"The institution has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education."

In several publications, KU offers clear statements of its institutional aims. Definitions of those aims—most crucially in the mission statement—have been refined twice in the past decade at the request of the Kansas Board of Regents. In conjunction with the second effort, KU expanded upon and further defined its mission statement by the development of "publicly stated purposes": those of role (what it’s doing now) and aspiration (what it plans to do in the future). These were published in a report titled Report on Mission, Role and Aspirations, November 1992 (Exhibit 3). The purposes set forth in the role and aspirations report are consistent with the mission.

Public Statements of Purpose.; Introductory sections of The Undergraduate Viewbook, Undergraduate Catalog, Graduate School Catalog, School of Medicine Catalog, and University of Kansas School of Law catalog provide general information about KU and its purposes. Sections within these catalogs on the College of Liberal Arts and Sciences, the professional schools, the Graduate School, and the individual programs they offer provide more specific statements of academic purpose. These publications, then, inform the public about
what KU does, both broadly and specifically.

.Mission and Purposes: History.. In Chapter IV, readers will find a longer discussion of the process by which missions and roles have been formulated. A summary follows.

In the early 1980s, the Board of Regents and KU administration recognized that, if the Regents institutions were to thrive, they must define their missions more distinctly and focus their resources to avoid unnecessary program duplication. Thus, in the mid-1980s, the KU College of Liberal Arts and Sciences and each school developed mission statements. In turn, a Lawrence campus mission statement was developed in 1986 and one for the Medical Center in 1988. This process also took place at other Regents institutions.

Then, in August 1991, the Regents undertook a systemwide planning initiative whose purpose was to carry the schools into the 21st century. In January 1992, the Regents approved a strategic planning document for the system, A Strategy for Mission Development in the Kansas Regents System (Exhibit 4). This document, described more fully in the next chapter, set forth seven strategic themes for the system.

KU recast its mission statement in 1992, working with a faculty committee and soliciting universitywide comments on various versions. In revising it, KU also drew upon the 1991 Goal Attainment Survey (see Report on the Assessment of
Undergraduate Education, Exhibit 5), which queried various institutional constituencies, including alumni, about aspects of KU's mission. In addition, KU developed statements of role and aspiration that charted strategic planning through the year 2000.

In December 1992, the Regents approved the mission statements. KU is required to report annually to the Regents on progress toward achieving its mission and aspirations. Exhibit 6 contains the 1994 Report on Progress Toward Mission.

.c2.Mission Statement:. The following mission statement was approved by the Regents in December 1992. It emphasizes the instruction, research, and service commitments of both the Lawrence and Medical Center campuses. In addition, the Lawrence campus statement speaks to international activities and to some core institutional values; the Medical Center statement speaks of the center's role in meeting state health care needs. The mission statement has been publicized both internally and externally.

.c3.University of Kansas ;

The University of Kansas is a major comprehensive research and teaching university that serves as a center for learning, scholarship, and creative endeavor. The University of Kansas is the only Kansas Regents university to hold membership in the prestigious Association of American Universities (AAU), a select group of fifty-eight public and private research universities that represent excellence in graduate and professional education and the highest achievements in research internationally.
Instruction. The University is committed to offering the highest quality undergraduate, professional, and graduate programs comparable to the best obtainable anywhere in the nation. As the AAU research university of the state, the University of Kansas offers a broad array of advanced graduate study programs and fulfills its mission through faculty, academic and research programs of international distinction, and outstanding libraries, teaching museums, and information technology. These resources enrich the undergraduate experience and are essential for graduate level education and for research.

Research. The University attains high levels of research productivity and recognizes that faculty are part of a network of scholars and academicians that shape a discipline as well as teach it. Research and teaching as practiced at the University of Kansas are mutually reinforcing, with scholarly inquiry underlying and informing the educational experience at undergraduate, professional, and graduate levels.

Service. The University first serves Kansas, then the nation and the world, through research, teaching, and the preservation and dissemination of knowledge. The University provides service to the state of Kansas through its state and federally funded research centers. KU's academic programs, arts facilities, and public programs provide cultural enrichment opportunities for the larger community. Educational, research, and service programs are offered throughout the state, including the main campus in Lawrence, the KU health-related degree programs and services in Kansas City and Wichita, as well as the Regents Center and other sites in the Kansas City metropolitan area, Topeka, and Parsons.

