The Chancellor's report 2010 was produced by the KU Office of University Relations and the Office of the Chancellor. It was published in March 2011. Additional images courtesy of Allied Health, KUMC, Office of Research and Graduate Studies, and Treanor Architects.
At her inauguration as KU’s 16th chancellor in April 2010, Bernadette Gray-Little set out her goals for the university in her address, “Toward the Horizon.” The goals stated in the inaugural speech and the progress mentioned in her State of the University address in January 2011 are the basis for this report.

View the Chancellor’s Report with videos, photographs, and enhanced content at www.report.ku.edu

“You can stand on top of Mount Oread and look out at the horizon and feel inspired — inspired to learn, inspired to discover, inspired to reach for that distant point where the earth meets the sky.

“That inspiration is our mission. It calls on us to continue the proud traditions of this state and university, even as we look to the future.”

— Chancellor Gray-Little, Inaugural address
April 11, 2010

At her inauguration as KU’s 16th chancellor in April 2010, Bernadette Gray-Little set out her goals for the university in her address, “Toward the Horizon.” The goals stated in the inaugural speech and the progress mentioned in her State of the University address in January 2011 are the basis for this report.

View the Chancellor’s Report with videos, photographs, and enhanced content at www.report.ku.edu
Points of distinction

“This past year has been one of outstanding progress for the university. We set new milestones in some areas and built the foundation for future progress in others.”

— Chancellor Gray-Little, State of the University address Jan. 27, 2011

KU is the only Kansas university to hold membership in the prestigious Association of American Universities (AAU), a select group of 63 public and private research universities that represents excellence in graduate and professional education and the highest achievements in research internationally.

- The University of Kansas again ranks among the top 50 public universities in the nation for best educational value, according to Princeton Review.
- KU has 50 programs ranked nationally by U.S. News & World Report, including the special education and city management and urban policy master’s programs, which are No. 1 in the nation among public universities.
- Once again, KU is the only school in the state chosen by the renowned Fiske Guide to Colleges. The guide gives KU four stars for academics, social life, and quality of life.

More good news

- The School of Medicine is ranked 5th among the country’s 141 medical schools in meeting its social mission to train doctors to care for the nation, in a study by George Washington University.
- The School of Law is the No. 5 Best Value according to preLaw magazine.
- The aerospace engineering program has earned more first and second place awards than any other academic program in the world in the eldest and most prestigious international aircraft design competition, held by the American Institute of Aeronautics and Astronautics.
- KU is second in the rankings of schools of pharmacy that receive National Institutes of Health research funding. KU’s School of Pharmacy was awarded more than $22 million in research grants and contracts from the NIH in fiscal year 2009, according to the American Association of Colleges of Pharmacy.
- The pharmacy residency program has been named “Best in the Nation” by the American Society of Health-System Pharmacists.

For more points of distinction, go to www.report.ku.edu
Charting the future

“Our strategic planning and implementation processes are designed to address the challenges we face and secure the future of our university.”

— Chancellor Gray-Little, State of the University address Jan. 27, 2011

Building on the work of three task forces the chancellor established in 2009, the strategic planning and implementation process focuses on four areas:

- Energizing the educational environment
- Driving discovery and innovation
- Engaging scholarship for public impact
- Elevating doctoral education

— New faces

“To lead the Lawrence campus, this fall we welcomed Executive Vice Chancellor and Provost Jeffrey Vitter, Dean of the College of Liberal Arts and Sciences Danny Anderson, and Dean of the School of Music Robert Walzel. THESE THREE LEADERS ARE ALREADY MAKING THEIR MARK.

“Dean Anderson is central to efforts to realign our scholarships toward recruitment, as well as moving the College forward on KEY INITIATIVES TO ELEVATE ITS RESEARCH STATUS, while Dean Walzel is CHARTING a VIBRANT COURSE for the newly constituted School of Music.

“And Provost Vitter’s strategic planning efforts are already involving hundreds of university community members. When completed, this process will be unmatched in terms of ENGAGEMENT, INCLUSIVENESS, AND, MOST IMPORTANTLY, RESULTS.”

— Chancellor Gray-Little, State of the University address Jan. 27, 2011

— Moving ahead

- Provost Jeffrey Vitter and Mabel Rice, the Fred and Virginia Merril Distinguished Professor of Advanced Studies (top right), co-chair the steering committee of faculty, students, alumni, and community representatives that will deliver a STRATEGIC ACTION PLAN to the chancellor in 2011.

- Barbara Atkinson, executive vice chancellor and executive dean of the School of Medicine, is leading a similar STRATEGIC PLANNING EFFORT at the KU Medical Center.

