CHAPTER V
CRITERION TWO

"The institution has effectively organized the human, financial, and physical resources necessary to accomplish its purposes."

Overview: This chapter begins with a description of the Kansas Board of Regents, KU's governing board, and goes on to a discussion of the university's administrative structure and the relationship among the administration and faculty, student, and staff governance groups. Next comes a discussion of human resources and employees and students.

The bulk of the chapter is devoted to the deployment of resources in support of the institutional mission. A section on academic and research resources provides an overview of units that are integral to the success of the instructional and research endeavor: libraries, museums, and instrumentation, computing, and animal care facilities. A discussion of resources for students follows. The next section describes financial resources and the management strategies KU employs to ensure those resources are used effectively. After sections on institutional support units and physical facilities, the chapter concludes with descriptions of related support units: the Intercollegiate Athletics Department, the Alumni Association, and the Endowment Association.
Kansas Board of Regents. KU is one of six higher education institutions governed by the nine-member Kansas Board of Regents. Regents are appointed by the governor and serve overlapping four-year terms of office. The board is assisted by a professional staff that enables it to address broad questions of higher education policy. The board has a council and committee structure that includes representatives from various sectors of the universities; this ensures broad institutional input into board policies and procedures. A systemic perspective is visible in most decisions. Appendix 5 is a list of the principal Regents councils and committees. Exhibit 10 contains the board's Policy and Procedures Manual and recent Regents meeting minutes.

The board plays an important role in Kansas higher education. It develops the policies that govern the Regents universities, provides a formal liaison to the Kansas legislature, develops budgetary guidelines and priorities for the institutions, provides oversight of institutional programs, and is responsible for systemwide planning. When the board asked the institutions to review their mission statements in 1992, it also revised the systemwide mission statement which describes the role and values of the board as well as the ways in which it perceives the universities must operate to meet the challenges of the next century. (See A Strategy for Mission Development in the Kansas Regents System, Exhibit 4.)

The board's current executive officer was appointed in January 1994, and four of the nine Regents are new this year. Thus, we believe that we have an
increased responsibility to make our mission and our purposes understood through our participation on Regents councils and committees and in our responses to inquiries from the board.

University Administrative Structure: The chief executive is the chancellor, who serves at the pleasure of the board. The chancellor heads the Lawrence campus, including the programs of the Regents Center in Overland Park and the Capitol Center in Topeka, and the Medical Center, including its Wichita campus. Executive vice chancellors, one in Lawrence and one at the Medical Center, are the chancellor’s principal administrative officers. They direct the internal affairs of their respective campuses and, with the chancellor, see that KU's mission is fulfilled. The university director for administration reports to the chancellor and is responsible for administrative support functions on both the Lawrence campus and at the Medical Center. These functions include academic and administrative computing, human resources, institutional research and planning, facilities management, new construction, telecommunications, police, parking, and printing.

Also reporting directly to the chancellor are the directors of the university relations offices on the two campuses, the general counsel, and the director of intercollegiate athletics.

This structure is reflected in the following organizational charts.
[INSERT CHARTS FOR LAWRENCE CAMPUS AND MED CENTER.]
The Lawrence executive vice chancellor is assisted by the vice chancellor for academic affairs, the vice chancellor for research, graduate studies, and public service, and the vice chancellor for student affairs. Also reporting to the executive vice chancellor are the associate executive vice chancellor, who oversees Lawrence campus business and fiscal matters, and the assistant executive vice chancellor and director of affirmative action.

The academic affairs vice chancellor directs and coordinates academic programs and activities. The deans of the College of Liberal Arts and Sciences and of the nine professional schools, of the Regents Center, of Continuing Education, of International Studies and Programs, and of University Libraries, along with directors of the art museum, the Capitol Center in Topeka, and the writing center, report to this office.

The research, graduate studies, and public service vice chancellor is also dean of the Graduate School. This vice chancellor oversees the advanced-degree programs of the schools, the administration of state and federal research funds, and the budgets and operations of research and service units.

The vice chancellor for student affairs oversees the offices of the deans of Educational Services and of Student Life, the Department of Student Housing, Student Health Services, Counseling and Psychological Services, and the Kansas and Burge student unions.

Organizational charts reflecting management responsibilities on the
Lawrence campus are in Appendix 6.

Medical Center Campus: The Medical Center executive vice chancellor is assisted by the vice chancellor for administration, the vice chancellor for hospital administration, and other staff officials. The executive vice chancellor coordinates and supervises academic programs and activities of the schools of Medicine (in Kansas City and Wichita), Nursing, and Allied Health, as well as the Office of Graduate Studies and Research. Each school is administered by a dean, who is responsible for student affairs, admissions, advising, academic performance, assessment, evaluation of instruction, and counseling in his or her school.

The vice chancellors are responsible for the administration, operation, and management of multiple services related to KU research, instruction, and service.

Appendix 7 is a detailed organizational chart reflecting management responsibilities on the Medical Center campus.

Reorganization: The university actively seeks opportunities to reduce administrative complexity and costs. In particular, there have been efforts to reduce the number of senior administrative officers and to improve the organizational structure in the support areas. For example, early in 1993, following the retirement of the university director for business and fiscal affairs (the senior financial officer),
the chancellor reorganized the responsibilities of four university director positions under the position of university director for administration. The four university directors had two-campus responsibilities in the areas of information resources/human resources, facilities management, facilities planning, and business office functions. One outcome of the reorganization was that the position of university director for business and fiscal affairs was not filled.

The results of 1992 Program Review affirmed discussions on reorganization that already were under way and the reorganization was completed subsequent to the program review. The restructuring has resulted in increased sharing of personnel, expertise, software, and technologies across campuses and across functions. Significant savings in personnel, software, and related costs have been achieved through the consolidation of computing activities. We anticipate further savings and increased efficiency as more functions are drawn together as a result of the reorganization.

.c2.. Regular Management Meetings:.. Although day-to-day KU operations are managed by senior administrators, three standing weekly meetings in Lawrence provide coordination and direction of business on this campus. The chancellor's Administrative Council reviews KU-related activities and problems and determines strategies for dealing with issues. A budget and finance team reviews financial management and makes recommendations on fiscal matters with universitywide
implications. And vice chancellors' meetings cover issues such as long-range program development, utilization of financial and human resources, implementation of new services, reduction of programs and services, and management of highly publicized matters or incidents. Courses of action are determined in the context of long-term goals and the university mission. The Medical Center operates in a similar manner.

A fourth Lawrence campus group, the Administrative Planning Group, meets twice each month to continue the work begun with program review. The group evaluates progress toward mission and prepares the annual report for the Board of Regents, develops planning assumptions and considers institutional initiatives, reviews and evaluates institutional issues such as enrollment management and budget priorities, and charges focused study groups to study program review recommendations and to explore emerging institutional concerns.

\[c2.\textbf{University Governance.}\] At KU, faculty, staff, and students traditionally have played a significant role in institutional decisionmaking. The contemporary structure of participation in faculty-student governance is based on a 1969 charter by the Kansas Board of Regents, which established University Senate organizations on both campuses. (See the "University Governance" section in the Handbook for Faculty and Other Unclassified Staff for each campus, Exhibit 11.) Senate organizations exist for both faculty and students. They are designed
to be inclusive and reflective of constituent needs and concerns. A broader
University Senate has both faculty and student members. All senate organizations
have standing committees focused on those elements of institutional activities
deemed critical to member interests; these are described in the University Senate
Code (Exhibit 12). An All-University Senate joins the senates of the two campuses.
Faculty and student senates ensure a high level of involvement in the development
of policies and procedures that affect academic life. The following chart reflects the
faculty/student governance structure on the Lawrence campus.
Insert Governance Org Chart here
Other members of the KU community, whose roles in the university are described in the Human Resources section below, are represented by two organizations. The Classified Senate represents those employed under, and subject to, the Kansas Civil Service Act. Professional staff who are not subject to this act can be members of the Unclassified Professional Staff Association. Although these organizations do not have Board of Regents charters comparable to the faculty/student governance charter cited above, they play a significant role in the development of policies that affect their memberships. They are represented on standing governance committees and boards that deal with issues affecting their members, e.g., the Parking Board, the Library Appeals Board, the Affirmative Action Board.

