly, Shorelight recruits international students for the KU AAP. In their first year these students study in the Applied English Center and earn about 30 credit hours in general education. Then they are expected to become regular sophomores at KU. Initially almost 90% of the AAP students are from China, with others from Viet Nam, Russia, Nigeria, etc. Eventually the KU expects to establish international diversity requirements for the program. There are 51 students in the program in Spring 2015, with a goal of having 225 students in Fall 2015, and 600-800 students in about five years. Shorelight has some 30 recruiters in different countries around the world. An assessment plan for evaluating the program is being developed.**

**The primary goal of this program is to support Kansas students by stabilizing KU enrollment and budgets. The cost for educating in-state KU students is roughly 1.4 times the tuition amount. Out-of-state and international students pay substantially higher tuition rates than in-state students. As state support for higher education continues to wane in Kansas, it is very important to have more out-of-state and international students paying tuition rates that exceed the cost of education in order to maintain the lower in-state tuition rates.**

### **Everspring**

**There is a large market for students who cannot come on campus to take courses. The average online student is 35 years old, female, and a single parent. This is the largest growing population of students, NOT the 18-22 year old group. The Board of Regents goal is to provide education to the public. KU has a goal to develop full-degree online programs of the highest quality. There is no single strategy for online programs at KU, except that they must be complete degree programs. Every Dean was consulted to determine what their respective units wanted to do in terms of online education.**

**One option that units have is to partner with Everspring. (Another option is to partner with KU's Center for Online and Distance Learning – CODL – which the School of Journalism is doing.) From their website, Everspring partners with leading universities to provide full-service, customized online educational solutions. According to Sara and Diane, the Everspring people have been in the online world for many years, have good funding, and can move KU forward in a unique way. KU's goal in online education is to leapfrog current online models used by other universities. Everspring provides an online student experience that is integrative, highly interactive, and high tech. (An example from the KU School of Education is Jayhawkville, a virtual school system, in which avatars are used for classroom management training. This is a live simulation teaching 5 special education students, each with unique personalities. The claim is that 10 minutes of this simulation training is equivalent to one live hour with 25 students.)**

**In the Everspring model, KU faculty partners provide and own the academic subject material. Everspring staff provide and own the back-end technology delivery templates. For this reason, products developed for an online KU-Everspring degree program cannot be utilized with the Everspring technology in other non-Everspring courses.**

**A number of online programs are under development at KU. The School of Education will have 14 or 15 Master’s degree program online in the next three years. The School of Business is launching an online MBA program in Fall 2015. Both of these schools are working with Everspring. The School of Journalism is working with CODL to bring two certificate programs online, and the College of Arts and Sciences is working with CODL to develop an online BGS program.**

**Diane and Sara commented that they have confidence in these partnerships, noting that they have tried to be careful and deliberate in setting them up. One concern is that all of this change and new program or delivery system development takes a lot of work on the part of KU faculty and staff. Diane commented that she is less worried about these partnerships and the income streams from them than she is about the University’s “partnership” with the State of Kansas and that income stream.**

2. Report on the progress of implementing both the Campus Master plan and the Science Master Plan. (Contact for Science Master Plan-Tracy Horstman, Assistant Vice Provost for Capital Planning & Space Management and Jim Modig University Architect/Director, Design & Construction Management.)

### **Campus Master Plan**

**Several subject matter experts met with members of the P&R Committee to discuss the Campus Master Plan. These include:**

- Barry Swanson, AVP for Campus Operations**
- Tracy Horstman, AVP for Capital Planning & Space**
- Jim Modig, University Architect / Director, Design & Construction Mgmt.**
- Shannan Nelson, Director of Campus Operations**

**Jim Modig gave a wonderful presentation on the Campus Master Plan, linking the history of planning on the KU main campus to the current university strategic plan and Bold Aspirations (BA). Interested readers are referred to “2014-2024 KU Campus Master Plan” – <http://dcm.ku.edu/campus-master-plan>. Here is a brief overview of the plan taken from the website. The actual plan plus supporting documents is some 500 pages in length. There are five *pdf* documents covering key aspects of the plan.**

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## **KU's 2014-2024 Campus Master Plan**

The [2014–2024 University of Kansas Campus Master Plan](#) is KU’s fifth and most comprehensive master plan. The plan was developed over a 13 month period, during which hundreds of individuals were engaged in meetings, focus groups, interviews, and charrettes. Three campus and Lawrence community open forums were also held. The end result is a document that includes extensive analysis and reports on space and classroom utilization, historic patterns and resources, land use, program accommodation, sustainability, coordination with the local community, and other areas.

KU’s master plan is unique because it is a living plan, to be revisited in the future and adjusted as needed, rather than repeating the planning process. This level of flexibility is achieved by focusing on 11 planning principles that embody KU’s historic excellence and ambitions for the future, as well as the university’s values and priorities. The result is a plan that physically embodies KU’s strategic plan, [Bold Aspirations](#), through three broad physical concepts — Student Success, Campus Life; Academic Communities; and Sustainable Land Use & Growth Patterns.

[KU Executive Summary](#)

[Regents Master Plan Presentation](#)

[2014-2024 University of Kansas Campus Master Plan](#)

[KU Central District Master Plan](#)

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“The 2014-2024 Campus Master Plan creates a framework for growth that builds on the legacy of the historic core, while providing a road map for physically implementing Bold Aspirations. The design guidelines are high-level recommendations for implementation intended to focus on broader principles without constraining design creativity and interpretation. The intent is to steward KU’s substantial natural and built resources, guide sustainable future growth patterns, and inspire the creation of new campus buildings and grounds that add to the unique Lawrence campus identity.” (Page 204, KU 2014-2024 Campus Master Plan.)

The Campus Master Plan divides the University into three districts – North, Central, and West – each with a specific set of design guidelines and principles.

The North District is bounded roughly the football stadium on the north, Ohio Street on the east, West Campus Road and Naismith Drive on the west, and Sunnyside Avenue on the South. “The historic core of the North District remains the identity of the university. As a whole, it has varied architectural

character, from iconic buildings to the large post-war academic buildings between Jayhawk Boulevard and Sunnyside Avenue. The overall intent for planning and architectural guidelines in this district is to respect, reinforce, and reinvigorate the historic environment through new buildings and landscapes.” (Page 209, KU 2014-2024 Campus Master Plan.)

The Central District is bounded roughly by W. 15<sup>th</sup> Street and Sunnyside Avenue on the north, Naismith drive on the east, W. 19<sup>th</sup> Street and W. 21<sup>st</sup> Streets on the south, and Iowa Street on the west. “The Central District is key to future development on the KU Lawrence campus. Relatively flat and underutilized land may be transformed for a significant portion of new campus facilities. Architectural character is lacking in this district, with the exception of the iconic Allen Fieldhouse. Reinforcing the campus gateway at 19th Street and Naismith Drive is important to creating an identity for the district. New science facilities within Innovation Way, along Irving Hill Road, will create a second district center and allow for new pedestrian paths that connect the Central District to the West and North districts.” (Page 213, KU 2014-2024 Campus Master Plan.)

The West District is bounded roughly by Bob Billings Parkway (old 15<sup>th</sup> Street) on the north, Iowa Street on the east, Clinton Parkway (23<sup>rd</sup> Street) on the south, and Kasold Drive on the west. “The focus of this master plan for the West District is to create a research partnership area fronting Clinton Parkway, additional academic/research facilities around Becker Drive, and enhancement of the campus identity at Bob Billings Parkway and Iowa Street. The district is divided by topography and vegetation into three distinct areas, including a northern area around the Lied Center, research areas in the southern portion, and a western area with support functions and undeveloped land.” (Page 217, KU 2014-2024 Campus Master Plan.)

The three districts are to be tied together via The Jayhawk Trail, a walking trail with no stairs (wheelchair access, etc.) running from the Kansas Union (North District) to the heart of the West District. Some type of tunnel or bridge traversing Iowa Street is an integral part of the trail connecting the West District with the Central and North Districts. The Campus Master Plan is designed to be updated every two or three years – it is a living document.

