The steering committee charged with formulating this report asked itself how KU has managed to do more with less and still inspire zeal, devotion, and hard work among faculty and staff. Our faculty salaries are less than 90 percent of those at peer institutions, our other operating funds only 64 percent; yet we can report major accomplishments in teaching, research, and service.

The committee concluded that KU’s success is the harvest of hard choices. The 1992 Program Review has resulted in the deletion of programs and degrees. It catalyzed reallocation of monies from noninstructional to instructional programs and a concentration of efforts on our best and most exciting areas of study.

There are several other reasons to feel positive about our present and our future. Over the last few years we have not had to undergo the drastic budget cuts that other institutions have suffered. We have benefited from the Endowment Association’s and our chancellor’s fundraising efforts. A capital fund drive ended magnificently in 1992, having raised a quarter of a billion dollars. And we are a place that’s learning to leverage state monies.

We did not talk, in this report, about the pride that we feel in conjuring up a high-quality university out here on the Plains and on a shoestring, some might say. We did not talk about how much we want to excel. We preferred to tell a story of how our institution works and of our plans for improving it.

Even if it is unspoken, we believe that the yearning for excellence against long odds and the dread of mediocrity are part of the spirit of this place. It is a spirit that
will reveal itself, we think, as you proceed with your investigation.