At KU, the involvement of faculty, staff, and student representatives in the development of university policy is not limited to standing committees. Their participation in ad hoc task forces and committees is sought actively. There are dual avenues for development or modification of university policies: in some instances, the impetus for a policy change comes from a governance group; in other cases, from the administration. In either case, there is usually a lively and productive exchange before the final version of a policy statement is approved.

The leaders of faculty, student, and staff governance groups participate in the weekly Administrative Council meetings and also have regular meetings with the executive vice chancellor and with the vice chancellors or other administrators as
appropriate. These meetings provide an avenue for ongoing communication between governance representatives and the administration. In turn, each governance group has regularly scheduled public meetings to which administrators often are invited to discuss current issues. Finally, each group publishes minutes, reports, and/or newsletters. Representatives serve on standing university committees and on ad hoc committees and task forces. Taken together, these involvements permit all sectors of the KU community an opportunity to help shape the institution's short- and long-term goals and purposes, as well as the policies that affect both the academic environment and work place.

Copies of the University Senate Code (Exhibit 12), the University Senate Rules and Regulations, the Faculty Senate Rules and Regulations, and Student Senate Rules and Regulations for the Lawrence campus are available in the resource room. Information on the staff organizations is also available. (See Exhibit 13.)

.Institutional Culture.; KU sits in a populist state and is influenced by populist values: individual freedom and decentralization of authority. Thus, at KU, the faculty have responsibility for curriculum development, for school policies and procedures, and for the criteria that affect tenure and promotion. University guidelines affect these issues, of course, but they are broad and flexible. Similarly, faculty, student, and student governance groups participate in the development of
university policies.

At KU, general policies governing the college and the schools are developed by central administration in close consultation with faculty and student governance groups. Once the policies are in place, the academic units have traditionally operated with considerable autonomy and successfully so.

We consider shared governance one of the strengths of this institution. While decision-making is sometimes cumbersome, the dialogues that lead to the decisions are inclusive, borrowing the best ideas from the entire community. In the end, a large number of people feel a sense of ownership. The effect is a heightened sense of community and of commitment.

_.c3.Human Resources_.

**Employees.** There are four groups of permanent employees that enable KU to accomplish its mission: faculty, including administrative faculty and librarians; unclassified academic staff; unclassified professional staff; and classified (civil service) staff. Policies and procedures affecting faculty and both unclassified staff groups are included in the Handbook for Faculty and Other Unclassified Staff (Exhibit 11); policies for classified staff appear in the University of Kansas Classified Staff Handbook (Lawrence campus) and Personnel Statutes and Regulations, State of Kansas (Exhibit 14).
**Faculty.** In fall 1984, tenured and tenure-track faculty constituted 64 percent of the instructional staff; graduate teaching assistants (GTAs), 26 percent; and others, 10 percent. By fall 1992, the first group constituted 57 percent of the staff; the second, 33 percent; the third, 10 percent.

In FY 1994 (fall 1993), the Lawrence campus faculty headcount was 1,300, including 1,215 instructional faculty, 54 librarians, and 31 faculty administrators. Two-thirds of the faculty were tenured, 15 percent were tenure track, and the balance were not eligible for tenure. Faculty in rank included 499 professors, 307 associate professors, and 237 assistant professors. There were 172 instructors and lecturers. Ninety-six percent of the instructional tenure-track faculty held the terminal degree appropriate to their fields. Specific information about faculty for each Lawrence campus school and the College is included in Chapter VI. Data on faculty are in Section 6 of the *University of Kansas Profiles*, February 1994 (Exhibit 15).

The full-time instructional faculty on the Lawrence campus was 981 in FY 1984 and had declined to 954 in FY 1993 (fall 1992). During that period, enrollment grew by 9.3 percent. One effect of the enrollment growth during a period of limited new resources was the conversion of faculty positions to temporary instructional positions. To meet our instructional needs, we offered more large lecture classes conducted by tenured faculty with graduate teaching assistants responsible for discussion and lab sections. Experienced GTAs and lecturers provided instruction
for lower division courses in the College.

Between FY 1992 and FY 1994, the decline in faculty positions was halted. Thirty-nine faculty positions were added, producing a total of 981 full-time faculty by FY 1994, a number equal to the faculty count in FY 1984. By FY 1996, 17.25 new faculty positions will have been made possible by the internal reallocation following the 1992 Program Review.

Unclassified Academic Staff. These staff members serve as scientists, curators, and specialists. In 1977, KU codified the responsibilities of these individuals, whose education and experience are equivalent to those of faculty but who are engaged primarily in the research and public service units. Selection and promotion procedures are parallel to those used for faculty.

Academic staff positions are funded from both state resources and external grants. Because a significant number engage in external grant activities, a new group of titles (assistant research professor, associate research professor, research professor) has been adopted. These titles will be used for academic staff who are supported by external grants and contracts in order to clarify their academic credentials to external funding agencies.

The numbers of academic staff on the Lawrence campus increased from 63 in fall 1984 to 100 in fall 1993. This parallels growth in sponsored research funding, which increased from $30 million in 1989 to $50 million in 1993. These staff members help us accomplish our research and service missions.
**Unclassified Professional Staff.** These staff members perform many support functions, including administration, psychological counseling, advising, research, and student and public service. Most hold bachelor’s degrees; many hold advanced degrees.

The numbers of such staff increased from 700 in fall 1984 to 896 in fall 1993. This growth is due in part to increased grant activity and support for science instrumentation labs and research institutes; to expansion of advising, placement, and support activities within the academic units; and to augmented programs serving students, e.g., new student orientation, residential life.

**Classified Staff.** These staff members serve administrative, clerical, technical, housekeeping, and maintenance areas. They form a bedrock of support for the teaching, research, and service functions. They preserve the order of the campus infrastructure and make KU a place where it is possible to study and work. Kansas Civil Service regulations govern all aspects of their employment. This provides a significant degree of job security and assures that job requirements and expectations are clearly delineated. Salary ranges are specified by state regulations. Classified staff grew from 1,619 in fall 1984 to 1,747 in fall 1993.

**Students**

**Student Enrollment Data.** Head count enrollment for the Lawrence campus grew from 24,219 in fall 1983 to 26,465 in fall 1992, a 9.3 percent increase. Full-time-equivalent enrollment grew from 21,593 to 23,926, or 10.8 percent.
Detailed enrollment data are in Section Four of the University of Kansas Profiles (Exhibit 15).

Most university programs are adequately enrolled or over-enrolled. Enrollment levels were a consideration, in conjunction with program quality and centrality to mission, in 1992 Program Review. The university continues to monitor program enrollment on a regular basis. Information about enrollments is included in the data section at the top of the discussion of each academic unit in Chapter VI.

*Graduate assistants.* Because KU is a major research institution, it attracts significant numbers of well-qualified students pursuing advanced degrees. Graduate teaching and research assistants contribute to the instructional and research mission as a part of their academic programs and professional preparation.

.c3.**Academic and Research Resources**

We believe that KU's ability to fulfill its mission is rooted in the scholarly and investigative opportunities afforded by libraries and museums that are highly ranked. The science instrumentation laboratories, animal care, and academic computing also are at the core of our academic and research endeavors. We discuss these units here in order to provide a comprehensive view of how the institution has organized its resources to achieve its instructional and research missions.
The KU Libraries, the formal designation for a number of libraries, is the largest system in the Big Eight conference. The system is among the best at public research universities, as will be documented below. It comprises more than 3.2 million volumes, 28,000 currently received subscriptions, more than 1 million government documents, more than 250,000 maps, major manuscript holdings, and large collections of other research materials.

Watson Library, the main facility, is the hub of the system and home to most of the humanities and social sciences collections. The Kenneth Spencer Research Library, built with private funds in the late 1960s, is one of the two major rare books and manuscript libraries between Illinois and California; the other is at the University of Texas in Austin. Having recently celebrated its 25th anniversary, the Spencer provides optimal conditions for about 350,000 volumes of printed matter and over 31,000 shelf-feet of manuscripts. The Anschutz Science Library opened in 1989, joining four other branch libraries: for art and architecture, music, engineering, and government documents/maps. The Government Documents and Maps Library serves as a full regional depository for U.S. publications and a full depository for United Nations and European Union documents. In addition to these branch libraries, the Law Library maintains a specialized collection of primary and secondary materials emphasizing American law and utilizing national and regional electronic legal databases.
The Dykes Library for Health Sciences and the Clendening Library of the History of Medicine are located at the Medical Center, the Farha Library on the Wichita campus. At the Regents Center, a library employing extensive electronic information resources opened in 1992.