The Committee asked questions dealing with the timeline for the manifestation of the master plan – “Is this an oasis or a mirage?” The response was that the

**Campus Master Plan is a GUIDE for building as funding becomes available. Each year the University submits a five-year capital improvement plan focusing on year-by-year projects and improvements. Funding is the block. State support for projects has averaged roughly 20% over the last 20 years, but has averaged only 11% over the last 10 years. Going forward, all new building projects must include funding for long term maintenance. Deferred maintenance on current buildings is a very tough financial issue - there is currently a \$300 million backlog in deferred maintenance.**

**Funding will have to be done through various PPPs, or Public-Private Partnerships (P3). The university is looking into Social P3s (essentially private financing) to fund building in the Central District, and a type of Hybrid P3 (Endowment owns the property and can partner with a private developer who can own buildings and infrastructure for a set period of time) to fund the West District. The goal is to fund the needed development without State financing – which is extremely unlikely anyway – and the accompanying glacial speed of that process. A number of other universities in U.S., Canada, and New Zealand are funding development in this way (P3s). KU is late to funding growth in this way.**

**Diane Goddard noted that KU is currently working on requests for proposals (RFPs) with investment companies that meet our standards. We are seeking a sustainable business model. Our current model with the State is NOT a sustainable business model.**

### **Science Master Plan**

**Several subject matter experts met with members of the P&R Committee to discuss the Campus Master Plan. These include:**

**Barry Swanson, AVP for Campus Operations**

**Tracy Horstman, AVP for Capital Planning & Space**

**Jim Modig, University Architect / Director, Design & Construction Mgmt.**

**Shannan Nelson, Director of Campus Operations**

**Bob Goldstein, Associate Dean, College of Liberal Arts and Sciences**

**Bob Goldstein led the discussion on “Innovation Way,” which he noted “is more than sciences.” He explained that Malott Hall has outlived its usefulness for both teaching and research in the sciences – chemistry, physics, chemistry for engineering, etc. He gave an example of outdated basic safety equipment – hoods used to control fumes. The current standard is 3 feet per person; we have only 7.5 inches per person. Bob noted that the Department of Chemistry is the**

most productive research department at KU, and that they currently experience roughly 30% down time due to power outages and electrical issues. We need to move both the teaching of and research in chemistry out of Malott. The building infrastructure will not allow adequate expansion. The current facilities make it extremely difficult to attract new high quality faculty and students. The university needs a new structure to be competitive as an AAU institution.

Innovation Way is planned as a series of new interdisciplinary science buildings where research and teaching will be integrated. Currently there are plans for several research institutes: 1) Earth, Energy, and Environment Center; 2) Industry Outreach, and Tech Transfer Center; 3) Center for Materials Science; 4) Life Sciences Center. These will be located near the Burge Union (where married student housing is now). The new science buildings will be twice as big as our currently available space for science – in large part for safety reasons. Nothing will be “built in,” the idea is to keep the space “morphable.” There will also be a conference center (for 150 guests).

Jim Modig provided some information on the infrastructure development needed to support the new integrated science buildings. The university has a centralized power plant (located in the “north district”) with one 16-inch water line. It needs a new power plant (located in the “central district”) with a new water source. The university also needs an additional chilled water district – a central plant with several chillers. Backup and redundancy must be built into the power and water systems.

Tracy Horstman and Jim Modig also mentioned how the new science buildings were part of the campus master plan. We need to add rooms and infrastructure and HVAC, and balance this with maintaining the historic buildings on campus. Jim mentioned proposed/planned development on West Campus, including a research park with a mix of public and private development, and to add space for pharmaceutical research very near to the new pharmacy teaching facility.

Barry Swanson mentioned the need to balance our perspective – take care of what we have, modernize our current facilities, while maintaining our history. Redevelopment of Jayhawk Boulevard was mentioned as an example – replacing the utility pipes and piping for IT simultaneously – while keeping or improving the look of this main campus artery.

Shannan Nelson was introduced as “the money guy” – and provided information on how the university will pay for the needed development. He

**spoke about PPP – Public-Private Partnerships for financing. The university is looking for \$150 to \$400 million dollars to fund the new integrated science buildings. The specific revenue sources have not been determined as yet.**

3. Review standing charges and recommend modifications. Report to SenEx by February 1, 2015.

**Several potential issues were considered for possible inclusion in the standing charges:**

1. **How the State of Kansas legislative process will affect the University budget in the future.**
2. **The impact of the continuing decline in State financial support on the day-to-day operations of the University.**
3. **Mechanisms to communicate the significant changes in the funding model for the University that have occurred in the past decade or two to a much broader segment of the University faculty and staff (beyond members of the P&R Committee) and to the general public of Kansas. Committee members are of the opinion that many University employees, students, and members of the general public believe that the University of Kansas is still a state supported university, meaning that the majority of the funding for the University is provided by state tax dollars. This has not been true for a long time. KU has become a state assisted university, meaning that substantially less than half of the funding for the University is provided by state tax dollars, and that the state support portion seems to decline every year. The University is increasingly dependent on tuition dollars for almost everything that it does. Public-Private Partnerships are now of substantial importance for funding building and infrastructure projects.**
4. **It was pointed out that roughly 70% of the University budget is devoted to faculty and staff resources. Given this heavy investment in human capital, the question was raised as to whether or not the P&R committee should have a charge related to monitoring faculty and staff development.**

**Related to point 4 above, a little post meeting research confirmed that there is a Faculty Senate Faculty Compensation Committee which is charged with monitoring selected resources devoted to faculty. Here is a link to a document on the University Governance website titled “The Committee System.” The document lists nine University Senate Committees and six Faculty Senate**

Committees (and is reproduced here on a separate page for your information). In the document each committee name is a link to a description to the responsibilities and activities of that respective committee.

<http://governance.ku.edu/committee-system>

After thoughtful discussion, the Committee concluded that the current standing charges were broad enough to include issues 1, 2, and 3 raised above, and that issue 4 was in part clearly the province of the Faculty Senate Faculty Compensation Committee. Hence, it is the recommendation of the Committee that the current standing charges for the P&R Committee be continued in their current form. The P&R Committee also notes the continued relevance of specific charges 1 and 2, and recommends that these two charges be continued for next year.

<http://governance.ku.edu/committee-system>

## The Committee System

KU governance operates on a committee system under which issues are referred to one of several standing committees of the University Senate (9 committees) or Faculty Senate (6 committees). SenEx writes charges for University Senate committees. FacEx is responsible for appointing faculty to all committees and for writing charges for the Faculty Senate committees. The Student Senate, Unclassified Senate and University Support Staff Senate appoint or nominate representatives of their respective groups to serve as voting or ex-officio members of governance committees.

### University Senate Committees (*faculty, students, staff*)

1. [Academic Computing and Electronic Communications \(ACEC\)](#)
2. [Academic Procedures and Policies \(AP&P\)](#)
3. [Athletic Committee](#)
4. [Calendar](#)
5. [International Affairs](#)
6. [Libraries](#)
7. [Organization and Administration \(O&A\)](#)
8. [Planning and Resources \(P&R\)](#)
9. [Retirees Rights and Benefits \(RRB\)](#)

### Faculty Senate Committees (*faculty only*)

1. [Faculty Compensation](#)
2. [Faculty Rights Board \(FRB\)](#)
3. [Faculty Rights, Privileges, and Responsibilities \(FRPR\)](#)
4. [Faculty Research](#)
5. [Restricted Research](#)
6. [Standards and Procedures for Promotion & Tenure \(SPPT\)](#)

### University Commissions and Boards (*faculty, staff, students*)

Governance is directly responsible for the Judicial Board, and nominates faculty to serve on the Parking Commission and Parking Transit.

**Appendix A:**  
**Unit Budget Compact Meeting Summaries FY2016**  
(P&R Committee Standing Charge #3)

P&R Committee Standing Charge #3: Provide committee representation at hearings held by the Provost and the Provost's senior staff to review planning reports and budgetary submission made by the various units. Report issues and any recommendations to SenEx for consideration.  
(Ongoing)

Individual members of the P&R Committee attended all but one of the twenty FY2016 Unit Budget Compact meetings, and have filed summary reports for the nineteen meetings covered.

- March 27 – Student Affairs
- March 27 – Edwards Campus
- April 1 – Enrollment Management
- April 20 – Faculty Development
- April 22 – School of Law
- April 23 – School of Education
- April 24 – School of Engineering [Meeting not attended]
- April 24 – Office of the Chief Information Officer
- May 4 – School of Music
- May 5 – School of Journalism
- May 5 – Office of Diversity & Equity
- May 11 – Office of Academic Affairs
- May 11 – College of Liberal Arts and Sciences
- May 12 – School of Architecture, Design & Planning
- May 12 – School of Pharmacy
- May 13 – School of Business
- May 13 – Libraries
- May 14 – School of Social Welfare
- May 18 – Office of Research
- May 18 – Office of Administration & Finance

Typically the P&R Committee representative is furnished with a paper copy of the particular unit's **Annual Report and Goal Document** and its **Projection Fund Management Report – All Funds** immediately prior to the start of the budget discussion meeting. The major points covered in each meeting vary somewhat from meeting to meeting, and are summarized in the following summary reports filed by individual members of the P&R Committee.

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## **KU Office of STUDENT AFFAIRS Budget Compact Meeting FY2016**

March 27, 2015 – 9:00-10:00 AM

(Summary provided by Professor Ron Ash for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Associate Vice-Provost/Budget Director Richard McKinney, and several other staff members from the financial unit of the Provost Office. Tammara Durham, Vice-Provost for Student Affairs, led the discussion for Student Affairs with considerable input from another staff member.

It is noteworthy that this is the first unit Budget Compact Meeting for FY2016, and the first time that this unit has used the “Budcast” budgeting tool.

Tammara and the staff member gave a general overview of the unit’s many activities and departments (Counseling & Psychological Services, Legal Services for Students, Student Health Services, Hilltop Child Development Center, Student Housing, Student Money Management Services, etc.). They noted that the majority of the unit’s programs and budget come from required campus fees, and that the unit receives relatively little general university (GU) money.