International Dimension. The University is dedicated to preparing its students for lives of learning and for the challenges educated citizens will encounter in an increasingly complex and diverse global community. Over 100 programs of international study and cooperative research are available for KU students and faculty at sites throughout the world. The University offers teaching and research that draw upon and contribute to the most advanced developments throughout the United States and the rest of the world. At the same time, KU's extensive international ties support economic development in Kansas.

Values. The University is committed to excellence. It fosters a multicultural environment in which the dignity and rights of the individual are respected. Intellectual diversity, integrity, and disciplined inquiry in the search for knowledge
are of paramount importance.

University of Kansas Medical Center

The University of Kansas Medical Center, an integral and unique component of the University of Kansas and the Kansas Board of Regents system, is composed of the School of Medicine, located in Kansas City and Wichita, the School of Nursing, the School of Allied Health, the University of Kansas Hospital in Kansas City, and a Graduate School. The KU Medical Center is a complex institution whose basic functions include research, education, patient care, and community service involving multiple constituencies at state and national levels. The following paragraphs chart the KU Medical Center's course and serve as a framework for assessing programs, setting goals, developing initiatives, and evaluating progress.

The University of Kansas Medical Center is a major research institution primarily serving the State of Kansas, as well as the nation and the world, and assumes leadership in the discovery of new knowledge and the development of programs in research, education, and patient care. The KU Medical Center recognizes the importance of meeting the wide range of health care needs in Kansas from the critical need for primary care in rural and other underserved areas of the state, to the urgent need for highly specialized knowledge to provide the latest preventive and treatment techniques available. As the major resource in the Kansas Board of Regents system for preparing health care professionals, the programs of the KU Medical Center must be comprehensive and maintain the high scholarship and academic excellence on which the reputation of the University is based. Our mission is to create an environment for:

Instruction. The KU Medical Center educates health care professionals to primarily serve the needs of Kansas as well as the region and the nation. High quality educational experiences are offered to a diverse student population through a full range of undergraduate, graduate, professional, postdoctoral, and continuing education programs.

Research. The KU Medical Center maintains nationally and internationally recognized research programs to advance the health sciences. Health related research flourishes in a setting that includes strong basic and applied investigations of life processes, inquiries into the normal functions of the human body and mechanisms of disease processes, and model health care programs for the prevention of disease and the maintenance of health and quality of life.

Service. The KU Medical Center provides high quality patient-centered
health care and health related services. The University of Kansas Medical Center will be the standard bearer in the development and implementation of model programs that provide the greatest possible diversity of proven health care services for the citizens of Kansas, the region, and the nation.

\[c2.\text{Role.}\] As noted previously, at the same time in the early 1990s that KU reformulated its mission, it articulated its purposes and ambitions (the means of achieving its mission) in the Report on Mission, Role and Aspiration. A variety of actions already has followed from this act of articulation, including, on the Lawrence campus, under the aegis of 1992 Program Review, program discontinuance and resource reallocation from noninstructional to instructional activities, and integration of roles and aspirations into institutional planning and management. More details on 1992 Program Review appear in Chapter IV.

Below is a summary of KU's purposes on its two campuses, as stated in the Role section of the Report on Mission, Role and Aspiration.

The University of Kansas serves the state of Kansas as a major comprehensive research and teaching institution. KU provides instruction to students at all levels, offering certificate, baccalaureate, master's, professional, doctoral, and postdoctoral programs. It provides research and technical services to the larger society through its libraries, museums and research-support facilities.

**Lawrence Campus.** The principal purposes are these:

- to serve as a major international center of learning which prepares students for participation in the global community by offering an array of high quality educational programs from the beginning undergraduate to the most advanced research levels through professional and graduate education;

- to function as an intellectual and cultural resource for the acquisition,
organization, preservation and dissemination of new and existing knowledge;

to serve the state, the region, the nation, and the international community through the graduates of its many programs and its research centers, professional schools and service units; and,

to foster an academic environment that promotes integrity, freedom of inquiry, high standards of academic performance, tolerance of individual rights, and respect for the multicultural nature of society.

Medical Center Campus. The principal purposes are these:

to serve as a major education center for preparing students to address effectively and economically the health care needs of the state of Kansas, region and nation;

to stimulate the development and dissemination of new knowledge through the conduct of basic and applied research in all of the health sciences; and

to provide the highest quality and greatest diversity of health care services as required to meet its unique education and research responsibilities.