Among several cooperative organizations, the KU Libraries belong to the OCLC (Online Computer Library Center) for cataloging and interlibrary loan, the Chicago-based Center for Research Libraries, the Coalition for Networked Information, the Commission on Preservation and Access, and the Greater Midwest Research Libraries Consortium. That more than 38,000 items were loaned to other libraries in FY 1993 provides evidence of the strength of KU's collections. In recent years, the system's computerized catalog has greatly improved access to and awareness of KU's holdings both for the KU family and for scholars nationally and internationally.

The system continues to support research and teaching through intensive acquisition of current and past publications, increased use of information technology, and plans for new and improved building space, especially space for music and government documents/maps.

As with all research libraries, our system is challenged to meet the needs of faculty and students for traditionally strong collections and staff services while also meeting emerging expectations for access to electronic information. Consistent with the mission-statement revision and 1992 Program Review, the system undertook in
1993 its first major planning review in almost 20 years. Assisted by a consultant from the Association of Research Libraries (ARL), the system is following a strategic plan developed in the process, one that will guide program initiatives and resource allocation for the balance of the decade.

In the traditional measures of quality, the KU Libraries system shows exceptional strength in most areas. For example, the KU Libraries, having passed the 3 million mark in 1991/92, ranks 18th in size of collections among U.S. public universities that hold membership in the Association of Research Libraries. There have been cutbacks in acquisitions because of the massive cost increases, but the system has been spared the disastrous cuts felt by most other research libraries and has made major investments in the acquisition of electronic information.

Grant funding has been substantial. Sponsored research grants in the last decade exceed $1.5 million, largely from the U.S. Department of Education's Strengthening Research Library Resources Program and the National Endowment for the Humanities. The system ranks among the top 10 university research libraries in the number of awards made under the former program.

Campaign Kansas, the major capital drive of the last decade, generated substantial support for libraries, including a pledge of a $6.5 million acquisitions endowment. This builds on a base of existing endowed funds exceeding $2.5 million and a successful NEH Challenge Grant Campaign in the mid-1980s, which developed another $1 million endowment for acquisition of humanities materials.
There are still major shortcomings in the preservation of research collections, though progress has been made in acquisition of appropriate supplies and preparation for emergencies of fire, flood, and wind, as well as in negotiation for testing of mass deacidification. The system is reallocating funds to recruit a full-time professional preservation specialist, one of the first in the region.

The system's highly regarded online catalog, initiated in 1987, was expanded in 1992 to include, by tapeload, more than 250,000 catalog records for U.S. government publications held in the Documents/Map Library. The online catalog will be further expanded in 1994. With more than 1.3 million records, it continues to grow in utility.

A local area network was developed in 1989-1990 to provide access to specialized indexing and abstracting tools for the Anschutz Science Library. In early 1994, the system brought the campus access to Expanded Academic Index, a commercially produced indexing and abstracting database covering 1,500 journals in a range of disciplines. The principal objective is to provide undergraduates with timely access to the journal literature.

In services provided to faculty and students, the libraries are emphasizing renewed commitment to improve and expand communication with faculty and students, to develop library instruction for students, and to reallocate funds to introduce document delivery to meet demands for items not held by the system.
The KU Natural History Museum. The KU natural history museums were reorganized July 1, 1994. On that day, four separate museums were merged, administratively, into one. The new museum, now with ten divisions, is called the KU Natural History Museum. Before the reorganization, six of those divisions belonged to what had been called the KU Museum of Natural History: the divisions of Community Ecology, Ornithology, Mammalogy, Ichthyology, Herpetology, and Vertebrate Paleontology. The seventh, the Division of Botany, will include the Ron L. McGregor Herbarium; the eighth, the Division of Entomology, will include the Snow Entomological Museum; the ninth, the Division of Invertebrate Paleontology, will include the Museum of Invertebrate Paleontology. The tenth, the Division of Invertebrate Zoology, will incorporate invertebrate zoological collections scattered around campus. The new KU Natural History Museum, in cooperation with the departments of Entomology, Geology, Botany, and Systematics and Ecology, provides research, education, and public service programs.

The museum is known for research and graduate education in systematics, ecology, and evolutionary biology of plants and animals. Its collections of recent and fossil plants and animals serve the university's academic programs, the international scientific community, and the public. The collections, numbering 5.1 million specimens, are among the top 20 in the country. Among all such university collections, the KU collections consistently rest among the top five in generating
total dollars of peer-reviewed NSF support C along with collections at the University of California at Berkeley, the University of Michigan, the University of Florida, and Harvard. During the past decade, museum collections and research programs that depend on them have attracted $3.7 million from the NSF.

*The Museum of Anthropology.* The Museum of Anthropology, established in 1976, contributes to an understanding of and appreciation for the diversity of human cultures. The museum maintains ongoing research in archaeology and ethnography. Its Office of Archaeological Research strives to contribute to a fuller understanding of U.S. prehistory and history through participation in state and federally-mandated programs. The museum does not grant degrees yet plays a role in the academic mission through its support of the research, teaching, and learning activities of faculty members and graduate and undergraduate students, especially in anthropology. Other academic units that use the museum are the departments of Art, Design, History, Art History, Sociology, and Geography, as well as the Applied English Center.

*The Spencer Museum of Art.* The 95,000 square foot Spencer Museum of Art was completed in 1976 thanks to a $4.6 million grant from Helen Foresman Spencer. Since 1975, the budget has grown from $200,000 to about $1.5 million, and the staff has tripled. Exhibitions, educational programs, and publications have expanded proportionally. The new building brought increased gifts to the collection, which has grown from some 15,000 objects to more than 20,000.
Museum strengths include its size and efficiency, its breadth and quality of collections, the number and quality of its scholarly exhibitions and publications, its educational programs, its reputation for training museum professionals, and the integration of its programs with those of other academic units.

The collection spans the history of Western art, from ancient Egyptian to contemporary American. Areas of strength include medieval sculpture, early Renaissance painting, German and Austrian baroque objects, 19th century painting, and photography. The collections of old master prints, decorative arts, textiles, and small sculpture are outstanding. Holdings in Asian art are broad and significant.

The museum is integrated into the university educational system. Curators hold joint appointments as faculty in the Department of Art History or the School of Fine Arts. Thus, students have frequent contact with the primary research materials of art history and participate in original museum research. The museum also supports academic teaching and research by providing access to collections, facilitating teaching in the galleries and storage areas, and co-sponsoring special lectures and educational events with departments. Two National Endowment for the Humanities-funded summer institutes have taught faculty about the use of art collections in teaching. In 1992 a three-year program supported by the Mellon Foundation, "The University in the Art Museum," was begun to develop a national model for the use of collections by faculty and students in all disciplines.

The museum is committed to education at the elementary and secondary
levels, providing programs for pre-service and in-service teachers. Thirty-five volunteers who have received docent training provide tours on site and make presentations at schools and community centers.

The Association of Art Museum Directors annual statistical survey lists the museum among the top five university museums in total endowment and acquisition funds. The Spencer is one of a few university museums to consistently receive General Operating Support grants from the Institute for Museum Services. The national endowments for the Arts and Humanities, and the Kansas Arts Commission, provide significant support. In addition to the Mellon grant mentioned above, the museum received a large collections-conservation grant in the early 1990s from the Samuel H. Kress Foundation.

A goal during the past five years has been to increase endowed funds. Campaign Kansas helped greatly. The total book value of endowed fund principal is now $3.1 million, an increase of 70 percent since 1987.

\textit{c2. Scientific Instrumentation Facilities}:

\textit{Lawrence}. The Science Instrumentation Laboratory is a collection of research-resource laboratories that provide highly technical support to the KU research community, to other Regents institutions, and, as time permits, to technically oriented businesses. Units include the Biochemical Research Service
Laboratory, the Mass Spectrometer Laboratory, the X-ray Crystallography Laboratory, the Electron Microscope Facility, the Nuclear Magnetic Resonance Laboratory, and the Molecular Graphics and Modeling Laboratory. These serve biological, chemical, pharmaceutical, and engineering faculty. Each provides modern instrumentation and the necessary expertise.

