

PLANNING FOR EXCELLENCE GOALS AND FUTURE DIRECTIONS OF THE KU COLLEGE OF LIBERAL ARTS AND SCIENCES

DEAR COLLEAGUES, STUDENTS, FORMER STUDENTS, AND FRIENDS:

The College of Liberal Arts and Sciences is composed of 52 departments and programs, each special and unique but also with a common set of goals and purposes. The College provides a variety of learning opportunities for KU undergraduate students, opportunities that stress the development of basic quantitative and communication skills, experiences with other cultures and languages and with the humanities, exposure to the natural, mathematical, and social sciences, as well as chances to work directly with faculty who are some of the world's leading scholars in their respective fields. The College provides opportunities for undergraduate students to express and hone their creativity, enhance their ability to solve problems, develop specific expertise in one or more fields, and above all, prepare themselves for a lifetime of change that follows their KU experience.

The College of Liberal Arts and Sciences is also actively involved in graduate education, research, scholarship, and creative activities. The College has a variety of programs that lead to the M.A., M.S., M.F.A. or Ph.D. degree. Graduate students are involved in undergraduate teaching and learning in addition to the research training they receive working side-by-side with members of one of the best faculties in the world. As part of a comprehensive, research-intensive institution, more than 600 College faculty contribute to the accumulation of the world's knowledge through their research and scholarship in areas too numerous to list here. Equally important is the integration of the College's research mission with its teaching mission. Undergraduates and graduate students in the College are actively involved in research, scholarship and creative activities as they prepare for their futures.

It is important for the faculty and students in the College to periodically step back and ask: Where are we going as a comprehensive College? What common goals and interests do we have in the areas of teaching and research? Are our programs current and serving the needs of the students, citizens of the State of Kansas, and national and international communities? To answer these and other questions, the College engaged in a formal strategic planning process during the 2006-2007 academic year. Departments and programs were asked to articulate their visions for the future, identify strengths and weaknesses, and make suggestions about the future. The College Dean and Associate Deans met with the faculty of all of the departments and programs, students, and alumni to discuss their visions and to get a sense of where individual units were heading and where common interests and needs could be identified. The result of this process is the strategic planning document presented here.

In this document we have identified 12 core goals and directions that will guide future planning in the College. The plan is comprehensive and ambitious. It is a vision of what the College can be and what it can do. It reflects the shared interests of the departments and programs in the College and emphasizes interdisciplinary teaching and research, cooperation among units, and a number of new directions for program development and new opportunities for teaching and research. Will we accomplish all the goals articulated in the document? The answer is probably no, given its far reaching scope and its ambitiousness. Nonetheless, as a College we believe it is important to define lofty goals and work toward meeting as many as possible in hopes of enhancing our national stature as an active and vibrant College of Liberal Arts and Sciences. I hope you share our excitement for the future when reading this document.



With Regards,
JOSEPH E. STEINMETZ, DEAN
JULY 2007

I. Undergraduates are the heart and soul of the College of Liberal Arts and Sciences. We prepare students for a variety of future experiences that emphasize adaptability to change, problem solving, creativity, and basic skills in a variety of important areas. To enhance the undergraduate experience here at KU, the College will promote the development of interdisciplinary and cross-cutting courses and programs that reflect the current world and the interests of our students.

a. The undergraduate curriculum should reflect our rapidly changing world. While the existing College undergraduate curriculum provides outstanding educational experiences for KU's undergraduates, the ongoing development of exciting and relevant new programs and courses is important.

- Our departments and programs will review their curricula and wherever possible develop new courses that are relevant for today's student.