- The UPCOMING COMPREHENSIVE CAMPAIGN will provide the resources KU needs to meet these goals. Three alumni couples will lead the campaign’s steering committee: Chairs will be Kurt and Sue Watson, and co-chairs will be former Gov. Mark Parkinson and his wife, Stacy, and Tom and Jill Docking.

For complete task force reports & updates on the strategic action plan, go to www.report.ku.edu
Energizing the educational environment

“Energizing the educational environment includes every aspect of the student’s academic experience from recruitment to graduation and will require a commitment to reinventing some of the ways we teach.”

— Chancellor Gray-Little, State of the University address Jan. 27, 2011

KU is seeking to enhance its recruitment of highly qualified students, improve the undergraduate student experience, and ensure graduate programs meet the needs of the students and the marketplace.

— Accomplishments thus far

• A review of the undergraduate general education requirements should result in CURRICULUM CHANGES that will begin to be piloted by the 2012-13 academic year.

• The MINIMUM NUMBER OF CREDIT HOURS required for graduation has decreased from 124 to 120. The decision by the Kansas Board of Regents puts KU in line with at least 39 states that have already adopted a 120-hour minimum.

• Pilot programs are identifying and ASSISTING FIRST-YEAR STUDENTS who may be struggling, while students who do not re-enroll are being contacted with the aim of DECREASING THE ATTRITION RATE.

• Under the direction of a new associate vice provost for recruitment and enrollment, the Office of Admissions is refocusing efforts and using a TARGETED APPROACH to recruit exceptional high school students.

• Deans, the Student Success office, and KU Endowment are working together to consolidate and redirect scholarship funds so that KU can offer MORE FOUR-YEAR RENEWABLE SCHOLARSHIPS.

• The new Student Money Management Services program HELPS STUDENTS MAKE FINANCIAL DECISIONS, handle credit cards, and keep debt to a minimum. Students with sound finances are more likely to stay in school.

— More good news

• The University of Kansas enrolled its MOST ACADEMICALLY TALENTED CLASS yet, with this year’s freshmen having a record average ACT composite score of 24.9. The national average is 22.1. A third of the Class of 2014 scored 27 or higher on the ACT. Nine KU students earned a perfect ACT score of 36.

The Wall Street Journal gave KU’s national TV ad positive ratings. See it at www.report.ku.edu

Let’s be social. Go to connect.ku.edu
Driving discovery & innovation

“Our research is an engine for growth, both of our economy and our minds. It leads to new cancer-fighting medicines and new understanding of our history. To new, clean fuels and new, more effective teaching techniques.”

— Chancellor Gray-Little, Inaugural address
April 11, 2010

KU research has direct benefits for our economy and quality of life. Among the strategic action plan’s goals are to continue to increase the amount of external research funding, provide incentives for faculty research, and raise KU’s stature as a center for discovery and innovation.

Externally funded research spending from grants and contracts exceeded $238 million in fiscal year 2010. Bringing this funding to Kansas creates jobs, as well as fostering the kind of innovation that has led to 21 start-up companies being created from KU research.

— Accomplishments thus far

• Deans now submit ANNUAL RESEARCH ENGAGEMENT PLANS for their units and a new system will soon measure faculty activity, especially research engagement, across the university.

• A COMMUNITY-WIDE PROCESS is engaging students, faculty, and staff in identifying the grand challenges that KU should seek to address in the coming decades.

— More good news

• To ENCOURAGE RESEARCH ENGAGEMENT, KU has established the University Scholarly Achievement Award. The monetary award will recognize major research by mid-career faculty members.

• KU is one of the TOP 50 NATIONAL RESEARCH UNIVERSITIES, with a record $127.4 million in federally funded research in science and engineering. The National Science Foundation ranked KU 44th among national public research universities.

• KU is among nine public doctoral/research universities listed as BEST IN THE NATION FOR JUNIOR FACULTY in a report from the Collaborative on Academic Careers in Higher Education, based at Harvard University.

• Prasad Kulkarni, assistant professor of electrical engineering and computer science at the University of Kansas, has received one of the MOST PRESTIGIOUS NATIONAL SCIENCE FOUNDATION HONORS given to junior faculty members. The multiyear award will support Kulkarni’s ongoing efforts to build more secure and better-performing software systems.

For more on KU research projects, go to
www.report.ku.edu
Engaging scholarship for public impact

“The complexity of our modern world demands an evolved university. And the challenges we face as a society demand an enlightened one.”

— Chancellor Gray-Little, Inaugural address April 11, 2010

Service to Kansans and contributing to society have always been at the core of the university’s educational mission. One key element of strategic planning is to build vibrant collaborations with our local, state, national, and global partners to harness our collective strengths.

— Accomplishments thus far

• Discoveries will be able to move to the marketplace more easily, thanks to the new BIOSCIENCE TECHNOLOGY AND BUSINESS CENTER (right, at top left), a partnership of KU, local governments, and several economic development groups.
• Turning discoveries into new businesses and jobs will be the mission of Julie Goonewardene, who recently joined KU as associate vice chancellor for innovation and entrepreneurship.