The mission of the laboratory was judged as highly complementary to the institution's mission, and its cost effectiveness high, during 1992 Program Review. Ongoing consolidation efforts were encouraged and a review of user fees was recommended.

*Medical Center.* Providing current research instrumentation to investigators is costly. Some resource laboratories have been developed with the idea of sharing the expense of instrumentation and service. These laboratories include electron microscopy, flow cytometry units, fluorescence spectroscopy, and the monoclonal laboratories. We will continue to focus resources by cost-sharing and by providing instruments for the use of multiple investigators.

*Animal Care.*

*Lawrence.* The Animal Care Unit is responsible for managing and administering a centralized program of laboratory animal care that complies with the federal Animal Welfare Act; the Health Research Extension Act; the Public Health Service Policy on Humane Care and Use of Laboratory Animals; the U.S.
Government Principles for the Utilization and Care of Vertebrate Animals Used in Testing, Research, and Training; and the National Institutes of Health Guide for the Care and Use of Laboratory Animals. Program Review recommended a review of the fee structure, which was judged to be low in comparison to that of similar units at other institutions.

Medical Center. The Department of Laboratory Animal Research is a centralized program of support for research and teaching involving animals. The department director manages a satellite support unit located in the R.L. Smith Center. The facility is fully accredited by the Council on Accreditation of the American Association for Accreditation of Laboratory Animal Care. It complies with all government enactments that guide the care and use of animals in research and training, as put forth in the NIH Guide for the Care and Use of Laboratory Animals.

c2. Academic Computing. Academic Computing Services (ACS) provides support for the research and instructional missions. Staff are responsible for consulting with users, training users, creating and supporting campus data networks, and providing central processing services and microcomputer repair services. ACS shares space in the Computer Center with the Office of Information Systems, which supports the administrative computing needs of the institution.

With a permanent staff of 50 and student staff of 25, ACS provides 24 hour service at the Computer Center, including an extensive student microcomputer lab
networked to the Internet. KU is a charter member of the MIDnet regional consortium for Internet connectivity. Staff in ACS have created a gopher server, LYNX, which has received international notice. Staff are very active in the World Wide Web and have created a Web server to provide information about KU. Information about changes in ACS over the past decade was included in the Information Management Systems section of Chapter II.

.c. Resources for Students

.c2. Student Services: KU has developed a comprehensive program to assist its students in their intellectual, physical, emotional and social development. Continual review assures a fit between the work of the student services units and student needs. The services on the two campuses are administered separately, but there is cooperation and coordination of services, particularly in student records.

In Lawrence, the Division of Student Affairs consists of five departments, each reporting to the vice chancellor for student affairs. This section of the Self Study Report will focus on two large state-funded departments, Educational Services and Student Life, and one other student support unit, the Counseling and Psychological Services, which reports directly to the vice chancellor. Three major auxiliary departments that operate without state funding, Student Housing, the Kansas and Burge Unions, and Watkins Health Center, will be discussed later.

Educational Services seeks to attract and retain talented students while

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providing all students the resources, guidance, and support necessary to succeed. Reporting to the dean of educational services are the university registrar; the offices of Admissions, New Student Orientation, and Student Financial Aid; and the University Scholarship Center and the University Placement Center.

Student Life supports learning experiences outside the classroom, monitors the quality of life on campus, coordinates the university response to campus and individual student emergencies, and provides service for special populations of students. The directors of the Emily Taylor Women's Resource Center, the Organizations and Activities Center, the Student Assistance Center, the Office of Minority Affairs, and the Office of International Student Services report to the dean of student life.

At the Medical Center, the Department of Student Services has five offices. Four C Student Financial Aid, Student Resources, Student Records and Registration, and the Counseling Center report to the dean of student services. The fifth, Project C.O.P.E., is a joint venture among the Department of Student Services and the schools.

Student Financial Aid provides information and forms for loans, grants, and scholarships; it coordinates student work-study employment. Student Resources enriches the nonacademic aspects of student life. Student Records and Registration maintains records on all allied health, nursing, medical, and graduate students, as well as house staff and fellows at Kansas City and in Wichita. The
Counseling Center provides counseling services to students and house staff, with special attention given to the stresses of medical education.

..c2..Changes in Student Services:. Recent additions to student services on both campuses evidence our desire to address changing needs. On both campuses, a research program has been developed to measure student needs and to design services and activities to meet them. New programs of distributed enrollment, transfer equivalency, degree audit, recruitment, financial aid award transfer to student accounts, and fee payment by mail exemplify the application of new technology to student services.

On the Lawrence campus, although student affairs budgeting has grown little in the past 10 years, three new offices have been organized: Counseling and Psychological Services (CAPS), the University Scholarship Center, and New Student Orientation. Counseling and Psychological Services resulted from a merger of two units that were separate both in location and in reporting lines, the Mental Health Clinic and the University Counseling Center. CAPS consolidates clinical counseling, career counseling, and testing in a single unit.

Additional new programs in sexual assault prevention and health education have been initiated through existing offices within the division. These changes were accomplished through the reallocation of resources within student affairs and by funds from the executive vice chancellor's office.

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In addition, student affairs has designed and implemented two new for-credit courses: a university orientation class and a minority scholars student leadership seminar.

Efforts have been made to create a safe environment. These include the development of sexual assault and prevention programs, strategies for management of campus celebrations, improved campus lighting, a transportation system that provides a safe ride home, and increased accessibility to students with disabilities.

The university and its student affairs division have developed new programs to promote multiculturalism. The transfer of the Office of Minority Affairs to the Division of Student Affairs, the establishment of a multicultural center, and the provision of a variety of services for gay, lesbian, and bisexual students, students with disabilities, nontraditional students, and international students are efforts to create an atmosphere tolerant and supportive of individual differences.

.c2. Auxiliary Organizations.

Student Housing. The Department of Student Housing receives no state funding; it operates on the income it generates. University housing options, including residence halls, 9 scholarship halls, and apartments for student families, are described in Exhibit 16. The department has embarked on a comprehensive renovation program that includes a $35 million long-range program for renovation
of all residence halls. Already completed is the $3 million Ekdahl Dining Commons, which opened in fall 1993 to serve five residence halls. Several scholarship halls and student family apartments also have been renovated.

The department works to keep pace with the emerging educational needs of students. Rooms have been rewired to allow for simultaneous transmission of voice and data, a major remote computer lab has been developed in one of the halls, and academic resources centers and staff are now an integral part of the residence hall system.

*Watkins Health Center.* The student health center operates on income generated from student fees (about 80 percent of the budget) and from charges for special services. During the past decade, the center has been converted from an in-patient to an out-patient clinical facility. There have been staff additions to launch a health education program. The health center has initiated a $5 million renovation and expansion program to use its space better and improve service delivery. Additional information about the center and the services it provides is available in Exhibit 17.

*The Kansas and Burge Unions.* The unions are operated by the University of Kansas Memorial Corporation Board, a non-profit, self-supporting organization whose goal is to provide and facilitate programs and services that meet the physical, social, and intellectual needs of current KU students and other members of the university community. The union's governing body is the Memorial Corporation
Board of Directors, composed of students, faculty, staff, and alumni.

A multimillion-dollar renovation of the Kansas and Burge student unions was completed in the fall of 1993, an upgrade that serves the entire Lawrence campus community. Over the past decade there also has been a significant change in the quality and quantity of programming for students offered through Student Union Activities (SUA). One emphasis has been on cultural diversity programming, and SUA now offers a wide variety of educational and social programs, often in cooperation with other organizations. Suggestions from student members of the corporation board and from the campus community at large have had a significant role in planning for renovations and program development. A copy of The Kansas and Burge Unions Annual Report, Fiscal Year 1993 is available as Exhibit 18.

Strategies for meeting diverse student needs.: Because of the Kansas open admissions policy, the precollegiate preparation of KU students varies widely. To help students succeed, the university has developed special programs for both high-ability and at-risk students.