Senior VP Sara Rosen noted that there is a real imbalance in GU funds for student activities.

Provost Vitter inquired as to the real meaning of the \$4 million shortfall shown in the all funds spreadsheet.

The staff member pointed out that a lot of balances show up negative in this report – current through February 2015 – because none of the required campus fees which are to be collected have been included as yet.

Provost Vitter pointed out the need for a different budget report format if we are going to look at where we can reduce spending...that we need to figure out a way to make this budget more readable and more timely and accurate – based on reality.

Senior VP Rosen agreed that this budget report is not optimally useful for planning purposes, and noted that the fees collected by these particular units are highly restricted in terms of what they can be used for.

Provost Vitter noted that we need to have extremely accurate information and careful management so that we do not charge additional fees.

Budget Director Richard McKinney commented that future planned expenses need to be included in Budcast in order to produce a better balance projection. It was noted that this is the first time that the Student Affairs unit and the Financial Unit have used Budcast.

Tammara went on to cover some accomplishments and future needs of the Student Affairs unit. She noted that student conduct cases were up considerably this year and that another coordinator was needed in this area, as well as funding to continue Student Money Management Services. She noted that the Jay Bowl will disappear after the current academic year, and that new tennis and volleyball courts had opened in fall 2014. She noted that her office was working to find funding for a sexual identity and gender diversity coordinator position.

Provost Vitter concluded by re-emphasizing the importance of correct implementation and usage of the Budcast tool – paraphrasing, he stated that we want to avoid shadow systems and have everything in Budcast, to have Budcast useful and comprehensive to be helpful for planning what it so come.

### **KU EDWARDS CAMPUS Budget Compact Meeting FY2016**

March 27, 2015 – 10:00 -11:00 AM

(Summary provided by Professor Ron Ash for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Associate Vice-Provost/Budget Director Richard McKinney, and several other staff members from the financial unit of the Provost Office. Dave Cook, Vice Chancellor of the KU Edwards Campus, and Sharon Graham, Executive Director, Professional and Continuing Education, made presentations for their respective units.

In addition to the Annual Planning Report prepared and submitted in advance of the budget meetings, both Dave and Sharon presented memoranda for this meeting highlighting unit specific accomplishments and challenges. These documents (four pages on the EC and three pages on Continuing Ed) were very helpful and referenced during the meeting. Only a subset of the items contained in the memoranda were discussed in the meeting due to time limitations.

Over the past several years the KU Edwards Campus (KUEC) has been working on reversing declining enrollments and on developing a substantially revised business model. Significant progress has been made, but both of these broad initiatives continue.

Between FY09-FY13 enrollment had been dropping across virtually every academic program at the KUEC. These trends have reversed with significant enrollment increases over the past several semesters. As compared to data from the previous year, enrollments were up 4% in Spring 2014, 12% in Fall 2014, and 8% in Spring 2015. Things are now moving in the right direction, but there is a long way to go in order to get credit hours in traditional programs back up from 19,000 to 29,000. The MBA and Education programs at the KUEC still have

substantially decreased enrollments. The new Working Professional MBA program has fewer credit hours than the predecessor, and Education went from a five-year to a four-year program.

Progress has been made in identifying a more equitable and sustainable tuition revenue sharing model between KUEC and KU-Lawrence (KU-L). The percentage of tuition revenue retained by KUEC has evolved as follows: FY14 = 36%; FY15 = 50%; FY16 (anticipated) = 60%. Work continues on development of an academic program budget model using both cost per program and cost per section approaches. It is being evaluated against existing programs and is the template used to initiate new programs. Utilizing this model, academic program costs analysis is almost completed for programs in CLAS and the School of Business.

The old/current budget/revenue sharing/differential fees model in operation at KUEC “create an unnecessarily complicated model that is difficult to administer.” Dave offered a number of recommendations for changes, which are being considered by the Provost Office. A few of these include:

1. Harmonize tuition revenue sharing between KUEC and KU-L in relation to JCERT and Non-JCERT programs in FY16.
2. Eliminate KUEC differential/course fee by FY17.
3. Establish a “one-university campus fee” which harmonizes the fees between KUEC and KU-L by FY17.

Sharon Graham reported on KU Continuing Education, noting that “change” is the best single word descriptor for this unit. KU Continuing Education has moved from Lawrence to the Edwards Campus. There have been significant changes in personnel as the unit becomes “right sized” with the right personnel. Eleven people have departed, some have been replaced, resulting in a net decrease of five people for now, but there is a need to hire program director/developers to generate revenue. As KU Continuing Education creates new programs, it is working to incorporate new delivery modes and to have a diverse portfolio of offerings in order to be sustainable. Sharon listed 17 new programs and initiatives. Here are a few of them:

- Online Continuing Legal Education (with School of Law)
- Building Information Modeling Symposium (with School of Architecture)
- Certified Science Manager (with Professional Science Masters in Environmental Management)
- Lean Six Sigma certificate (with Engineering Project Management)
- Transitioning military boot camp
- Big data short courses
- Professional Leadership certificate (in development)
- Banking and Finance programs (in development)

## **KU ENROLLMENT MANAGEMENT Budget Compact Meeting FY2016**

April 1, 2015 – 2:30-3:30 PM

(Summary provided by Professor Ron Ash for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Vice-Provost for Administration and Finance Diane Goddard, Associate Vice-Provost/Budget Director Richard McKinney, and several other staff members from the financial unit of the Provost Office. Matt Melvin, Vice-Provost for Enrollment Management, led the discussion for Enrollment Management with considerable input from Cindy Sanders, Assistant Vice-Provost for Enrollment Management and University Registrar, and Brenda Maigaard, Assistant Vice-Provost for Financial Aid & Scholarships.

Matt began with a general overview, noting that he has been involved in Enrollment Management for some 50 months now. The focus has been on the creation and development of infrastructure, and on the integration of tightly coupled systems with various schools.

Cindy discussed how the unit has used its considerable carryforward funds from last year, spending it down to roughly \$100,000, which is targeted for facilities renovations. She mentioned a number of issues related to the lack of a long term budget to cover maintenance. These include the lobby renovation (\$100K), landscaping (\$100K) which is not going to be done, elevator repair (between \$30K and \$500K), technology related to the integrated phone bank (essentially a call center), phone system upgrades (\$6K), and hardware and software to support VOIP.

Brenda gave highlights on scholarships. 13,000 scholarship award letters have been processed. Fall 2015 marks the fourth year of the new award system. The university will have almost \$1.4 million supporting third and fourth year students in the various schools and departments. From this year forward all KU tuition grant money is committed. There is a need to evaluate the sustainability and the pros and cons of the scholarship matrix. Additional money, possibly unrestricted dollars from Endowment – may be needed.

Jeff mentioned the possibility of getting more scholarship funds from the schools, noting that the formula needs to specifically ask for it.

Cindy also mentioned challenges related to possible funding cuts related to changes in the federal Perkins loan program and the Kansas comprehensive grant. The changes in the Perkins loan program could result in close to a \$200K reduction in funding for staff, which would adversely impact the unit in AY 16-17.

Diane Goddard pointed out additional potential funding needs related to potential state legislation making all veterans and their spouses and children eligible for in-state tuition, and

requests for an additional dedicated staff member to work with Everspring students – the university now has seven certificate program online with Everspring.

Matt indicated that the freshman class for Fall 2015 will be larger than the Fall 2014 class. He also noted that a number of student recruitment costs are expected to increase substantially. These include parking and “senior days” expenses, among others. He noted the need for funding for space for ambassadors, and for funding for regional representatives.

Matt also mentioned that Enrollment Management relies extensively on Marketing Communications and on Institutional Research for support to implement its programs, and indicated that relations are becoming strained with these units due to the extensive demands that Enrollment Management is placing on them.

Matt reported that all units except for Design and Education are doing direct admits now, and that Education has a marketing program that is working.

There was some discussion of carry forward funds for next year. After input from several people the estimate arrived at was between \$50K and \$100K.

Matt indicated that Enrollment Management needs an influx of dollars, but that if the dollars are not coming the unit will need to clamp down, pinch communications, scale back outreach to veterans, and not fill three vacant positions. He summarized by stating that KU had the leanest Registrar’s Office in the AAU, and that his unit has cut everywhere it can cut.

Jeff thanked everyone for their input.

### **KU FACULTY DEVELOPMENT Budget Compact Meeting FY2016**

April 20, 2015 – 2:00-3:00 PM

(Summary provided by Pat Owens for the P&R Committee)

The Faculty Development group, comprised of four units as noted below met with Provost Jeff Vitter and senior members of his staff on Monday, April 20, 2015 at 2:00 PM in the Provost’s Conference Room. The primary focus was to determine how the strategic plan was met and accounted for in accordance with the *Bold Aspirations* strategic plan and to present goals for the coming year.