— More good news

• KU researchers have received a $22 million grant to develop a NEW ASSESSMENT SYSTEM FOR SPECIAL EDUCATION STUDENTS in 11 states. The grant from the U.S. Department of Education is the largest grant in KU history.
• A new Center for American Indian Community Health, established with a $7.5 million NIH grant, will work to REDUCE DISPARITIES IN HEALTH OUTCOMES of Native American patients.
• The School of Social Welfare has earned a five-year, $13.3 million grant from Department of Health and Human Services Administration on Children, Youth and Families to HELP REUNITE FOSTER CHILDREN with emotional disabilities with their families of origin. The grant is the largest in the history of the School of Social Welfare.
• Chemical engineering major Brandon James DeKosky has received a $250,000 fellowship from the Hertz Foundation to pursue graduate education. The Hertz Fellowship is awarded each year to a select group of gifted applied scientists and engineers with “the potential to CHANGE THE WORLD FOR THE BETTER.”

For more on how KU Works for Kansas, go to kuworks.ku.edu
“Ours is a rich history and it reminds us just how significant this institution has been and must continue to be in shaping the state and its people.”

— Chancellor Gray-Little, State of the University address
Jan. 27, 2011
Moving closer to Cancer Center designation

“Achieving Comprehensive Cancer Center status would mean Kansans won’t have to travel out of state for cutting edge care.”

— Chancellor Gray-Little, Inaugural address
April 11, 2010

The University of Kansas Cancer Center can first apply for National Cancer Institute designation in September 2011. The NCI designation will let Kansans find the most advanced care and clinical trials without traveling out of the state, stimulate more than $1.3 billion in overall annual benefits, and add as many as 9,400 permanent jobs in 10 years.

More than $345 million has been invested in this effort over the last five years by the state, university, KU Hospital, Kansas Bioscience Authority, Midwest Cancer Alliance, the Hall Foundation, and other private donors.

• Recent investments have helped create more than 50 new researcher and laboratory staff positions, with a resulting 70 percent increase in National Cancer Institute funding.

• The Hall Family Foundation of Kansas City has committed $18 million to the KU Cancer Center and the Midwest Cancer Alliance.

• A $10 million gift from Joe and Jean Brandmeyer, of El Paso, Texas, will create an endowed chair of radiation oncology and support other patient care.

• Two top researchers have joined the KU Cancer Center. Kapil Bhalla is an internationally recognized leader and physician-scientist in drug development, and Shrikant Anant is a pioneering biologist.

— More good news

• University of Kansas graduate student Laura Peterson is ONE OF ONLY SEVEN STUDENTS IN THE NATION to receive a prestigious predoctoral fellowship from the American Chemical Society’s Division of Medicinal Chemistry. Peterson is researching heat shock protein 90, a protein necessary for cancer cells to proliferate, with the goal of discovering new drugs to treat cancer.

• THE ROBERT E. HEMENWAY LIFE SCIENCES INNOVATION CENTER on KU’s Medical Center campus (top right), is a 200,000-square-foot facility that houses 300 people and 129 research projects. As chancellor from 1995 to 2009, Hemenway was dedicated to improving KU’s research profile and in particular ensured that KU was a key partner in Kansas City’s bi-state effort to make the region a bioscience hub. The life sciences center was designed to foster collaboration and recruit top researchers, both key components in obtaining NCI designation.

For more on KU’s NCI designation efforts, go to www.cancer.ku.edu
Continuing growth & progress

“Just as KU evolved from a single building with three professors, it must now continue to grow and change.”

— Chancellor Gray-Little, Inaugural address
April 11, 2010

• The School of Pharmacy celebrated its 125th anniversary by dedicating a new building on west campus. The 110,000-square-foot building was funded in 2009 through legislation authorizing $50 million in state bonds for the project. Part of that funding is being used to construct an addition for pharmacy education at the KU Wichita campus. Together, the expansions will enable KU to nearly double the annual number of pharmacy graduates, helping to address a chronic shortage of pharmacists in Kansas.

• A $12.3 million federal grant is helping fund the Measurement, Materials, and Sustainable Environment Center (middle right). The 34,600-square-foot laboratory will incorporate the latest in green technologies and research space for interdisciplinary engineering projects.

• To address the critical shortage of rural physicians in the state, the School of Medicine will add a four-year program in Salina and expand its existing Wichita branch from a two-year clinical program to a full four-year program. The Wichita and Salina sites will welcome their first classes of four-year medical students in fall 2011.