- New interdisciplinary courses will be developed that draw on multiple disciplines and that may be team-taught and co-listed by departments and programs. Examples may include courses such as:

Abuse and Trauma in Adults and Children
Analysis of Quantitative and Qualitative Data
Biological Chemistry
Courts and Public Law
Climate Change and Societies
Cultures of Indigenous Nations
Evolution Theory and Society

Issues of Immigration
Humanities and the Sciences
Nanoscience and Modeling
Social Science Laboratory Courses
The American National Identity
Transnationalism & Globalization

- We will develop new or enhanced undergraduate programs (majors, minors, or concentrations) in areas such as:

Applied Child Psychology
Brazilian Studies
Cognitive Science
Francophone Studies
Human Sexuality
Interdisciplinary Urban Studies

Islamic/Arabic Studies
Italian
Jewish Studies
Latino/Latina Studies
Mediterranean Studies
Neuroscience

- The College will promote the development of a "Creative Campus" that links artistic activity across disciplines and schools such as Theatre and Film, Area Studies programs, Foreign Languages and Culture, Women's Studies, and History of Art and the KU Schools of Fine Arts, Education, and Architecture and Urban Design.

b. The College will reform its General Education curriculum to:

- Focus on teaching the different modes of inquiry that characterize different disciplines.
- Create more options in the teaching of the basic skills courses.
- Make General Education less of an obstacle to timely graduation.

c. The College will promote the timely completion of the undergraduate degree, and increased student retention by:

- Increasing offerings of key courses to alleviate bottlenecks for students.
- Developing programs that improve the transition of transfer students to KU in our basic skills courses.
- Integrating study-abroad opportunities into our existing curriculum.
- Strengthening student advising in the College by increasing the professional advising staff.
- Creating programs that enhance the success of students in our large introductory math and science courses in hopes of increasing the number of math and science majors at KU.

d. The Honors Program attracts KU's finest students and provides educational opportunities that have enduring effects on their futures. To enhance our Honors Program we will:

- Redouble our efforts to recruit excellent students into the program.
- Encourage further expansion of the University Scholars Program, the Dean's Scholars Program, and the Commons course.
- Promote further development of departmental-based honors programs and a closer linkage between these programs and the KU Honors Program.
- Enhance funding opportunities for the scholarship and research of the Honors students.

2. Graduate students make important contributions to the research and teaching missions of KU. They are also the next generation of scholars who will make research and teaching contributions for many years to come. *The College will enhance graduate studies at KU through strategic program development, especially in interdisciplinary areas of study, and through increased support for graduate students.*

a. To increase the competitiveness of the College's graduate programs, it is important that graduate support be enhanced so the very best students are recruited to KU. We propose to:

- Provide more support for the recruitment of high quality graduate students who apply to KU, including international students who enhance our cultural diversity and promote good international relations.
- Increase the number of graduate teaching assistants in the College to address critical mass issues in some programs and also enhance undergraduate learning.
- Work with the Provost's Office to allow departments and programs to use out-of-field GTAs when it is mutually beneficial to the graduate student and the academic unit.
- Increase graduate stipends for key programs to attract highly qualified students and provide multi-year support packages.
- Increase the number of graduate students supported on graduate research assistantships and privately-supported graduate fellowships.
- Address the extended time-to-degree of graduate students in some College departments and programs by examining graduate student work-loads, encouraging the direct admission of students to Ph.D. studies, and exploring ways to decrease graduate student teaching responsibilities at key times during their graduate careers
- Increase the number of sponsored training grants to fund pre- and post-doctoral students and provide incentives to faculty for taking on the large responsibility of writing and administering these training grants.
- Increase graduate travel and research funds, including funding for field research.

b. The research and teaching landscape in higher education is constantly changing. Our graduate programs should reflect this changing landscape, especially recognizing that exciting research and teaching opportunities now exist at the intersection of traditional fields and disciplines. In recognition of the dynamic nature of research and teaching we will:

• Create new graduate programs (degrees, certificates, and concentrations) that play to our existing strengths, and encourage the development and enhancement of interdisciplinary graduate degrees that connect College departments. Examples of new programs for consideration include:

