



The **Jayhawks Rising Strategic Alignment Model** is the culmination of a multi-year strategic planning process involving many groups and individuals who proposed hundreds of ideas for how to advance us toward our vision to be an exceptional learning community that lifts each member and advances society.

As part of that planning process, **thirteen objectives** were identified under the **three mission-based institutional priorities** of Student Success, Healthy & Vibrant Communities, and Research & Discovery. In summer 2021, deans and vice provosts who have responsibilities tied to each objective were paired to serve as co-leaders for each objective. Starting with fiscal year 2022, the objective leaders kicked off our strategic improvement efforts by identifying and executing strategies for their objective area that would have the largest impact on making positive change. They continue to work on these strategies with key stakeholders across campus to receive input, move strategies into operation, and monitor our progress and success. Strategies will be revisited and revised every fiscal year, thus to maintain Jayhawks Rising as an evolving tool for guiding our activities and leading us to the fulfillment of KU's mission.

The strategic plan is informed by **five core foundations** that guide our activities in order to foster a more diverse and inclusive community that is internationally engaged; contributes to the health and economy of the state, the nation, and the world through our research innovation and discovery; adheres to a set of standards and criteria to assure high-quality educational experiences for students and faculty; and contributes to the areas of priority identified by the Kansas Board of Regents in their five-year plan, *Building a Future*.

Progress on the strategies below will be measured through a series of **assessment processes** that not only ensure we foster and sustain an exceptional learning community, promote performance and excellence that meet the goals and needs of units while aligning with the campus and the university, strengthen and maintain stewardship through engaged leadership, and help every member of the campus community embrace their role and contribute to the success of Jayhawks Rising.

STUDENT SUCCESS

1. **Increase Enrollment (Nick Stevens & Stuart Day)**
 - a. Develop and implement a strategic enrollment management (SEM) plan.
 - b. Develop/refine tuition pricing/discount strategy to support achievement of enrollment and revenue targets outlined in the SEM plan.
 - c. Develop a Jayhawk Global brand and operation.
 - d. Develop a coordinated transfer function.

2. **Assure Retention and Completion through Student Engagement and Satisfaction (Susan Klusmeier & Ann Brill)**
 - a. Employ best practices in undergraduate academic advising to track the success of the implementation of a common advising experience across advising units.
 - b. Redesign co-curricular experiences, including UNIV 101, learning communities, and first-year seminars, to introduce financial literacy, academic support, and experiential learning to all incoming first year students.
 - c. Design and implement a student success model.
 - d. Develop and implement a strategy to connect students earlier in their undergraduate experience with career pathways and services, including post-graduation outcomes data.

3. **Support Student Long-Term Success by Improving Placement & Reducing Debt (Angela Karlin, Paul Popiel, Jen Roberts)**
 - a. Coordinate with academic units to provide consistent direction for how available scholarship aid should be spent.
 - b. Convene working group to determine comprehensive and scalable financial literacy and wellness solutions for KU-Lawrence students.

4. **Assure Quality of Academic Programs (Jean Redeker & Michelle Carney)**
 - a. Develop and implement degree maps for all undergraduate programs.
 - b. Develop articulated learning outcomes and evidence of student mastery for all undergraduate degree programs.

HEALTHY AND VIBRANT COMMUNITIES

1. **Strengthen Service to Local & Global Communities (Jomella Watson-Thompson, Kendra Brayfield, Charlie Bankart)**
 - a. Develop metrics and collect baseline data for the indices for the “Strengthen Service to Local and Global Communities” objective area.
 - b. International Engagement Index: Support the academic schools and administrative units in benchmarking their international activity, establishing metrics that capture activity related to KU’s internationalization goals, and unit-relevant goal setting toward increased internationalization and awareness across student, faculty and staff populations.
 - c. Develop a convention, conference and event strategy.
2. **Improve DEIB (Nicole Hedges Persley & Derek Kwan)**
 - a. Support Faculty Development, Human Resources, Student Affairs, Enrollment Management, and Academic Success to develop action plans to incorporate intersectional approaches to strengthen recruitment, retention, and organizational accountability.
 - b. Curate a campus resource portal to improve critical competencies on topics of intersectionality, diversity, equity, and inclusion for KU students, staff, and faculty.
 - c. Implement mandatory online DEI training for students, staff, and faculty during FY23.
 - d. Work with unit leaders to embed Equity Advisors in all administrative units over time to provide in-house leadership, support structures, and accountability on diversity, equity, and inclusion.
3. **Increase Workplace Satisfaction (Mike Rounds & Mahbub Rashid)**
 - a. Implement a fair pay strategy based on the results of the comprehensive market study.
 - b. Continue to develop a career life cycle support model for all categories of employees.
 - c. Partner with the Health and Wellness Objective Co-Leads to lead the implementation of a wellness function/unit within HRM.
 - d. Establish an HR business partner service model and merge the SSC HR staff into HRM.
4. **Ensure Stewardship of the Institution (Jason Hornberger & Stephen Mazza)**
 - a. Practice stewardship through the maintenance and execution of a comprehensive 5-year financial plan for the KU Lawrence/Edwards campuses.
 - b. Finalize and implement a comprehensive campus plan addressing annual deferred maintenance at KU-L and Edwards campuses in light of state requirements, increased enrollment, and school-specific needs.
 - c. Determine requirements and vendor selection for an enterprise-wide client services tracking solution.
 - d. Starting with a pilot in administrative areas, roll out the continuous process improvement initiative, Jayhawks Elevate, to ensure the best use of time and resources across all activities and operations.
5. **Improve Health and Wellness (Tammara Durham & Rick Ginsberg)**
 - a. Develop and carry out a public information campaign to bring awareness to available KU resources that exist through campus partners, including: WHC, CAPS, Public Safety, HR, etc.
 - b. Gather and share information pertaining to health and wellness resources through multi-modal training opportunities for faculty, staff, and students.

RESEARCH AND DISCOVERY

1. **Grow KU Research (Simon Atkinson & Arvin Agah)**
 - a. Launch and implement Research Rising.
 - b. Establish robust research relationships with minority serving institutions.
2. **Expand Impact of KU Research in KS & Beyond (Belinda Sturm & John Colombo)**
 - a. Create strategic internal and external communications plan to highlight research impact at KU, including engaging faculty and communicators in training on how best to communicate impact.
 - b. Develop and implement a program to engage faculty researchers/scholars in effective public engagement professional development and determine metrics for success and monitor.
3. **Promote Innovation and Entrepreneurship (Tricia Bergman & Paige Fields)**
 - a. Finalize and disseminate the industry research partnership models and associated business processes across campus.
 - b. Build a cohesive educational continuum across the entrepreneurial life cycle including academic training and experiential learning opportunities.
 - c. Define and implement an organizational structure and reporting relationship that supports KU research and promotes the value of our intellectual property.
4. **Recruit, Retain & Recognize Top Researchers (Lou Mulligan & Ron Ragan)**
 - a. Implement a process to utilize the laddered awards plan in Academic Analytics to identify and recognize top researchers for award nomination.
 - b. Initiate themed, targeted hiring in areas of strategic research focus, including Research Rising and other areas with translational research impact, and joint academic/research center hires.
 - c. Create and implement a faculty retention plan that values the above.