The Faculty Development Annual Planning Report outlined accomplishments for the 2014-2015 academic year and goals for 2015-2016 as follows:

1. Mary Lee Hummert, Vice Provost for Faculty Development noted achievement of goals to increase the number of Foundation Professors distributed across the *Bold Aspirations* initiatives and improvement to the post-tenure process, with increased website presence highlighting awards and Foundation Professors. Goals for 2015-2016 are: to hire four more Foundation Professors, create venues to bring faculty together in clusters with the Deans, enhance faculty professional development for promotions, mid-career and later career experiences. How communities interact through cluster hire collaboration can be metrically evaluated; clusters can then be regularized and defined so faculty know where they are in their professional development.

2. *Derek S. Kwan, Executive Director of Your Lied Center reported that goals were met to create partnerships and funding opportunities with University and community entities and Lawrence Schools, redefine program relevance, create webcasting infrastructure to broadcast video performances useful for student recruiting and marketing; and enhance financial transparency and budgeting based on data collected through ticket sales, surveys and funding sources. The operations of the Lied Center and rental of the facility to non-University entities provided a positive income for the year. Goals for 2015-2016 are to further enhance the current goals, including the use of system software for budget balancing and to host events such Hawk Week and the Lawrence Sesquicentennial to increase community accessibility.*

3. [Andrea Greenhoot](#), Director of Center for Teaching Excellence cited successful programs and events to engage faculty in the Center's goals: document learning in courses and online course portfolios, redesign courses, collaborate with other liberal arts institutions to observe teaching practices, map curricula and track student success, and prepare graduate students for teaching duties. Additional funding may be found through grants and possibly workshop fees. The partnership with the Provost's office establishes the Center's value within the community. Provost Vitter reiterated the goal of redesigning and improving existing courses.

4. Saralyn Reece Hardy, Spencer Museum of Art Director reported that the funding goal was exceeded through gifts and grants. The Museum is currently closed for expansion construction but outreach programs and exhibits continue in other locations. Progress was made to develop relationships with area school districts, provide graduate student internships, and participate in a cluster hire of a Foundation Distinguished Professor. Goals include development of a new strategic plan and integration of grant management and budget forecasting into the Sharepoint and Share Service Center system. The Provost suggested coordinating events with the Lied Center to bring visitors from Kansas City.

## **KU SCHOOL OF LAW Budget Compact Meeting FY2016**

April 22, 2015 – 10:30-11:30 AM

(Summary provided by Pat Owens for the P&R Committee)

The Law School, represented by Dean Stephen Mazza and Finance and Planning Director Elinor Buffington met with Provost Jeff Vitter and senior members of his staff on Wednesday, April 22, 2015 at 10:30 AM in the Provost's Conference Room. The primary focus was to determine how the strategic plan was met and accounted for in accordance with the *Bold Aspirations* strategic plan and to present goals for the coming year.

The Law School Annual Planning Report outlined accomplishments for the 2014-2015 academic year and goals for 2015-2016 as follows:

1. Dean Mazza reported the Law School will be rated in the top 20 law schools in U.S. News and World Report 2017 ratings. Employment outcomes have a 92% rate, with many graduates employed at the top 250 law firms. The School is moving toward smaller class sizes (119 graduates) with higher entering credentials and a larger scholarship budget. After endorsement at the May Board of Regents meeting, the School will announce the 3+3 program where students takes 3 years of undergraduate coursework then 3 years of Law School, to earn the Juris Doctorate degree. The sixth semester will be spent in Washington, D.C. The admissions applicant pool in Kansas has increased 6%.

2. State and course accounts are adequate to repay the University's three-year commitment for scholarship funding. The School will keep endowment accounts strong. Staff buyouts and five retirees will not be replaced; more faculty will retire. The School will decide if additional faculty or lecturers are needed. The American Bar Association does not count non-tenured faculty. Dean Mazza said some faculty will undergo post-tenure review on a volunteer basis; a random process will be used for the remaining faculty. Plans to balance the budget, hire personnel and fund scholarships include:

1. Tuition increase (it was cut last year) and increased fees for students
2. Sponsored students (discount)
3. Continue the capital campaign to raise \$30 million with more expendable scholarships (raised \$29 million to date)
4. Continue to increase the School's national reputation
5. Increase bar passage – tighten academic standards
  - a. Performance of first-year students in 3+3 is an indicator of bar passage. (They take 29 hours.)
  - b. Students who don't achieve the minimum GPA will be awarded a bachelor's degree and leave the 3+3 program.

Endowment funds are restricted and scholarship – not spendable – collecting interest. The Provost noted that the sixth semester in Washington will include some faculty salary and

housing at no charge. Some Washington, D.C. alumni will also provide support for the program. The trajectory and ratings are impressive with an overall scholarly profile. Per capita scholarly achievements are up.

3. A Hybrid LL.M. program (Master's of Law) is being established with KU faculty videotaping their course content. The online courses will be taught in China through a facilitator at a cost of \$40,000 per year for two-three classes. They may prefer a non-native facilitator who speaks Mandarin. Vice Provost Sara Rosen suggested Shorelight may be used as an integrated accelerator to conditionally admit students. Dean Mazza noted that the Law School requires a score of 100 on the TOEFL to ensure the students understand the material. The SJD program (Doctor of Juridical Science) recruited eight students to begin the program next year. There is a \$5,000 course fee.

### **KU SCHOOL OF EDUCATION Budget Compact Meeting FY2016**

April 23, 2015 – 2:00-3:00 PM

(Summary provided by Angela Murphy for the P&R Committee)

The School of Education had five major accomplishments during the 2014-2015 school year:

- 1) Educator licensure: Successful NCATE review; appointed new Associate Dean for Teacher Education and Undergraduate Programs
- 2) Continued development and implementation of Everspring online programs
- 3) Finalized the diversity agenda
- 4) Capital Campaign and National Advisory Board (NAB) development
- 5) Research support: appointed new Associate Dean for Research and Graduate Programs

In addition, there are five primary goals for 2015-2016. First, they will begin implementation of the diversity agenda finalized in spring 2015. They will also continue the implementation of the Everspring online programs, including Master's in Curriculum and Instruction and Certificate in Special Ed Administration. For research support, they plan revise the research support program and pursue foundation professors. They plan to analyze the teacher preparation program, including assessing students and the current mission statement. Finally, they will continue with the Futures Committee (comprised of faculty hired within the last eight years) to determine best practices for changing to meet new demands.

## **KU Office of the CHIEF INFORMATION OFFICER (CIO) Budget Compact Meeting FY2016**

April 24, 2015 – 4:00-5:00 PM

(Summary provided by Jacob McKnight for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Associate Vice-Provost/Budget Director Richard McKinney, Chief Information Officer Bob Lim, and other staff members of the Provost Office and KU IT. Submitted to meeting members was an 18 page Annual Planning Report, an extensive Projection Fund Management Report covering all funds pertinent to CIO, and three pages explaining KU IT's "Guiding Principles". The content of the meeting focused on the KU IT guiding principles which encompassed KU IT's accomplishments in FY 2015 and goals set fourth for FY 2016.

The goals for FY 2015 were broken into three themes:

1. Continued Support for bold aspirations and changing for excellence. This goal was met with success in FY 2015 as was exemplified by recognition by the Association for College and University Technology Advancement and is expected to continue through FY 2016.
2. Adding value for customers through innovative solutions. This includes:
  - a. Broadening *MyCommunity*.
  - b. Implementation of Lync (called "Skype for business").
  - c. Expansion of virtual labs into 3D intensive applications.
  - d. Cost accounting to understand how services are consumed.
3. Partnership outside of KU borders. This was accomplished by:
  - a. Extending fiber throughout the city of Lawrence.
  - b. Partnering with Johnson County Community College and the city of Overland Park to extend KU fiber uplink to the Edwards Campus.
  - c. Expanding *Eduroam* wifi networks around the world by permitting individuals to log on with online ID and password from anywhere. Additionally, international visitors can log into the *Eduroam* network as well.

New goals for FY 2016 include:

1. Continued collaboration with KBOR and the state about hosting their servers and services in the KU data center.
2. Building a 100 gig research connection for KU.
3. Assist in making shared services center successful using "agile development". Agile development is a sub-tasking developmental methodology that permits a faster turnaround on initiatives.
4. Assist in improving KU's budgeting process by replacing the existing financial and budget systems with an end-customer first approach.

5. Boost KU IT employee satisfaction through the formation of employee teams to address focus areas.
6. Continue to work on business innovation solutions that support the goals of the university.
7. Work with OIRP and A&F to review how we advance data warehousing and reporting for our campus.

### **KU School of MUSIC Budget Compact Meeting FY2016**

May 4, 2015 – 10:00-11:00 AM

(Summary provided by Jacob McKnight for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Associate Vice-Provost/Budget Director Richard McKinney, Dean of the School of Music Robert Walzel, and other staff members of the Provost Office and the School of Music. Submitted to meeting members was a twelve page annual report as well as an extensive Projection Fund Management Report covering all funds pertinent to the School of Music.