There are several enrichment programs for high-ability students. The prototype is the University Scholars Program, now in its 13th year, in which selected first-semester sophomores are paired with senior faculty mentors throughout their undergraduate careers. This type of individual attention is replicated in the program of summer undergraduate research awards and in the entire philosophy of the
Honors Program, which offers small classes with more rigorous requirements to those students seeking a challenging academic experience.

Cooperative efforts between the offices of Academic Affairs and Student Affairs have resulted in the development of residence hall living arrangements that allow students to cultivate specific academic interests, such as foreign language studies. One hall, Hashinger Hall, is designed to serve students in the arts. The scholarship halls offer community living arrangements at modest cost to high-ability students.

The Student Assistance Center serves as a first contact for students who need assistance in a broad range of areas. It coordinates services for students with disabilities, assists students with problem solving, and makes referrals to other university offices as appropriate. The center also offers workshops in areas such as study skills development, test taking, and stress management.

Programs for at-risk students and for minority students are described in the Minority Faculty and Students section of Chapter II.

.d. Financial Resources

The Kansas economy and competing priorities for general use funds have made it difficult for the Legislature to respond to the funding needs of the higher education system. The pattern of funding over the last decade demonstrates a relative decline in state resources for higher education as priorities have shifted to
other state needs (e.g., highways, social services, K-12 education). Despite the
decrease in the proportion of state general fund resources allocated to the
university, Kansas has made a genuine effort to respond to specific requests and
special appeals. Examples include partial funding for the Margin of Excellence,
funds for reconstruction of Hoch Auditorium, and the appropriation for FY 1995
faculty salary increases.

\[.c2.\textbf{Institutional Budget};\] In FY 1994, state appropriations to the Lawrence
campus accounted for about 40 percent of the educational and general budget,
which totaled almost a quarter of a million dollars. Student fees accounted for a
quarter of the budget; the remaining third was funded from restricted fees (Profiles,
7-001).

Over the past decade, student tuition has funded an increasingly larger share
of the educational program and physical plant. In FY 1984, tuition provided 27.4
percent of the funding of these activities; in FY 1994 the amount funded from tuition
was 41 percent. While students are being asked to shoulder a larger portion of the
budget, student tuition and fees still remain among the lowest of the Cost Study
Peer Group and in the Big Eight athletic conference institutions. (See Profiles 9-314
and 9-315, Exhibit 15).

Sponsored program funding for the Lawrence campus grew from $23 million
in FY 1984 to over $50 million in FY 1993. The increase has been even more
dramatic at the Medical Center, where funding grew from $11 million in FY 1985 to some $36 million in FY 1993. During the period 1989 through 1993, combined external funding for the campuses increased 64 percent, from $52.9 million to $86.8 million, an average growth in excess of 13 percent per year.

Any discussion of financial resources must include reference to the contributions of the KU Endowment Association. Since its establishment in 1891, KUEA has made the difference between adequacy and excellence through a wide range of support for scholarships, faculty development, travel, distinguished professorships/teaching professorships, acquisition of books, equipment, works of art, construction, and furnishings. The effectiveness of the association's efforts for the university is dramatically evidenced in the results of the Campaign Kansas begun in 1988. While the initial goal of this major fund drive was $150 million, the campaign ended in 1992 with the final count of gifts and pledges reaching $265.3 million.

Over 60 percent of the FY 1994 educational and general budget was targeted for instructional and academic support activities (e.g., libraries, museums, academic administration). Almost 9 percent was dedicated to research activities and 4 percent to public service activities. Slightly over a quarter of the budget was spent on behalf of student services, scholarships, institutional support, and physical plant. This allocation pattern has changed very little for the past decade and is nearly identical to that of other institutions with a similar mission, as demonstrated in
a comparison of expenditures by function with the Cost Study Peer Group (see Appendix 8). Typically, the academic sector is better funded relative to the peers than other functions of the institution. This discrepancy reflects a conscious institutional management decision that in times of funding reductions, the core academic and research sectors need to be protected.

\[c2.\textbf{Annual Budget Process}:.\] The annual budget process is linked to the overall planning processes of the university. As noted in Chapter IV, KU engages in priority-setting at all levels, and actions undertaken are closely related to mission. Budget setting is an open process that allows input from all sectors. The process is lengthy but ensures that the needs of the smallest administrative units are considered during universitywide priority setting.

In November, the executive vice chancellor issues a call for budgets to the major administrative units; in turn they issue a call to the schools, the College, and the research and student affairs units. These units initiate budget planning and request procedures at the department level. The call is for specific budget requests, for proposals for one-time equipment purchases, for discussion of issues confronting the units, and for progress reports on issues raised in the previous year.

Departmental direction-setting is essential because those working in an academic discipline can provide the best advice on the status of the field, its curriculum, and research issues. At the department level, the upcoming issues are
identified, requests for resources are rank ordered, and a budget request is prepared and submitted to the dean or director, who holds conferences with each academic unit. The schools, the College, and other units then rank the needs of their sector and submit a budget request to their vice chancellor or university director. The document is a state-of-the-unit report, as well as a discussion of specific issues, financial needs, and requests.

   The vice chancellors and their staffs meet with deans and directors to determine their sector's programmatic directions and funding priorities for the next two fiscal years. A budgetary plan and set of requests are forwarded from each vice chancellor to the executive vice chancellor.

   The executive vice chancellor confers with each vice chancellor to gather information useful to the development of the universitywide budget and future institutional priorities. Faculty representatives from the University Senate Committee for Planning and Resources are included in these meetings. The vice chancellors meet individually with the chancellor, the executive vice chancellor, and the university director for administration to summarize the results and recommendations from their unit conferences. Then the chancellor and executive vice chancellor determine which priorities will be addressed in the budget. The chancellor determines final priorities and releases the budget for the fiscal year. The process ends in June.

   The annual budget process requires time and attention throughout the institution, but it is a key component in planning and managing the university.
Because we manage budgetary resources incrementally and in concert with regular annual planning activities, we have been able to maximize support for academic, research, and student programs in times of fiscal constraint, inflationary trends and enrollment growth.

\textbf{Financial Management: Allocation and Reallocation of Resources}. Allocations from central administration are made within the context of fulfilling KU's mission cost effectively. Several factors, including current trends in higher education, KU's mission and service responsibilities to the state of Kansas, the state and national economy, student demand, and faculty and programmatic strengths, provide the basis for allocation. The pattern of resource allocation has been noted above.

While small reallocations are routine at the department level, for most of the past decade the institution's fiscal base was stretched so thinly that the reallocation of sizable amounts of funding necessary for program maintenance and development across the university was not possible. During this period, when enrollment expanded without accompanying increases in funding, our ability to reallocate significant amounts of funds was severely diminished. The 1992 Program Review will result in the most sweeping reallocation of the past decade. The reallocations evidence KU's commitment and ability to strengthen educational effectiveness during periods of modest increases. Of the $1.35 million that will be reallocated...
from noninstructional programs to academic and research programs, $1.2 million will enhance instruction.

When state economic conditions have required reductions in expenditures, the institution has worked to protect the academic and research sectors. In FY 1992, when KU was required to achieve a 2 percent reduction in funding, the academic sector was reduced by .77 percent, the research sector by 1.53 percent. Other sectors absorbed the largest share of the reduction. Within the academic sector, those units experiencing the largest obstacles to fulfilling their missions were further protected. For example, the libraries were shielded from reductions, as were the College and the School of Education, where enrollments were extremely burdensome. The recommended rate for reduction was slightly lower for these units than for the other academic units.

c. Institutional Support

Institutional support helps sustain an environment in which the academic and research enterprises of the university can flourish. These units provide operational support, including facilities planning, maintenance, and operation; networking/telecommunications; academic and administrative computing; business services; human resources oversight; police services; printing operations; and parking services. Three units provide direct administrative support: the General Counsel, the Office of Institutional Research and Planning, and the Office of
Institutional support units are dedicated to serving all university constituencies and to maximizing their resources. The latter goal has taken on particular importance in view of the 3 percent reallocation from noninstructional to academic and research programs that resulted from 1992 Program Review. Accordingly, the support units are increasing their efficiency through multiple means, including functional consolidation, resource sharing, selective investment in new technology and the imposition of user fees in selected areas. Some of these efforts are described below. Additional information about the institutional support units and the evaluations that resulted from noninstructional program review is contained in Exhibit 19.