Ph.D. in Bioinformatics
Ph.D./M.A., Graduate Certificate in Environmental Studies
Ph.D. in International Studies
Ph.D. in Religious Studies
Ph.D./M.A. Program in Women, Gender & Sexuality Studies
M.A. in African and African-American Studies
M.A. in Ancient Philosophy
M.A. in Peace and Conflict Studies
M.S. in Atmospheric Science
M.S. in Geographic Information Science
M.S. in Physical Geography
Graduate Certificate in African Studies
Graduate Certificate in Museum Studies
Graduate Certificate in World Literature
Graduate Concentration in Language Pedagogy/Linguistics

- Partner with other KU Lawrence schools and the KU medical campus to create joint graduate programs.
- Provide more support for students who pursue interdisciplinary graduate degrees.
- Support the development of new and relevant topical and intradisciplinary graduate courses within departments and programs.
- Emphasize the creation of new interdisciplinary courses that involve two or more departments and programs including co- or team-taught courses.

c. In addition to providing a strong foundation in a field or discipline, it is important that departments and programs prepare graduate students for their professional careers in the academy, the private sector, and public service. We propose to:

- Enhance preparation of GTAs for their initial teaching experiences at KU and beyond.
- Provide GTAs with teaching opportunities that go beyond introductory courses, especially for students in departments that teach basic general education skill courses (e.g., cultural/literature courses that are team-taught by faculty and senior GTAs).
- Enhance opportunities for graduate students to mentor undergraduate students in individual and small group formats.
- Create discipline-specific programs for advanced Ph.D. students that prepare them as future faculty.
- Enhance opportunities for students to link their graduate education to career paths in the public and private sectors.

3. It is increasingly important that we recognize that our future as a society is highly dependent on our understanding of the world and the roles that our country, state, and institution play in international and global matters. The College will increase our efforts to enhance our standing in International and Global Studies.

a. To oversee and coordinate the College's research and teaching of international and global matters, we will create a Center for International and Global Studies.

b. We will augment our existing curriculum across the College at the undergraduate and graduate levels by:

- Increasing internationalization and globalization of research and teaching by many of the College's departments and programs, especially in the humanities and social sciences.

- Creating a more globally focused and integrated structure for the general education curriculum.

- Broadening proposed international course offerings. Some examples of courses include:

Consequences of Globalization

Consequences of Global Popular and Consumer Cultures

Diasporas and Transnational Migration

Democracy

Earth Systems Related to the Environment (Past, Present and Future)

Energy Resources and Environmental Impact

International Theatre, Film and Media Studies

Latin American Art History

National and International Conflicts

Past and Present Life on Earth

Racial/Ethnic/Gender Inequality Issues Around the World

World Economy and the Economics of Globalization

World Health and Economic Development

- Encouraging more extensive collaborations and cooperation between the College's academic units and the area studies programs.

c. We will increase the College's international linkages and affiliations by:

- Encouraging new programs and partnerships with institutions from around the world

- Renewing and expanding participation in faculty exchange programs and international cooperation in science research.

d. We will enhance coverage of key world regions and cultures and international themes currently underrepresented in the College by developing programs of study. Potential areas include:

- International Studies (comprehensive undergraduate and graduate programs)

- Middle Eastern Studies

- Peace and Conflict Studies (major and MA)

- South/Southeast Asian Studies

- World Literature (graduate certificate)

e. We will improve and expand the College's study abroad offerings and better integrate them into the curriculum by:

- Increasing student support for study abroad programs.

- Coordinating more strategically the College's many study abroad offerings as well as developing new programs in a variety of world locations.

- Promoting new study abroad opportunities that stress the professional application of language study (e.g., for business).

- Developing flexible study abroad models that begin on-campus in the KU classroom and continue off-campus at the study abroad destination.

- Creating innovative study abroad programs organized thematically around important issues such as cultural heritage, women's studies, international governance, human rights, or human creativity and the arts.