The School of Music had five top goals for the 2014-2015 school year:

- 1) Capitalize on personnel and database tools implemented in 2013-2014
- 2) Through the DMA Task Force, complete the process of assessing, revising, and implementing suggested changes in current performance doctoral programs.
- 3) Stabilize the resources needed to support current levels of GTA funding.
- 4) Realign all affected undergraduate and graduate degree programs so that the anticipated reduction in SCH generation from private lessons is redirected to other music requirements.
- 5) Successfully navigate pressures on the use of School of Music facilities while Swarthout Recital hall is off-line for renovation as well as successfully organize grand opening events. (Note: Swarthout Recital Hall was re-opened on March 30, 2015.)

All but goal number three, Stabilizing resources for GTA funding, was met with success. However, fewer carry-forward funds were used to fund GTA stipends in 2014-2015 than in the past four years. Expenditures from carry-forward funds totaling \$105,000 in FY2014 were reduced to \$32,000 in FY2015. Separate from the major goals, special attention was made to furthering efforts to involve music major students in the KU marching band as well as increase security measures in practice rooms and recital halls in order to permit continued availability to students in the late evening hours.

To better financial management and efficiency the School of Music has (1) furthered stabilization of resources needed to support current levels of GTA funding (see above), (2)

continued to develop tracking and strategic systems for maximizing the use of available scholarship funds, (3) worked closely with Derek Kwan (the director of the Lied Center) to minimize rental charges, and (4) resolved issues of funding the School of Education for costs associated with student teaching and other off-campus observation experiences. In response to the possible 5-7% budget cuts the School of Music will reduce GTAs, lecture faculty, professional staff, and perhaps open regular faculty lines, as well as focus on lowering operating expenses.

The School of Music has six major priorities for the 2015-2016 school year:

- 1) Continue to expand the use of technology to promote the School of Music.
- 2) Continue to address qualitative and organizational concerns with regard to the orchestra and choral programs.
- 3) Engage the Communications Task Force to provide advisement on practical and strategic decisions specific to marketing, website design, and other related issues.
- 4) Realize a formalized recording services enterprise with the School of Music as an internal enterprise serving ensembles, faculty, students, and other initiatives using audio/visual services.
- 5) Explore and implement ways to improve safety in Murphy Hall.
- 6) Continue to increase the creative use of technology in course/instructional delivery.

### **KU School of JOURNALISM Budget Compact Meeting FY2016**

May 4, 2015 – 3:00-4:00 PM

(Summary provided by Professor Donita Shaw for the P&R Committee)

The William Allen White School of Journalism & Mass Communications has several accomplishments for the 2014-2015 school year. First, their fall 2015 enrollment was the highest it has been in five years with diversity now 16.8%. Further, their credit hour production increased 5% as overall due to the KU Core. Three new faculty are establishing national reputations in health communication, media law, and scholastic journalism research. They recruited the top doctoral student in the nation as a new assistant professor. The School of Journalism will be graduating their first doctoral student next week. Their fundraising *Far Above* has reached \$17.6 million, they launched *The Agency* with support from investing partners, and they joined SSC in April.

During the 2015-2016 school year they have several challenges ahead. The School of Journalism fall retreat will focus on the new strategic plan 2015-2020 where they will develop a completely new strategic plan rather than revise the current strategic plan. They are working towards reaccreditation in 2016 with scholarship, diversity, and assessment as the foci. They are engaged in curriculum mapping, and revising faculty job descriptions. With the implementation of SSC they are making reassignments within staff as well. The School of Journalism looks to

hire a new development director after nine years with KUEA and they plan to hire a mixture of academic and professional faculty/lecturers. They look to grow enrollment through workshops and continuing education. The School of Journalism has some budget uncertainties as they are resolving budget issues related to the University Daily Kansas (UDK). Further, they plan to evaluate equipment to see what can be repaired rather than replaced, increase class sizes for some courses, fundraise to support new full professors, and employ all funds budget model use to see holistic view.

### **KU Office of DIVERSITY & EQUITY Budget Compact Meeting FY2016**

May 4, 2015 – 4:00-5:00 PM

(Summary provided by Professor Donita Shaw for the P&R Committee)

The Office of Diversity and Equity (D&E) has three primary departments: Office of Multicultural Affairs (OMA), Emily Taylor Center for Women and Gender Equity (CTC), and the Multicultural Scholars Program (MSP).

During the 2014-2015 school year they have five accomplishments: 1) assessed and mapped the diversity landscape across campus, 2) strengthened D&E as a team with a vision, mission, goals, and strategies, 3) modified and restarted the diversity leadership council workgroup, 4) initiated a campus climate study that will lead to the development of a campus diversity strategic plan, 5) started the process to reestablish the relevance of the D&E unit across campus.

Likewise, they have five goals and priorities for the 2015-2016 school year. First, they plan to strengthen the D&E infrastructure, collaborations and relevance. Their internal team environment needs to be in place to serve others across the university. Second, they plan to address and help manage diversity campus climate. Third, they will address and help manage diversity representation and engagement. This specifically focuses on retention of underrepresented individuals who are both students and faculty/staff. Fourth, they will address and help manage diversity education and training. This year they went to different departments to talk about Langston Hughes Visiting Professor. They want to build capacity and knowledge about this professorship and how to support different departments when they are searching for faculty. Fifth, they will provide strategic leadership to help campus leaders with efforts to address issues related to diversity, equity, and inclusion. This year they flipped the diversity symposium so instead of bringing in someone they spent the time talking.

### **KU Office of ACADEMIC AFFAIRS Budget Compact Meeting FY2016**

May 11, 2015 – 1:00-2:30 PM

(Summary provided by Easan Selvan for the P&R Committee)

Intro with Sara -

Assessment -

Assessing Programs, University. HLC Self-Study. Degree level programs.

Regents - Math literacy assessment

Plans to assess high level activities of programs

KBOR Program review - working on self-study now

Internationalization -

Study Abroad

-Curriculum Integration, "Mapping study abroad to the major"

AAP

-108 students now, 30 in June, 225/250 in August

-Need to push better understanding to campus, staffing

Shorelight

-Master's accelerator

-Integrated accelerator

Online initiatives

Education

-100 in June

-100 in August

MBA

-Starts in August

CLAS

-Starts in August, 2 digit enrollment

Journalism

1 week kickoff, 1 week capstone, the rest online

Bold Aspirations

Progression and Graduation

Advising

Standards

Tools

Metrics / analysis

Compliance units & reporting

Removing barriers of communication w/ students

Currently in last year of BA

Undergraduate funding innovations

Provost

Assessment with KBOR on Common Core

Easier for faculty

Relevant to KBOR

Jeff Chasen - Compliance Office

Year 2 of compliance office

Year 1: Prevent Wrongdoing  
Year 2: Pursue rightdoing  
Establish Branding / Identity  
Collaboration  
Communication  
Calibration  
Repeat

Collaboration Examples: Cleary Committee, HIPAA committee

Institutional Communications:

Hotline & helpline  
Quality metrics  
Offices website  
Documentation of structures and programs

Calibration

Visited 4 times by KDHE, all 4 found no adverse findings and resulted in no fines  
Assessment in Compliance  
Our goals mirror our accomplishments

Goals -

System of Data and Reporting  
Rolling safety and strategic plans  
Holistic approach with Research complex  
Decentralized program with Central Support

Julie Loats - CODL

Efforts centered around course redesign  
CTE  
Redesign with C21, postdocs, faculty  
Bring faculty to Budig  
Bio 152  
PHSX  
FILM  
ENGR  
Chris Haufler  
Redesign.ku.edu  
Help them into resources  
Online Course redevelopment  
102 consultations last Academic Year  
BGS  
Take the KU Core online  
Get state authorization  
KU joined reciprocity program #2  
Media Production  
Captioning everything  
Integration of Pedagogy and Technology  
Build relationships  
Triangle with CTE and IT

## Outcomes and Assessment modules

### Goals:

#### Course redesign

##### Math

Adding teaching specialist and fellow

##### Classroom redesign

2nd Floor Anschutz

#### Strategic plan

Alternative paths in Higher Education

Competency based, online, and hybrid

#### Partnerships

CTE + IT - Expand Media Production Studio

MBA coming up

Blackboard Committee

Programmatically use MySuccess on CLAS BGS

Sara Rosen: CODL is a new unit, hit the ground moving, worked well with Private Partner. We wanted a support service for Faculty, Julie did a great job. CTE, IT, and CODL worked together.

Vitter: What's the plan with high DFW classes? How many remain?

Julie Loats: We've been working with Psych, Bio, and Phsyx. New fellow in Math will help.

Sara: We're going to come up with a list of classes we want to track.

### Graduate Studies

#### Three areas of focus:

##### 1.> Graduate funding

Where are we? Where would we like to be?

Vitter: What are your top two recommendations?

Comparison data. OIRP has it, present to departments. How do we fund?

Tuition committee wants to be comparable to peers. Child Care, medical leave, etc.