Functional Consolidations. There are overlapping functions in many of the institutional support areas, both within each campus and between the Lawrence and Medical Center campuses. By avoiding duplication of computing software, hardware, consulting operations, and related staff, the Lawrence campus academic and administrative computing operations have saved hundreds of thousands of dollars. Through cost avoidance and co-utilization of computing resources, academic and administrative computing services on the two campuses have saved more than a million dollars.

Resource Sharing. By sharing available computing resources, including personnel, the academic and administrative computing operations on the Lawrence
campus have been able to save a significant amount of funding. The offices of Institutional Research and Planning on both campuses share expertise through employee loan on a project-by-project basis, permitting response to a greater variety of customer requests. The offices of University Relations on both campuses are pursuing, where feasible, a program to consolidate and coordinate joint publications, to share personnel, and to share technology.

As noted in Chapter II, computing operations on both campuses are jointly acquiring new human resources and financial management systems that will allow the sharing of operation responsibility and personnel. As information services technology expands, future plans call for technological innovations in areas such as printing services operations.

Cost Reductions. The Office of Telecommunications has aggressively pursued rate reductions for university telephone line charges. As a result of bringing telephone operations in-house, operating without a profit margin requirement, outsourcing as appropriate, and keeping control of labor costs, university line charges are now substantially below those of the regional Bell telephone company.

Several institutional support programs have been able to reduce costs and minimize expense by using capacities developed in-house. For example, by handling negotiations with a newly formed nurses’ union and avoiding the use of outside negotiators, the Department of Human Resources was able to save $200,000. The Department of Facilities Operations has developed in-house
expertise to provide routine maintenance for vehicles and equipment that would cost between 50 and 100 percent more if done by an outside contractor. The same department is considering outsourcing certain functions, such as snow removal, housekeeping, and landscaping, that can be done at a lower cost by an outside contractor.

The University Police in Lawrence, through a combination of job reclassification, investment in new equipment, and adoption of new management approaches, estimates that it is saving KU $240,000 a year.

*Selected Investment in New Technology.* The university voice mail system, J-Talk, is available free to all departments and is widely used, as are electronic mail services. The campuses are being networked, which will allow electronic sharing of files and software and help prevent duplication of effort. As video becomes a more important part of information dissemination, the video linkages across and between campuses will play a vital role in all university activities, from instruction to employee training.

To improve their service delivery, most of these units are using the client/customer-centered principles embedded in Total Quality Management. For example, a quality improvement team in telecommunications revised a work order form, which resulted in a 62 percent reduction in calls made to and from customers. A summary discussion of TQM appears in Chapter VII; further information is available as Exhibit 20.
Physical Facilities;

Allocation of Space: In fall 1993, the net assignable square footage (NASF) of facilities on the Lawrence campus totaled 4.7 million. About half of that was used by programs directly related to the institution’s academic and research mission (instruction, 22.6 percent; research, 11.7 percent; public service, .5 percent; and academic support, 13 percent). The remainder was assigned to support programs (student services; 5.8 percent; institutional support, 4.7 percent; operations and maintenance, 1.8 percent; and auxiliary enterprises, including Student Housing and Intercollegiate Athletics, 36.3 percent). Space that was unfinished or under renovation and thus unassigned accounted for 3.6 percent of the total. (See Exhibit 15, Profiles 1994, Section 5, for table 5-302, from which this information is drawn, and for other data on facilities.)

Since the last NCA visit, KU has completed several capital projects described in the following section and has increased the amount of nonresidential space available by about 20 percent, from 3.04 million NASF in fall 1983 to 3.6 million in fall 1993 (Profiles 1994, Exhibit 15 and Profiles 1984, Exhibit 21, 5-304). Despite significant additions to the physical plant, there are unmet demands for space in nearly all parts of the university, whether for classrooms, offices, research activities, or support functions. In an effort to deal equitably with requests and to ensure that space assignments conform with institutional goals, a Space
Committee was appointed by the executive vice chancellor in 1987.

The committee includes representatives from the offices of the three vice chancellors, the executive vice chancellor, Design and Construction Management, Facilities Operations, and Institutional Research and Planning. Units that need more space than is currently assigned to them submit their requests to the committee, which meets weekly. The committee formulates recommendations for consideration by the executive vice chancellor. It also helps establish priorities for remodeling and renovation projects. In developing recommendations for space assignments, members consider such factors as competing demands for the same space, appropriateness of the proposed use of the space requested, potential renovation costs, and long-term plans for space use. The committee is guided by several general principles, some of which have been in effect since the development of the 1973 long range physical development master plan for the Lawrence campus:

- Instructional offerings and supporting functions will be located on the main campus.
- The West Campus will be used for research, institutional support, and cultural and recreation activities.
- Whenever possible, departments or programs should be kept together.
- Academic programs that have a large responsibility for general undergraduate education and serve several disciplines should be centrally
located.

! Academic units that have a self-contained clientele (the School of Law, for example) may be located on the periphery of the main campus.

! Student services and offices that have high student traffic should be easily accessible.

! Support units and administrative units that have low student traffic can be housed on the periphery of the main campus or on West Campus.

Completion of the new physical development master plan described in Chapter IV will result in updated guidelines for the Space Committee and the staging of a long-range capital improvements program.

.c2.**Major Projects**. In the last decade, KU has completed significant numbers of capital projects. Through a combination of state appropriations, federal and private funding, and fees we have been able to maintain and enhance our physical facilities. Descriptions of major capital projects follow, and tables providing detailed information projects completed since 1984, projects funded but not completed, and projects planned but not yet funded appear at the end of this section.

The Lawrence campus has added library space; accommodations for human development, special education, and related functions; a performing arts center;
and a new building from which to provide academic services in Kansas City. A major renovation of Snow Hall for the benefit of the departments of Mathematics and of Computer Science also was completed.

Since 1984, more than 111,000 square feet have been added to the KU library system. In that year, the Spahr Library addition to Learned Hall, home of the School of Engineering, was finished. It was expanded in 1990 to provide a total of 20,000 square feet. The 91,000 square foot Anschutz Science Library was constructed in 1989, with the state providing $13.9 million for that project.

Federal grants and private funding totaling $12 million provided for the construction of the 127,000 square foot Dole Center for the departments of Human Development and Family Life, Special Education, and related programs. The Dole Center provides space for teaching, research, offices, and other work areas.

Private funding of the $16 million Lied Center has provided a long-dreamed-of and much needed performance space for music, dance, opera, and theatre. (An existing performance hall, Hoch Auditorium, had been struck by lightning and destroyed in 1991.) A privately endowed organ recital hall, now in design, will adjoin the Lied Center.

The Regents Center facility on the Edwards Campus in Overland Park fulfills the mission of providing advanced studies and degree programs for professionals in the greater Kansas City area. An investment of $6 million in state funds and revenue bonds provides 52,700 square feet that will allow for future growth.
The largest project of the decade, a new building on the site of Hoch Auditorium, is funded, in design, and pending the award of construction contracts. At the time Hoch Auditorium was struck by lightning, it was used for large lecture classes and there were long-range plans for its renovation. KU updated the architectural program and has received state monies for the reconstruction. The new facility will provide large lecture rooms with multimedia and instructional technology capability and also will contain library space.

The university is committed to ensuring that appropriate instructional technologies are included whenever new academic facilities and major renovations are planned. A video classroom in Strong Hall was opened in 1993. The Regents Center includes telecommunications, audio-visual, and computer equipment, as will the new Hoch.

KU’s physical improvement priorities for the next five to 10 years are consistent with those of the Board of Regents. They are 1) to address deferred maintenance and repair needs, 2) to upgrade existing classrooms and make all building safe and accessible, 3) to initiate energy conservation projects with short-term payback periods, 4) to renovate existing structures, and 5) to launch new construction sparingly. Within this framework, KU has proposed a number of projects to the board. These include the renovation of an existing structure for the School of Education and an addition to Murphy Hall, home to KU performing arts departments.
It is uncertain how many state dollars will be available in the next decade for capital improvements. The Board of Regents is concerned about the number of unfunded high priority projects at the universities it administers and is developing new funding strategies for consideration by the legislature. Revenue bond funding of projects may be considered for future capital development.