4. Much of the exciting research and teaching conducted at universities around the world involves new approaches to the study of existing disciplines and new areas of study that are at the intersection of traditional departments and programs. *The College will promote and enhance innovative research, scholarship and teaching, especially in interdisciplinary and multidisciplinary areas.*

a. In addition to maintaining our traditional disciplinary areas of strengths, the College will enhance interdisciplinary programs, create new programs, and encourage research and teaching at the intersection of disciplines, including other KU Schools and campuses. Examples of new programs and interdisciplinary research efforts include:

1. IDENTITY AND EXPRESSION

Aging Research
Arabic/Islamic Studies
Gender and International Politics
Gender and Sexuality
Jewish Studies
Intercultural Studies and Bilingualism
International Cinema Studies
Latino/Latina Studies
Multilingualism in a Global Context and Society
Playwriting/screenwriting
Social Theory

2. INSTITUTIONS

Courts, Public Law, Law and Society
Environmental Sociology
Global Justice
International Public Administration
Philosophy and Law
Politics and Economics of Health and Development
The Arts

3. LIFE SCIENCES

Astrobiology
Cancer Biology
Chemical Biology
Cognitive Science
Drug Discovery
Genomics
Neuroscience

4. PHYSICAL AND MATHEMATICAL SCIENCES

Geophysics, Geobiology, Geochemistry
Mathematical Modeling in the Sciences
New Technologies, Nanotechnology & Nanoscience, Materials, and Energy
Detection and Characterization of Biologically Active Compounds

5. INTEGRATIVE KNOWLEDGE AND SCHOLARSHIP

Interdisciplinary Theory in Social Sciences and Humanities
International Environmental Politics
Peace & Conflict Studies
Science and the Humanities
Social Science Methodology, Data Management, Analysis

b. **The College will emphasize faculty recruitment and hiring in areas that promote interdisciplinary and multidisciplinary research and teaching. In addition,**

- Future faculty hiring will establish a balance across ranks and gender in the College's departments and programs.
- We will increase our efforts to accommodate partners during the recruitment and hiring process.
- Long-range faculty hiring plans will be informed by comprehensive external reviews of departments and programs conducted over the next 5-7 years.
- We will work to retain our best faculty when outside offers are made.

c. **Changes in our undergraduate and graduate curricula may lead to more interdisciplinary and multidisciplinary research and teaching opportunities. We will:**

- Encourage the cross listing of more courses that are multidisciplinary and interdisciplinary in nature.
- Encourage joint course offerings with other KU schools in interdisciplinary areas.
- Support the development of division-wide capstone courses for seniors.
- Tailor our programs and offerings at the Edwards campus to address unique needs and opportunities that exist in the greater Kansas City area.

d. **The enhancement of research and scholarship in the College requires that additional resources be found. We will:**

- Work with the KU administration to improve existing space and facilities and find new space that will be used for interdisciplinary research, scholarship, and creative activity.
- Encourage and facilitate the submission of applications for external grant support by individual College faculty members as well as by teams of KU investigators, including working with KUCR on incentive models that encourage grant submissions.
- Enhance technology available to College faculty and students, including high performance computing and state-of-the-art shared equipment facilities.
- Forge closer research ties between the College's academic units and the museums and collections, which are valuable resources for research.
- Continue existing and develop future interdisciplinary seminars that tap the expertise of visiting scholars as well as sponsorship of international conferences at KU.
- Create an "intellectual incubator" in the College to provide opportunities and seed money for collaborative research projects and teaching ventures.