Graduate fellow / doctoral fellow policy

Endowment funding

##### 2.> Data

1st masters program profiles (Along with Doctorate)

Funding level reports and retention reports, feed program review process

##### 3.> Recruitment

Prospect (CRM) blossomed. Learned a lot about how challenging this is for departments

Great areas for growth in programs / schools / colleges

Encourage matriculation

Masters programs

Target specific programs for growth

Vitter: Can data look at difference between part and full time programs, etc.?

It has taken some growth. Masters programs eager for data  
Good time-to-degrees  
Good funding  
Sara Rosen: Forerunners on Master's profile  
Vitter: APLU is keen to use KU as adoption template

#### Undergraduate studies (Ann Cudd):

##### Overview:

Help students get outstanding education, graduate (hopefully in 6 years or less)  
Release holds - use in a useful way  
Advising - Predictive analytics, interventions with Housing  
Enhance experiential learning, service learning  
Overseeing the KU Core - read petitions from students. Most want to petition in.

#### Accomplishments and Goals

Progression and graduation  
Advising  
KU Core

#### Progression and Graduation:

Small but significant increase in retention: .5%  
Six year grad rate down, but still above 6%  
Get EAB Student Success collaboration implemented on campus  
Training advisors now  
Make sure the needle moves  
Participating in University Innovation Alliance  
Predictive analytics project  
Collaboration piece funded by grant  
Hired innovation fellow  
Focus is on undecided and pre-professional (10% higher attrition rates)

#### Advising

Task force last year, transition advising  
Exec committee overseeing group. MOU for Deans  
Hopefully, this group will provide leadership for transition advising

#### KU Core

Developed assessment plan  
Vitter: How many units in pilot?  
Ann Cudd: It's programs rather than units, but that is a moving target  
Hopefully reports will help faculty. Some want to go all out on assessment, others want a "B+"  
Vitter: Should we delay another year?  
Ann Cudd: We encountered no issues at town halls. No word otherwise, see no problem with proceeding.  
Vitter: There is a risk associated with rolling out too fast. We'll look at it.

Goals:

- 1.> Complete implementation of Student Success Collaborative
- 2.> Find top 20 gateway course, target with predictive analytics (MySuccess)
- 3.> Summer bridge programs
  - 1 week program with Nate Thomas
  - Long summer school program, low math skills
- 4.> Mount Oread Scholars
  - Seek proposals, get faculty fellow to develop program for high ability students not admitted to Honors.
  - Vitter: This isn't associated with Honors program?
  - Ann Cudd: No.

International Programs (Susan Gornbeck Tedesco)

- Integration of KU AAP program
  - Existing AEC courses didn't work
  - Shifting Curriculum
  - Move to content based curriculum (Trailblazing in SLA)

Course scheduling

- 18 hours makes it hard to find space

Expanded Administration

- Previously 1 director, 2 associate
- Added 2 12 month language faculty
- Interviewing Director candidates this week

Mapping study abroad to the major

- Believe we'll grow 6.4 Study abroad next year
- Fall 2013 began offering big semester long study abroad scholarships
- Study abroad travel registry

Expand international footprint by engaging faculty

- Faculty advisory committee

Goals:

- Expand AAP
  - AEC transition
    - Self-study accreditation 2016-2017
  - Curricular choices
    - How do we transition from AAP to curriculum?
  - Study Abroad

Vitter: What about your carry forward?

- Sara Rosen: Will be used for -
  - Move to summerfield

Veterans center  
SMMS expansion  
Possible budget cuts (one time carry forward)  
Pilot projects, e.g. Bridge programs  
Vitter: Are there provisions worked out?  
Sara: No.

## **KU COLLEGE OF LIBERAL ARTS & SCIENCES (CLAS) Budget Compact Meeting FY2016**

May 11, 2015 – 2:30-3:30 PM

(Summary provided by Susan Mercer for the P&R Committee)

The meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Vice-Provost for Faculty Development Mary Lee Hummert, Vice-Provost for Administration & Finance Diane Goddard, Associate Vice-Provost/Budget Director Richard McKinney, and Budget Analyst Robert Waller. Interim Dean of the College of Liberal Arts & Sciences Don Steeples and Director of Finance & Planning Mark Reynolds represented CLAS.

In advance of the budget meeting the College of Liberal Arts & Sciences prepared and submitted its Annual Planning Report highlighting achievements and progress from FY2016 and goals for FY 2016 in a number of areas, including discussion of challenges. Only a subset of the items contained in the memoranda were discussed in the meeting due to time limitations.

The College developed and approved an online degree completion program, under the direction of Associate Dean Paul Atchley, which will launch in Fall 2015. Target enrollment for year one is 50 students, with 33 currently admitted, 17 enrolled, and additional 9 applications and 83 inquiries pending. It is projected that the program will be cash positive in year 3.

Interim Dean Steeples is asking all units to update strategic plans in preparation for the arrival of the new CLAS Dean. CLAS continues to develop and support integrative academic initiatives, highlighting the work of Prof. Mary Banwart's Leadership Institute and a potential move of Architecture & Urban Planning to the School of Public Affairs and Administration. Three critical construction projects will have a high priority over then next one to three years: EEEEC, Innovation Way, and reconstruction of Summerfield Hall to house Film & Media Studies. Another priority is to develop and launch a new system for the declaration of undergraduate majors via an online process in order to prevent students from getting lost.

The Provost encouraged CLAS to continue to be a leader on the issue of increasing diversity among CLAS faculty, staff, and the student body. CLAS indicated they had several efforts underway.

Regarding Bold Aspirations Goal 1, to improve undergraduate education, some progress toward a clear path to a double major in the College for students in professional schools has been made via a pilot project linking psychology with Business or Journalism, which includes elimination of the College's 100 CLAS hour rule for all students effective Summer 2015.

Currently 10-11 CLAS departments offer programs at the Edwards Campus. At the same time, CLAS is evaluating which programs are financially advantageous in order to make strategic decisions.

In fundraising, CLAS raised \$14.4M in the last 12 months and praised Endowment for their efforts, while noting that additional funds are still needed. Since July 1, 2008, the Far Above campaign has raised \$105.6M.

Regarding the potential need to respond to base budget reductions of 5-7 percent, CLAS would need to identify at least \$5M in savings. The College estimates that if cuts in excess of \$4M occurred, drastic measures such as furloughs would be necessary in the short term (1-2 years), and that the shutdown of several small departments and programs would be necessary. Strategies include evaluating programs for efficiency, right-sizing graduate programs, and overall department evaluations. Social Science and Humanities continue to experience downturns. Majors have dropped by 20 percent and enrollments by 15 percent. For some courses, every other year strategies may be considered as a means of decreasing the number of faculty.

GTA funding is being reinvested into the GRA initiative.

The top 3 goals for 2015-16:

1. Hire a new CLAS Dean
2. Hire a new director of Student Academic Services
3. Institute new declaration of major procedure

## **KU School of ARCHITECTURE, DESIGN & PLANNING Budget Compact Meeting FY2016**

May 12, 2015 – 3:00-4:00 PM

(Summary provided by Easan Selvan for the P&R Committee)

Allotment of \$250k to \$300k if needed, not much carry forward

This was a big year for facilities. Spent \$1.5 mil on the forum, raise \$1.25 mil. Remainder could be paid by differential tuition now.

Could now pay down East Hills and Forum at the same time

Is there interest on the East Hill facility?

Yes, maybe prime +1%? Probably less, per Diane

Vitter: What is Studio 804 doing?

JG: Building house in east Lawrence. Already sold, due to lack of large houses in that desirable neighborhood.

Vitter: Plan for next year?

JG: Not yet revealed.

Vitter: Has there been a notable use of Professional business practices?

JG: There has been improvement on The Forum project, will keep Mahesh (new dean) apprised

This has been a good year. Digital Fabrication labs, robotics. Operating on a tight budget but showcasing good technology to attract students. All students in Architecture currently study abroad, unless they are from abroad. Good market for jobs, up from 2008 slump.

Vitter: What about interior design program? Are the new courses, certifications, and degree programs working out? Is there solid demand?

JG: We created BA tracks into ADP. Environmental planning and Interior design lead to Urban Planning and Environmental Programming

Feeder programs for MA:

Hot desks

Students apply for BA -> MA path

On track to use all reciprocity waivers

Vitter: Will Certificates for Interior Design be used?

MS: They are currently contributing to increased graduation in MA programs: Environmental Design, Etc.

Vitter: Why has the program gone from 47 tenured faculty to 40?

4 lines went from A&D to Visual art when Design came into SADP

Vitter: Why do you have a capacity of 1030 students?

Based on a ratio of instructors to students, our capacity is 1030.

Vitter: What is the enrollment in Design compared to Visual Art?

Design came in in 2009. They were short faculty. Too many were teaching classes that were too large. Doing 2/3

3/3 equivalent. 3+3 is too much.

Vitter: The load pre-existed?

Yes they came over short

Vitter: Do visual arts faculty have the same loads?

Can't say for sure

Mary Lee Hummert: One problem before Design came over was they were creating programs without adding faculty.