— More good news

• The Business, Engineering, Science and Technology (BEST) building at the Edwards Campus in Overland Park will be the home of 10 NEW GRADUATE AND UNDERGRADUATE PROGRAMS, thanks to the Johnson County Education Research Triangle initiative.

• The new School of Public Health will educate leaders who can design and implement innovative programs to PROMOTE HEALTH, PREVENT DISEASE, MANAGE CHRONIC ILLNESS, AND CONTROL HEALTH CARE COSTS.

• Kansas native and KU alum Sheahon Zenger (top right) became DIRECTOR OF ATHLETICS at KU Feb. 1. A native of Hays, Zenger earned a doctorate at KU. He has experience not only as an administrator, but also as an educator, fundraiser, and football coach. Zenger came to KU from Illinois State University, where as athletics director he achieved multi-sport success and set academic records.
“We are on a journey that is still closer to its beginning than its end. That journey will result in more students who graduate ready to contribute to our economy and world. It will result in more discoveries that improve lives and create jobs. It will enable us to address the great challenges of our time, and in the process create a stronger, more vibrant university for the future.”

— Chancellor Gray-Little, State of the University address, Jan. 27, 2011

Chancellor Gray-Little was one of four university leaders who went to the White House in January 2010 to deliver a letter to President Obama, pledging to address the national shortage of science and mathematics teachers.
**University expenses**

### INSTRUCTION
- Expenses associated with credit & noncredit courses for academic, occupational & vocational instruction for all semesters, & continuing education.

### RESEARCH
- Expenses associated with activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organization within the institution.

### PATIENT CARE
- Expenses generated from clinical services operated by Kansas University Physicians Inc. (KUPI) & KU HealthPartners.

### PUBLIC SERVICE
- Activities established primarily to provide non-instructional services beneficial to individuals & groups external to the institution. These activities include community service programs (including instructional activities) & cooperative extension services.

### ACADEMIC SUPPORT
- Expenses to provide support services for the university’s primary missions: instruction, research, & public service.

### STUDENT SERVICES
- Expenses for offices of admissions, enrollment management, & the registrar & activities with the primary purpose of contributing to students’ emotional & physical well being & intellectual, cultural, & social development outside the context of the formal instruction program.

### INSTITUTIONAL SUPPORT
- Central executive-level activities concerned with management & long-range planning for the entire institution.

### OPERATIONS & MAINTENANCE OF PLANT
- Expenses for operations established to provide services & maintenance related to grounds & facilities as well as utilities, fire protection, property insurance, & similar items.

### DEPRECIATION
- Expense for straight-line depreciation expense on capitalized assets.

### SCHOLARSHIPS & FELLOWSHIPS
- Grants to students, selected by the institution & financed by restricted & unrestricted funds.

### AUXILIARY ENTERPRISES
- Expenses of self-supporting enterprises that furnish services to students & employees for a fee related to the cost of service.

### OTHER EXPENSES
- Includes interest expense & other miscellaneous expenses.

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**University revenue**

Sources including KUEA support

### STATE APPROPRIATIONS
- Legislative appropriations from the State of Kansas providing general revenue for current operations of the university.

### TUITION & FEES
- Revenues from tuition & fees assessed against students for educational purposes.

### GRANTS & CONTRACTS
- Educational, research, & public service agreements sponsored by governmental & private agencies.

### MEDICAL SERVICES
- Revenues generated from clinical services operated by Kansas University Physicians Inc. (KUPI) & KU HealthPartners.

### SALES & SERVICES OF EDUCATIONAL DEPARTMENTS
- Includes revenues that are related incidentally to the conduct of instruction, research, & public service & revenues of activities that exist to provide instructional & laboratory experience for students & that incidentally create goods & services that may be sold to students.

### AUXILIARY ENTERPRISES
- Revenues of self-supporting enterprises providing facilities & service for students, faculty, & staff.

### OTHER REVENUES
- Includes non-endowment gifts & other miscellaneous revenues.

### KU ENDOWMENT SUPPORT
- The Kansas University Endowment Association (KUEA), an independent, not-for-profit organization whose primary mission is to raise funds for the university & provide direct & indirect support for items such as scholarships & fellowships, salaries, construction, equipment, books, works of art, & travel.

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**Five-year comparison revenues**

<table>
<thead>
<tr>
<th>Year</th>
<th>State Appropriations</th>
<th>Tuition and Fees</th>
<th>Capital Assets</th>
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<td>2010</td>
<td>250,156,442</td>
<td>235,231,646</td>
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<tr>
<td>2009</td>
<td>262,687,403</td>
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<td>2008</td>
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<td>2006</td>
<td>252,310,718</td>
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</tbody>
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*Includes Lawrence Campus Consolidated (KULC, KAI, KUCR & KU Unions) & Medical Center Consolidated (KUMC, RI, HealthPartners, Student Union)*