5. As technology and computing power have improved over the years, a number of new tools and approaches are available to manage, analyze, and interpret quantitative and qualitative data, especially data collected in the social and behavioral sciences. To succeed, it is important that our students be exposed to the latest research and analysis methods available and that our researchers have access to these tools and approaches. *The College will enhance social and behavioral sciences research methods and data analysis opportunities for faculty and students.*

a. The College will establish a Center for Analysis of Data to focus faculty expertise and provide undergraduate and graduate academic programs in the management, analysis and interpretation of quantitative and qualitative data. Examples of activities in the Center include:

- Linking departments and programs to collaborate on development of curricula on research design and analysis.
- Creating a collaborative group of faculty experts in social science data management and analysis.
- Creating a professional statistical consulting group to serve as a campus resource.
- Overseeing the hiring of faculty members with expertise in innovative and cutting edge social science methodologies and analyses.

b. New courses and academic programs will be developed to enhance the opportunities for KU students to learn about the latest research and analysis methods available in all fields of research including:

- Implementation of the Social and Behavioral Science Methods minor
- Development of a minor in Qualitative Analysis and Methods
- Development of a social science Research Experience for Undergraduates (REU) program in research methods
- Development of a College-wide graduate certificate in Social Science Methods and Data Analysis
- Development of short courses in specific methods and data analysis techniques

c. The College will enhance the tools available for faculty and students to conduct research and process, analyze and interpret data, such as in the areas of behavioral and social sciences observation, geospatial data, human neuroscience, and the digitization of visual and auditory media.

6. Participation of undergraduates in research and one-on-one scholarship opportunities is essential for the comprehensive education of our undergraduate students. *The College is committed to these kinds of learning experiences and will therefore enhance research and one-on-one scholarship opportunities for our undergraduates in the following ways:*

a. Encourage the development of senior capstone or essay classes offered by individual departments that summarize and synthesize the major for the student.

b. Increase opportunities for undergraduate students to conduct laboratory research, do field research, study at field camps, engage in off-campus applied research projects, and participate in research-related courses.

c. Seek additional funding (e.g., for undergraduate research assistants) to support undergraduate research.

d. Promote a better integration of undergraduate research with graduate student research.

e. Recognize the contributions to teaching made by faculty who mentor undergraduate research experience and those who write and administer undergraduate research training grants.

f. Promote the development of a comprehensive undergraduate teaching internship program and enhanced peer advising and tutoring programs that involve undergraduates assisting undergraduates.

g. Encourage the development of a College-wide internship initiative that will provide off-campus learning experiences for students.

7. The university community should reflect the diversity of our society in general. The College is committed to increasing the diversity of our faculty, students and staff.

a. Racially, ethnically, culturally, and intellectually diverse faculty and staff are critical for the overall health of the College and KU. Human diversity exposes KU students to the multiplicity of backgrounds, opinions and cultures in our society. To further enhance the diversity of faculty and staff we will:

- Fully utilize the bridge funding opportunities that have been established in the College to diversify the faculty.
- Encourage the submission of grants that improve the recruitment of a diverse faculty.
- Promote the creation of a Langston Hughes Center at KU to advance diversity.
- Establish joint efforts with KUCR research centers to diversify the faculty.

b. A diverse undergraduate and graduate student body is important for building tolerance, respect and understanding for the variety of people who make up our society. Students learn from other students. To further enhance the diversity of students in the College we will:

- Encourage College-wide participation in the KU Multicultural Scholars Program.
- Improve our efforts to recruit a diverse graduate student body by allocating funds to bring prospective students to campus and participating in national meetings and activities designed to enhance our recruitment of highly qualified minority graduate students.
- Encourage the submission of grants that improve the recruitment of minority students.
- Establish joint efforts with KUCR research centers to diversify the student body.
- Facilitate the development of departments and programs that play important roles in promoting diversity at KU, including the Indigenous Nations Studies Program, the Department of African and African American Studies, the foreign language departments, and potential new programs, such as Latino/Latina Studies.