Vitter: Kansas City Design center - is it used to capacity?

That program goes back to 1988. KCMO didn't have an Architecture program. Kstate and KU supported being there. KU / KState deans worked with John Kemper and created a 16 student collaborative studio, rotational KState and KU. Kstate kept on.

KU had 3 students last year, no students in studio

-Geography: large

-Kstate needs it

-KU faculty there to push programs

-KU not paying half

-How can we make it a more fluid situation?

- Choose studio or robust study abroad?
- Vitter: What is getting donated?
  - Kemper + others donating, but waning. \$150k this year, used to be more.

Vitter: Any plans to hire faculty?

Not in A or P. Design needs 2 tenure and 1 practice

## **KU School of PHARMACY Budget Compact Meeting FY2016**

May 12, 2015 – 4:00-5:00 PM

(Summary provided by Easan Selvan for the P&R Committee)

NIH space in Malott required to be occupied for regulatory period

No classes in Simons until next year

Malott space not helpful in recruitment of faculty / students

National rates for Pharmacy applications dropping

8th grade is the best time to recruit

Pharmacy practice full now

Vitter: Is the joint appointment in PharmChem and Pharmacy to research stem cells?

No, vaccines

Diversity is tough in this field. It is a "female dominated discipline"

New accreditation standards in 2014

Upgrading infrastructure -

Not replacing all at once

Committed to staying online with Wichita

Retention program

2 retirements in PharmTox, one through non-tenure

3 retention issues - people being courted

Academic performance is outstanding

Avg GPA is 3.41. Undergrad GPA coming in is 3.5

Many are grads of KS high schools

41 students came in with degrees

Explains higher than avg student debt

Undergrads can get in after 2 years

Most get employed. 33 (82%) residency, 2nd in nation rank

Avg Debt is \$85k (range \$29k to \$200K)

\$90k to \$128K starting salary

\$90K salaries are 32 hour week

Students 19-47 years old

Piloting ExamSoft

Locks out internet during exams

Students like more than faculty

Program requires iPads

Program diversity looks like KS demographics

Residency is required to be a pharmacist in a larger hospital

Not for small hospitals, 2 graduates were placed without residency

33 grads were matched, 20 of which were out of state. Placed Wichita faculty to train people to get accredited for residency

Good NIH response from Legislature

Started iPad / Community rural outreach program via the USDA

Next year's goals:

1.> Retention and Recruiting

2.> Infrastructure replacement (pending budget)

3.> Accreditation

Focus on Interprofessional Education and co-curricular activities

#4 of the 11 most affordable Pharmacy Schools

#1 is UMKC, #2 Arkansas, both offer in state tuition for Kansans

Schools below national average on funding

Vitter: Will you have an In-house Pharmacy

A training Pharmacy most likely. Requires partnership with Watkins.

Goddard: Updates on food service with Union?

KU Dining cleans their space, not the eating area. Housecleaning won't clean it either. Dean will referee compromise. Critical that west campus has a place to eat.

Fall: Opening full service, no more than before. Students want healthy menus. Bid with American Dining. Healthy menus, longer hours, competitive pricing. Private company offers sample delivery, lawn BBQs on nice days (the premise being that the smell will generate more sales.) Relationship established under previous provost.

### **KU School of BUSINESS Budget Compact Meeting FY2016**

May 13, 2015 – 11:00 AM-12:00 PM

(Summary provided by Professor Caroline Bennett for the P&R Committee)

#### **Introductions:**

Diane Goddard  
Jeff Vitter  
Sara Rosen  
Mary Lee Hummert  
Richard McKinney  
MaryAnn Richey  
Neeli Bendapudi  
Susan Scholz  
Jennifer Hanson  
Jim Guthrie  
Caroline Bennett

Jennifer Hanson (Director of Finance):

- Business expansion fund to be used for:
  - New building
  - New faculty
  - Communication
- General fees: No large carry forward
- Course fees:
  - Revenues exceeded projected income
  - Differential fee was held constant last year and also frozen for next year
  - Grad fee also frozen
- Endowment funds: Unrestricted funds have stayed pretty much constant
- Revenue funds: We also intend to keep that balance pretty constant

Jim Guthrie (Associate Dean):

- Undergrad enrollment has grown by 49%
- Retention @ 91.4%
- Edwards program (MAC) launched

- Launching MBA program online this fall
- Copyright issues with online program / Everspring – should these be tackled centrally or in units?
- Co-curricular activities for undergrad students has been a focus
- Transitioning into the new building as soon as possible (next summer; soft opening in July 2016? June 2016?)

Jeff Vitter - School of Business comprises approximately 8% of the student body?

Neeli Bendapudi - Yes, that sounds about right – business schools at other universities are around 12-15%... the numbers at KU have been growing

Susan Scholz:

- 57 tenure/tenure-track faculty in the school of business
- New faculty very productive
- Main concern with those new faculty is retention
- Accountability – evaluate existing professorships; ensure they continue to be productive
- Hired 5 new faculty – 2 replacements, 2 incremental
- Reliance on non-TT faculty; but want them to be on a track; multi-term-tracks, looking to ensure that they are a meaningful part of the school
- 2/3 of student credit hours are taught by non-TT faculty (Jeff Vitter). Is that an issue for accreditation?
  - Susan: we have some flexibility in how we measure that, and non-TT instructor numbers in the Minor degree don't hurt them.

Neeli Bendapudi:

- Co-curricular activities
- Bring accountability and transparency to the growth process; increase openness about teaching loads and research dollars
- Raising summer support for faculty (has been a weak link for them) through Centers
- Undergrad & grad placements have been really great; this has been a major point of focus
- Graduating 476 students this spring (undergraduates)
- 75% of Business graduates have jobs at the time of graduation
- Scorecard will be up on their site – how many students we have / how many graduating in 4 years, 6 years / average salaries / etc.

Jeff Vitter – Can you provide an update on the Edwards program?

Neeli – MBA program is now doing well there; the school has been helping the Edwards

Campus by bringing speakers there

- MAC program
- Accounting certificate
- Organizational leadership going to launch in Summer of 2016 (start in Leavenworth)
  - Standardize the curriculum so that its transferable between locations

Jeff – Is the School of Business interfacing with the Leadership Institute?

Neeli – Not sure what the Institute will do that KU couldn't do before... still talking with the Leadership Institute people

Sara R. – it has a minor in Leadership, and they want to create a PhD program in Leadership.

Jim – What kind of placement opportunities will the grads have?

Sara – It will also serve as a research center

Neeli – School of Business is committed to being a good citizen and will help in any way they can; you can get a PhD studying management (organizational behavior) with a leadership focus already in Business

Jeff – It involves faculty from other schools and programs; it's using existing faculty

Jim – We just learned about it, still sorting through some basic questions with them

Sara – Are there concerns about having the MSB program in Leadership in Leavenworth in not serving International students well enough?

Neeli – no, we think it will be a plus

## **KU LIBRARIES Budget Compact Meeting FY2016**

May 13, 2015 – 2:00-3:00 PM

(Summary provided by Professor Caroline Bennett for the P&R Committee)

### **Introductions:**

Jeff Vitter

Richard McKinney

Diane Goddard

Sara Rosen

Shannon Royer

Mary Roach

Kent Miller

Caroline Bennett

- Discussion on online published resources:
  - Kent – pilot funded from Schulenberger funds awarded to a limited number of faculty who volunteer to try the online materials
  - Sara – Better contract rates with online publishers; suggests a small steering group
  - Mary – more online published materials has not been threatening to bookstores in the past
  - Sara / Diane – think of open resources as a method for reducing costs to students, think broadly
  - This will be a key initiative going forward

- Mary – working with information literacy built into courses, as opposed to sending librarians out to hold piecemeal sessions, working with GTAs
  - Piloting with American studies / COMS 130 classes
- Mary – We continue to do traditional library functions – Expanding statistical support to graduate students; partnering with CREMDA; working with IT to ensure the right software is available (GIS and Statistical Services)
- Kent –
  - We continue to work with 1<sup>st</sup> year experience
  - Number of programs presents a challenge in keeping collections and resources funded for all those programs (94 PhD programs supported); libraries has to stretch dollars over a lot of programs
  - Growth of ScholarWorks – working with faculty to load papers in there
  - High number of downloads from ScholarWorks over the course of a year
  - ScholarWorks is indexed and accessed by Google
  - KU Libraries is above the ARL average in terms of user satisfaction
  - Donor support has increased for KU Libraries
    - Learning Studio; Media Crossroads on-track to open in December
    - Need to get more print materials out of Anschutz to open up space for that; digitizing more theses and dissertations
- Mary –
  - Five successful searches; 3 TT
  - Library faculty gender breakdown
  - Library expenditures
    - We were hoping to see an increase in the library fee, but this does not look like a good year to ask for that. (\$1/credit hour). Significantly higher at other institutions. U. Missouri-Columbia planning on a \$15/SCH library fee; other people are raising fees.
    - Jeff – are the expenditures normalized to the number of staff?
    - Expenditures are lower than the ARL peer institutions
    - Over time we have reduced the purchase of monographs, but the cost of the individual purchases has increased. Moving more towards a user-demanded purchase model (Demand Driven Acquisitions – DDA). Libraries have also cancelled a number of databases and journals to make ends meet, covering the costs of inflation.
    - We have reduced FTE over the last 3-4 years; however, the individual cost per staff person has increased.
- Kent –
  - We have removed on-site person from Edwards as part of Changing for Excellence. There is a 50% time librarian at Edwards. She works a lot with graduate students, assisting with their theses and dissertations.
  - Jeff – do librarians track how they spend their time?
  - Mary – yes, there is a tool for that
- Mary –
  - Feeling their way through shared service centers; libraries' shared service center is in Carruth; moved in February; transition has had its rough spots
  - Continue to analyze operations