In addition to state funds, KU will have to rely upon friends and sponsors to meet its needs. From these sources would come funds for Division of Continuing Education and School of Engineering needs, as well as other projects in KU's long range physical development plan.

The following tables summarize major projects completed over the past decade, projects funded but not yet completed, and those planned but not funded. Information about total costs and funding sources is included.
<table>
<thead>
<tr>
<th>YEAR</th>
<th>PROJECT</th>
<th>SQUARE FEET</th>
<th>COST (in thousand $)</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>Spahr Library</td>
<td>12,786</td>
<td>$1,000</td>
<td>Endw</td>
</tr>
<tr>
<td>1984</td>
<td>Anschutz Pavilion</td>
<td>108,000</td>
<td>3,500</td>
<td>Endw</td>
</tr>
<tr>
<td>1984</td>
<td>Bridwell Laboratory</td>
<td>4,000</td>
<td>375</td>
<td>Endw</td>
</tr>
<tr>
<td>1985</td>
<td>Bailey Hall HVAC</td>
<td></td>
<td>375</td>
<td>A</td>
</tr>
<tr>
<td>1985</td>
<td>Haworth Hall addition</td>
<td>104,000</td>
<td>12,750</td>
<td>A</td>
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<tr>
<td>1986</td>
<td>Battenfeld Hall addition</td>
<td>1,600</td>
<td>300</td>
<td>H</td>
</tr>
<tr>
<td>1986</td>
<td>Wichita Well Sample Library</td>
<td>1,400</td>
<td>200</td>
<td>A</td>
</tr>
<tr>
<td>1986</td>
<td>Housing Maintenance Shop</td>
<td>8,700</td>
<td>250</td>
<td>H</td>
</tr>
<tr>
<td>1986</td>
<td>F.O. Complex</td>
<td>34,428</td>
<td>1,000</td>
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</tr>
<tr>
<td>1987</td>
<td>Baehr Audio-Reader</td>
<td>4,000</td>
<td>370</td>
<td>Endw</td>
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<tr>
<td>1989</td>
<td>Kansas Union renovation</td>
<td></td>
<td>6,500</td>
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</tr>
<tr>
<td>1989</td>
<td>Anschutz Library</td>
<td>91,000</td>
<td>13,900</td>
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<tr>
<td>1989</td>
<td>Parking facility</td>
<td></td>
<td>5,400</td>
<td>P</td>
</tr>
<tr>
<td>1989</td>
<td>University Press Warehouse</td>
<td>7,400</td>
<td>350</td>
<td>F</td>
</tr>
<tr>
<td>1990</td>
<td>KANU Tower</td>
<td></td>
<td>350</td>
<td>Ins</td>
</tr>
<tr>
<td>1990</td>
<td>Kurata Laboratory</td>
<td>5,424</td>
<td>350</td>
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</tr>
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<td>1990</td>
<td>Parker Hall addition</td>
<td>11,793</td>
<td>800</td>
<td>Endw</td>
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<tr>
<td>1990</td>
<td>Spahr Library addition</td>
<td>7,266</td>
<td>700</td>
<td>Endw</td>
</tr>
<tr>
<td>1990</td>
<td>Haworth Hall remodeling</td>
<td></td>
<td>900</td>
<td>A</td>
</tr>
<tr>
<td>1990</td>
<td>Dole Center</td>
<td>127,000</td>
<td>12,000</td>
<td>Endw - 3,000 Fed - 9,000</td>
</tr>
<tr>
<td>1990</td>
<td>Snow Hall Renovation</td>
<td></td>
<td>7,230</td>
<td>A</td>
</tr>
<tr>
<td>1990</td>
<td>KLETC phases 1 and 2</td>
<td>13,252</td>
<td>950</td>
<td>F</td>
</tr>
<tr>
<td>1990</td>
<td>Kansas Union masonry/roof repair</td>
<td></td>
<td>550</td>
<td>S</td>
</tr>
<tr>
<td>1990</td>
<td>Allen Field House roof</td>
<td></td>
<td>800</td>
<td>A</td>
</tr>
<tr>
<td>1990</td>
<td>Corbin Hall renovation</td>
<td></td>
<td>2,800</td>
<td>H</td>
</tr>
<tr>
<td>1990</td>
<td>Fowler Shops/Broadcast Hall</td>
<td></td>
<td>530</td>
<td>A</td>
</tr>
<tr>
<td>1990</td>
<td>Max Kade Center</td>
<td></td>
<td>215</td>
<td>Endw</td>
</tr>
<tr>
<td>1991</td>
<td>Kansas Union Bookstore renovation</td>
<td></td>
<td>500</td>
<td>S</td>
</tr>
<tr>
<td>1991</td>
<td>University Press office building</td>
<td></td>
<td>6,350</td>
<td>F</td>
</tr>
<tr>
<td>1992</td>
<td>Water detention facility</td>
<td></td>
<td>30</td>
<td>A</td>
</tr>
<tr>
<td>1992</td>
<td>Kansas Union renovation, Phase 2</td>
<td></td>
<td>4,000</td>
<td>S</td>
</tr>
<tr>
<td>1992</td>
<td>New Regents Center</td>
<td>52,700</td>
<td>6,000</td>
<td>A - 2,000 Fed - 4,000</td>
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<tr>
<td>1993</td>
<td>Lied Center</td>
<td>60,000</td>
<td>16,000</td>
<td>Endw</td>
</tr>
<tr>
<td>1993</td>
<td>Upgrade campus water system</td>
<td></td>
<td>2,000</td>
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</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>103,745</td>
<td></td>
</tr>
</tbody>
</table>

A - State appropriation  
Press, Kansas Law Enforcement Training  
Endw - Endowment
### Projects Funded for Construction

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>COST (in thousand $)</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarship Hall No. 1 (completed)</td>
<td>1,750</td>
<td>Endw</td>
</tr>
<tr>
<td>Hoch Auditorium reconstruction</td>
<td>18,215</td>
<td>A</td>
</tr>
<tr>
<td>Allen Field House fire code improvements</td>
<td>1,900</td>
<td>A - 1,400</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I - 500</td>
</tr>
<tr>
<td>Dyche Hall Addition</td>
<td>1,580</td>
<td>A - 790</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fed - 790</td>
</tr>
<tr>
<td>Athletic Complex Expansion, phases 1-4</td>
<td>8,050</td>
<td>Endw</td>
</tr>
<tr>
<td>(completed)</td>
<td></td>
<td></td>
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<tr>
<td>Recital hall addition</td>
<td>1,300</td>
<td>Endw</td>
</tr>
<tr>
<td>Bioscience Research Facility</td>
<td>8,953</td>
<td>Fed - 4,900</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F - 4,053</td>
</tr>
<tr>
<td>KLETC, phases 3, 4, and 5</td>
<td>5,436</td>
<td>F</td>
</tr>
<tr>
<td>Watkins Health Center renovation and addition</td>
<td>4,969</td>
<td>S</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$52,153</td>
<td></td>
</tr>
</tbody>
</table>

### SUMMARY
- Projects since the 1984 accreditation report: $103,745
- Projects funded for construction: $52,153
- Grand Total: $155,898

### SOURCES OF CAPITAL CONSTRUCTION FUNDS (and source codes)

<table>
<thead>
<tr>
<th>Source</th>
<th>Cost (in thousand $)</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>State appropriations</td>
<td>$61,120</td>
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<tr>
<td>Endowment</td>
<td>$37,060</td>
<td>23.8%</td>
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<tr>
<td>Student fees</td>
<td>$10,019</td>
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<tr>
<td>Federal grants</td>
<td>$14,690</td>
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<tr>
<td>Fees</td>
<td>$22,059</td>
<td>14.2%</td>
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<tr>
<td>Other</td>
<td>$10,950</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$155,898</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

### Planned But Not Funded

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>COST (in thousand $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child development center</td>
<td>3,500</td>
</tr>
<tr>
<td>Scholarship hall No. 2</td>
<td>2,000</td>
</tr>
<tr>
<td>Parking structure No. 2</td>
<td>6,000</td>
</tr>
<tr>
<td>Project</td>
<td>Cost</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>JRP Hall addition and renovation</td>
<td>15,000</td>
</tr>
<tr>
<td>Murphy Hall addition</td>
<td>10,000</td>
</tr>
<tr>
<td>Electrical upgrade</td>
<td>13,000</td>
</tr>
<tr>
<td>Spooner Hall renovation</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$52,500</strong></td>
</tr>
</tbody>
</table>
.c. Other Related Organizations

.c2. Intercollegiate Athletics: The Department of Intercollegiate Athletics oversees 9 men’s and 9 women’s teams. It is administered by the athletics director, who reports to the chancellor. About 400 student-athletes participate in intercollegiate competition each year. The 1993-94 budget was $11.5 million.