8. The professional development of faculty members should be a priority across their entire careers. The College will provide career development opportunities for faculty at all levels of experience to enhance their life-long research and teaching efforts.

a. It is the College's hope that every faculty member who is recruited and hired is eventually tenured and promoted at KU, a decision that represents a 30-40 year investment in an individual. Excellent mentoring of pre-tenure faculty is critical in the tenure and promotion process. The College will work with departments and programs to improve the mentoring of pre-tenure faculty.

b. It is important that faculty members continue to be properly mentored and supported after tenure and promotion so that their professional development is sustained through promotion to the rank of professor and service as senior faculty mentors. Support for post-tenure faculty members can take many forms, such as:

- Increasing the involvement of departments and programs in offering discipline-specific, post-tenure faculty development.
- Increasing flexibility in the distribution of faculty effort across teaching, research and service domains to accommodate differential contributions across the career cycle.
- Pursuing the possibility of hiring more highly qualified full-time lecturers who excel as undergraduate teachers to provide greater teaching capacity.
- Providing enhanced research support for post-tenure faculty such as research assistants, bridge funding for faculty members between grants, increased summer salary support, and seed funds for pilot studies that result in grant applications.
- Providing increased mentoring in organizational citizenship and departmental/program leadership development.

c. It is expected that all faculty in the College contribute to both the teaching and research missions of KU. However, faculty members benefit from flexibility in how teaching and research obligations are met. To promote flexibility in faculty effort, we will:

- Allow faculty, in consultation with their chairs or program directors, to use two and three year windows to plan their teaching, thereby providing opportunities for faculty to have concentrated periods of time for research, teaching, and scholarship.
- Recognize that faculty interests and activities change over the career cycle. The College will allow differential teaching responsibilities within departments and programs that recognize the varying contributions individuals can make at different points in their careers.
- Introduce flexible course formats to allow more creative deployment of teaching effort. These will include 8-week courses (for 1.5 and 3.0 credits), intensive inter-session courses, and greater flexibility in offering team-taught courses.
- Investigate the possibility of developing on-line and web-based courses to replace or complement our existing traditional classes through distance education opportunities.

9. The excellence of the College is dependent to a large extent on the efforts, skill-level, and productivity of its staff members. *The College will encourage and enhance career development opportunities for our staff to expand skills and productivity as well as promote life-long career advancement at KU.*

- a. It is important that the College regularly assess the needs of individual departments and programs as well as how the staff is currently deployed, with an eye toward maximizing our staff resources. We will conduct a comprehensive review of staffing in the College to ensure that our staffing strategies maximize the staff's talents and skills, to explore joint staffing arrangements that may be beneficial, and also to identify where more staff should be hired to relieve pressure on existing staff.
- b. The College is committed to the personal growth and development of its staff and the idea that members of the staff should be promoted as new skills and talents are developed. New staff development efforts will include:
 - Facilitating the further education of our staff by encouraging their enrollment in courses, workshops and programs that build skills and enhance talents.
 - Developing faculty-taught courses specifically designed to improve staff skills and prospects for promotion.
 - Sending professional staff to national conferences where they can learn about the latest information in their areas of responsibility.
 - Soliciting input from staff on what programs would best serve their career development.

10. As institutions grow and become more complex there is a tendency for the administrative bureaucracy to grow proportionally, in essence causing students and faculty to use increasing amounts of valuable time attending to administrative tasks. *The College will streamline administrative processes wherever possible, thus increasing the time that students and faculty have available for research and teaching.*

- a. We will encourage the streamlining of individual unit bureaucracies, including the College office.
- b. We will develop faculty workload models that take into account faculty hours as well as financial costs, including the exploration of ways to reward exceptional local service assignments that can be time-consuming.
- c. For students, we will continue to work to simplify the procedures we use to track progress and collect information. We will strive to make forms more interactive and web-based.