- Using staff rather than having librarians sit at a reference desk
- Building cross-department efficiencies
- Have engaged in budget scenario planning for a 5-7% budget cut
- Jeff – in terms of subscriptions...?
  - There have been some subscriptions that we could never pull the trigger on because we never had a full revenue picture. Any progress on figuring out all the revenues we can apply?
  - Mary – we did transfer \$200,000 in salary savings to the collections budget, and also looking to not renew resources that aren't heavily used. Trying to meet the needs of the faculty at-large.
  - Kent – we can point to savings from cancellations
- Mary – adding a fee to online courses to help support library e-resource collections?
- Jeff – What percentage of online resources are used by students as opposed to faculty?  
Mary – not sure... Vendor pricing is based on FTE and enrollment
- \$5 Million spent on e-resources
- Jeff – Would we be better off looking at very different models for purchasing e-resources? Should we consider other models?

### **KU SCHOOL OF SOCIAL WELFARE Budget Compact Meeting FY2016**

May 14, 2015 – 3:00-4:00 PM

(Summary provided by Professor Ron Ash for the P&R Committee)

This meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Vice-Provost for Administration and Finance Diane Goddard, Associate Vice-Provost/Budget Director Richard McKinney, and several other staff members from the financial unit of the Provost Office. The School of Social Welfare was represented by Tom McDonald, Interim Dean and Professor and Associate Dean for Research, Rosalee Neibarger, Assistant Dean, Cheri L'Ecuyer, Administrative Associate Senior, and Steve Knapp, Professor.

Tom McDonald, serving as Interim Dean, highlighted the major accomplishments of the School during AY 14-15. A new dean, Paul Smokowski, will begin work at KU on July 1 2015. Two new faculty members were hired. Two faculty members were promoted to Associate Professor with tenure – Amy Mendenhall and Ann Williford. Paul also mentioned that the School has achieved about 80% of its fund raising campaign goal (\$5,000,000), and with a very recent estate gift the goal should be exceeded. This will be formally announced by incoming Dean Smokowski.

Incoming Dean Paul Smokowski was consulted on School priorities for AY 2015-2016. These include the following:

1. Select new BSW program chair and develop lines of succession for other administrative positions (i.e., doctoral program leadership change, leadership succession in Aging Center).

2. Explore and develop funding opportunities for the establishment of additional research centers within the SSW (i.e., Youth Violence prevention Center, others based on faculty interests.)
3. Develop and implement a new strategic plan for fund raising for the SSW.
4. Explore the development of a DSW or PhD in clinical Social Work.
5. Explore possibility of different scheduling and program delivery format for major programs (i.e., weekend formatting for blended courses.)
6. Address impact of expected budget cuts from state funding.

Professor Steve Kapp discussed the Western KS Social Welfare Program. He noted that the students in Fall 2015 will be the third cohort of students in the program. Now there are enough students and adjunct instructors to hold separate courses in both Hays (24 students) and Garden City (12 students). These are blended courses. The market for this program seems to be growing. Local city officials and legislators are happy about the existence of the program, as it is the only graduate program west of Salina. The School has used the Western KS MSW program to leverage application for funding for other federal programs targeting kids with behavioral health issues.

Steve also discussed work the School is doing with the Wyandot County Health Center, which wants to grow its own social workers (“the best workers are local folks”). This program promotes the BSW “degree in three” program which is administered through the Edwards Campus but taught at Kansas City Kansas Community College. Recruiters and advisors work with students in local high schools to have students earn college credit so that they enter KCK needing only one year of general education courses prior to starting upper division social welfare courses for the BSW degree.

There was discussion of enrollment declines over a five-year period in the past. Tom noted that this was due primarily to the accrediting body granting accreditation to six additional programs in the Kansas City – Topeka area. Formerly KU’s program had been the only accredited program. It was noted that enrollments for Fall 2014 and Spring 2015 have increased slightly. The new dean has set goals to increase both BSW and MSW enrollments by 10%.

### **KU Office of RESEARCH Budget Compact Meeting FY2016**

May 18, 2015 – 2:00-3:00 PM

(Summary provided by Susan Mercer for the P&R Committee)

The meeting was attended by Provost Jeff Vitter, Senior Vice-Provost Sara Rosen, Vice Provost for Faculty Development Mary Lee Hummert, Vice Provost for Administration & Finance Diane Goddard, Associate Vice-Provost/Budget Director Richard McKinney, and Budget Analyst Kristy Spellman. Vice Chancellor for Research James Tracy, Associate Vice Chancellor

Rodolfo Torres, Associate Vice Chancellor Joe Heppert, Chief Financial Officer Linda Sadler, and Director of Budgets & Finance Gina Cregg represented the Office of Research.

In advance of the budget meeting the Office of Research prepared and submitted its Annual Planning Report highlighting achievements and progress from FY2016 and goals for FY 2016 in a number of areas, including discussion of challenges. Only a subset of the items contained in the memoranda were discussed in the meeting due to time limitations.

The Office of Research will review its research strategic plan in the upcoming months and update as necessary. It was noted that since Dr. Tracy just began as Vice Chancellor for Research on April 1, there had not been adequate time to do this in advance of the budget compact meeting. In the interim, the 4 goals from 2014-15 will remain the focus:

- Increase the impact of faculty research and creative activity
- Increase the effectiveness and efficiency of KU Research support services and compliance programs to investigators and administrators
- Assess and develop research infrastructure and resources
- Promote active entrepreneurship and vibrant external partnerships

Several priorities for 2015-16 were noted in the area of grant development. While the overall number of proposal submissions and numbers of awards remains high, there has been a decline in total dollars awarded. (It was noted that this trend is not unique to KU.):

- Investigate why the submission of large (>\$5M) proposals is in decline; develop strategies to encourage these activities
- Develop strategies for targeted areas of funding opportunities such as DoD, DoE, in order to diversify federal research funding
- Support the development of training grants to support graduate students; increase proposal submission support for these proposals
- Increase overall support for “grantsmanship” – packaging proposals for submission
- Bolster faculty grant writing skills through things such as grant writing workshops, mentoring committees for junior and mid-level faculty, etc.
- Encourage multiple ERCs

Regarding progress over the last year, it was noted that the time to award set up improved from an average of almost 30 business days in Q1 2015 to 6.7 days by the end of Q3 2015. A team is at Wisconsin investigating a potential electronic solution to the existing (paper) effort reporting process. A full time data analyst will provide centralized data research reporting, allowing Office of Research to measure progress over time for departments, units, individual faculty, etc. through tools such as PRO. Level 2 Research Investment Council Awards are under review, but it appears that they have been a success for seeding promising research resulting in new external proposals/awards. A pilot “insurance grant” bridge funding program also appears to have been successful and may be continued.

The importance of capturing the highest facilities and administration (F&A) fees allowable was discussed. Under the new OMB Uniform Guidance, PIs are encouraged to seek full F&A on all awards (federal and non-federal). This is a particular challenge for state grants and contracts, including projects involving federal flow through funds but Kansas is not unique. The Department of Education is the second highest source of grant funding at KU, but provides the lowest federal F&A return.

### **KU Office of ADMINISTRATION & FINANCE Budget Compact Meeting FY2016**

May 18, 2015 – 4:00-5:00 PM

(Summary provided by Angela Murphy for the P&R Committee)

This meeting included information from four different departments: Budget and Finance, Campus Operations, Human Resources Management (HRM), and Shared Service Centers (SSC). The highlights of their accomplishments for 2014-2015 are as follows:

- 1) RFQ for Central District (including Innovation Way) completed
- 2) Parking Reimagined Task Force Complete; first fee increase implemented to improve and maintain current parking lots
- 3) Implemented the new KU Talent Development System
- 4) Implemented Brass Ring, a KU recruitment tool
- 5) Renovated space in Carruth O'Leary to accommodate the new SSC model

The Administration and Finance group also had several goals for the 2015-2016 school year including: requiring all full-time staff to attend at least one professional development workshop; finding a new budget forecasting system to account for a multitude of funding possibilities from the legislature; select and award the Central District RFP by the end of the calendar year; research and institute and Campus Community Emergency Response Team (CCERT); and finally coordinating with Shorelight to ascertain the space needs for incoming international students.