The department is governed by the KU Athletic Corporation (KUAC). Faculty, students, and administrators make up the majority of the corporation’s governing board. The board consists of seven faculty members, six of whom are elected by faculty governance and one who is appointed by the chancellor to serve as KU’s faculty representative to the Big Eight Athletic Conference; five nonfaculty alumni appointed by the alumni association; five university administrators (the vice chancellor for student affairs, the university director for administration, a medical center administrator, the director and the associate director of athletics); and three students. As specified in the bylaws of the KUAC, the board is chaired by a faculty member.

The chancellor and KU fiscal officers review and approve the annual budget for athletics. Each year an outside firm audits the corporation. The audit is a public document, filed with the Board of Regents and the State Division of Accounts and Reports.

The athletics department supports student-athlete achievement in the classroom and in competition. It has worked to develop good relationships with
academic units and support units to monitor academic progress and to ensure that student-athletes develop the academic and study skills that are required for successful completion of their academic programs.

The department adheres to policies for athletic conduct established by the NCAA and to rules and regulations of the Big Eight Conference, including those that establish the principles of amateur athletic competition.

Additional information about athletics appears in *The University and Athletics*, a section of Chapter VIII, and in Exhibit 22.

**.c2.Kansas Alumni Association;** The 111-year-old Kansas Alumni Association builds community. Its founders said the association exists "for the purpose of fostering a spirit of loyalty, friendship, commitment and communication among graduates, former students, current students, parents, faculty, staff, and all other interested friends of the University of Kansas."

It is a not-for-profit corporation chartered under Section 501(c)(3) of the Internal Revenue Code of 1954. Its Board of Directors consists of 15 members elected by the general membership and officers (chairman, executive vice chairman, and vice chairmen) elected by the board. Directors serve five-year terms, with three new ones elected each year.

Association headquarters is the K.S. ABoots@Adams Alumni Center, a $5 million building financed through private gifts. It hosts more than 100,000 visitors.
annually in a private club for association members and houses the KU Retirees Club, which serves 425 retired faculty and staff.

As of April 1994, the association had 43,326 dues-paying members and 6,200 complimentary new-graduate members and was the largest alumni association in the Big Eight Conference. About 34 percent of all living KU graduates are members. The association does no direct fund-raising, but 86 percent of all donors to the KU Endowment Association are alumni association members.

An alumni database helps maintain current biographical information on KU graduates, former students, and friends. On March 1, 1994, the association's 194,708 addressable records included 129,066 graduates and 64,642 former students and friends. The association has hard-copy biographical files on thousands of alumni.

The association provides KU mailing lists for communication with various alumni groups, including those who identify with certain schools, departments, or living groups. The association also communicates regularly with its members through the bimonthly Kansas Alumni magazine, winner since 1991 of 25 regional and national awards for writing and design; invitations to KU-oriented events in their communities; and fliers advertising programs and services.

The association also networks with members, students and prospective students, legislators, and volunteers in other ways.

Association staff and KU administrators travel to more than 100 chapter
meetings and other events each year, providing alumni the opportunity to
gather for camaraderie and first-hand news. About 30 bring together
academic deans with graduates from their schools.

The Student Alumni Association (SAA), founded in 1987, educates students
about opportunities for involvement as alumni. SAA hosted nearly 800
students at the national SAA/SF Convention in Lawrence in 1990. In 1994
SAA was named the Outstanding Student Alumni Chapter in its region.

The Kansas Alumni Association sponsors the Kansas Honors Program,
which recognizes the top 10 percent of Kansas high school graduates.
Association and KU staff travel to programs statewide. Between 1971 and
1994, 56,916 students were honored.

More than 700 alumni statewide participate in Jayhawks for Higher
Education, communicating to the Legislature the needs of the state’s higher
education system.

Awards programs recognize volunteer service to humanity through the
Distinguished Service Citation and to KU through the Fred Ellsworth
Medallion and Mildred Clodfelter Alumni Award.

The Kansas University Endowment Association; The KU
Endowment Association is the oldest foundation of its kind at a state-assisted
university. It celebrated 100 years of private support for KU on Oct. 31, 1991.
In 1891 the first governor of Kansas had envisioned selling a parcel of land to KU. The university wanted to use a private gift to complete the transaction, but the Kansas Constitution required that all such gifts become a part of a state-held fund from which only the interest could be spent for KU. The governor met with several KU friends, and the group agreed to form the endowment association to receive money and other gifts for KU's use and benefit.

Today, through the encouragement of the association, donors provide KU with cash, marketable securities, land, rare books, works of art, and buildings. A nonprofit organization, the association is tax exempt as authorized under Section 501(C)(3) of the Internal Revenue Code of 1954. Code Section 170(b)(1)(A)(iv) allows contributions to be fully deductible to the maximum amount provided by law. A volunteer board of trustees, composed of 60 friends and alumni, approves and develops association activities. Members receive reports regarding fund raising and fund management, and they serve on association advising committees.

The first formal effort to enlist private support for any public university started in 1920 with an association campaign. In 1966, the association launched its first major fund drive, the Program for Progress, which, by 1969, had attracted $21 million. The second major drive, Campaign Kansas, began in 1988. Its initial goal was $150 million, but response from donors was overwhelming. The campaign ended in 1992 with the final count of gifts and pledges reaching $265.3 million, and the generosity of alumni and friends continues.
The table below displays total giving to KUEA for the fiscal years 1989 through 1993. These figures include only outright gifts (cash, securities, bequests, and charitable remainder trusts); not included are pledges or commitments that were not paid or income derived from investing association funds.

### Total Giving to KUEA
**Fiscal Years 1989 - 1993**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>$26.6</td>
</tr>
<tr>
<td>1990</td>
<td>$23.7</td>
</tr>
<tr>
<td>1991</td>
<td>$30.0</td>
</tr>
<tr>
<td>1992</td>
<td>$31.2</td>
</tr>
<tr>
<td>1993</td>
<td>$33.3</td>
</tr>
</tbody>
</table>

In 1992, the association's endowment ranked ninth among those at public, comprehensive universities, according to the National Association of College and University Business Officers. Recent gifts from KU friends and alumni, combined with prudent management and generous donations throughout the association’s history, brought the association’s book value to more than $352 million in 1993. The market value of all funds reached $445.4 million that year.

The following table shows association support for KU over the past five years. The figures include KUEA disbursements for student aid, construction and furnishings, equipment and supplies, books, subscriptions, works of art, and lectureships.
KUEA Total Direct Support for KU

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>$27.7</td>
</tr>
<tr>
<td>1990</td>
<td>$34.0</td>
</tr>
<tr>
<td>1991</td>
<td>$33.6</td>
</tr>
<tr>
<td>1992</td>
<td>$44.3</td>
</tr>
<tr>
<td>1993</td>
<td>$40.4</td>
</tr>
</tbody>
</table>

Given the depth, breadth, and endurance of KUEA support for the university, it is hard to single out specific gifts or programs. Nonetheless, two areas stand out because they play a crucial role in sustaining academic excellence at KU. One is support for students; the other is support for distinguished faculty.

Of the more than $40 million that the association provided for university programs in 1993, $11.8 million went to nearly 9,000 KU students in the form of scholarships, awards, prizes, and loans. The association manages more than 1,240 named scholarship funds for KU students. Over the years, thousands of students have benefited.

Endowed, distinguished, and teaching professorships established through gifts to the association now number 117. An additional 10 professorships are partially funded, 13 more are funded through the state, and three others support visiting professors. With state salary levels below peer averages, these professorships have made a critical difference in the strength of our academic offerings and research programs.

In its history, the KU Endowment Association has provided more than $485 million in direct support of student aid, salaries and services, and the acquisition of
books, subscriptions, equipment, and works of art.