11. As a state-supported institution, KU and the College have an obligation to serve the state whenever we can. *The College will increase its outreach and public service efforts to provide the citizens of Kansas with a higher level of assistance and service.*

- a. The faculty of the College of Liberal Arts and Sciences at KU collectively constitute a rich source of valuable expertise for the citizens of Kansas. To better tap this great resource the College will design and implement programs that benefit the citizens of Kansas who are not KU students including:
 - Formation of research/consulting groups of faculty and students, available to local and state governments, to explore questions and problems of interest for the State of Kansas.
 - Strengthening ties between the Department of Public Administration and the KU Public Management Center.
 - Development of workshops, symposia, and summer programs on topics such as current issues in religion, contemporary society in the US and the world, evolution, and science and society.
 - Creation of an annual mini-College, a one-week summer series of courses designed for Kansas alumni and citizens.
 - Engagement of heritage and history groups around the State to promote an understanding of the origins and history of the state's citizens, based on the successful model created by the department of Germanic Languages and Literatures.
 - Development of outreach programs to serve and engage Kansans of Latino/a heritage, including programs on migration, exile or globalization, and programs or service learning courses for tutoring, mentoring, and translating in the Latino/a community.
 - Creation of on-line courses by and for Indigenous scholars and communities and courses on Federal Indian Law.

b. The research and teaching of the faculty and students in the College at KU can have a significant positive impact on the health and well-being of the citizens of Kansas. To widen this impact we need to:

- Redouble our efforts to assist Kansas citizens through activities of the clinical-related departments and programs such as Applied Behavioral Science; Child Language; Clinical Child Psychology; Gerontology; Psychology, and Speech, Language and Hearing.
- Hire faculty whose research and teaching make immediate contributions to the community in areas like applied gerontology, drug abuse and prevention/treatment, organizational behavior management, and public administration.
- Work with departments and programs at the KU Medical Center to improve the lives of Kansas citizens.

c. The School of Education at KU provides the State of Kansas with thoroughly trained teachers, outstanding education-related research, and a number of other valuable services. The College can also make significant contributions to K-12 education in Kansas. Steps toward this end include:

- Full participation in the UKanTeach program, which is designed to increase the number of science and mathematics teachers in the state and the country.
- Establishment of an Educational Research Consortium focused on assessment of science learning in regional K-12 schools, a consortium that could be part of the Center for Analysis of Data described above.
- Seeking funding to reestablish a Graduate Fellows program in the K-12 public schools.
- Creation of a Middle School Science Academy.
- Close collaboration with the Kansas high school language teachers to facilitate the transition of students into KU language programs.
- Expansion of our strong record of providing in-service training to K-12 teachers.

d. The College has a strong tradition of contributing expertise and training future leaders for national service in foreign affairs, the military, and intelligence. We will expand that tradition by:

- Increasing our collaboration with the Combined Arms Center at Ft. Leavenworth.
- Better utilizing our alumni network to provide lectures and symposia on campus, and contacts for those seeking careers in these fields.
- Strengthening our commitment to the teaching of critical languages and cultures.

12. The College of Liberal Arts and Sciences has a loyal base of alumni who have generously supported departments and programs in the College as well as the College administration. The College will expand alumni involvement in College planning and activities and also enhance its alumni fund-raising efforts.

a. With over 70,000 College alumni, it is vital that we develop means to stay in touch. We will:

- Enhance contact with alumni through the development of newsletters and email.
- Enhance communication with alumni through the development of comprehensive, interactive web-sites.

b. The alumni of the College of Liberal Arts and Sciences are an important source of information that should guide the development of the College and its departments and programs. To provide more opportunities for alumni input, we will:

- Expand the activities and involvement of the College's Advisory Board.
- Increase activity of existing departmental and program-specific alumni groups.
- Encourage the formation of alumni boards and "friends" groups in those departments and programs that currently do not have them.
- Maintain closer contacts with undergraduates who participate in our Honors Program, write honors theses, or conduct independent research and scholarship.
- Establish internship programs with interested alumni.

c. Like most state-supported institutions, KU is increasingly dependent on the generosity of its alumni and friends to support the operation of the College of Liberal Arts and Sciences and the many departments, programs and initiatives within the College. To increase our fund-raising efforts we will:

- Work more closely with KU Endowment Association to identify alumni who are interested in contributing to the College.
- Define our private fund-raising priorities such as research space, graduate and undergraduate research, study-abroad programs (including student scholarships), endowed professorships, and faculty support and development.