

MINUTES OF THE SELECT COMMITTEE ON HIGHER EDUCATION.

The meeting was called to order by Chairperson Cindy Empson at 1:30 on February 2, 1995 in Room 522-S of the Capitol.

All members were present except:

Committee staff present: Caroline Rampey, Legislative Research Department
Julian Efird, Legislative Research Department
Laura Howard, Legislative Research Department
Helen Abramson, Committee Secretary

Conferees appearing before the committee: Stephen M. Jordan, Kansas Board of Regents
Kathleen White, State Board of Education
Dale Dennis, State Board of Education
Mike Gragert, State Board of Education
Wanda Morrison, State Board of Education
Connie Hubbell, State Board of Education

Others attending: See attached list

Staff handed out a report regarding The Joint Advisory Committee on Governance (JACG) (Attachment I).

Stephen M. Jordan, Executive Director, Kansas Board of Regents spoke to the Committee regarding the role of the JACG. At the end of the 1994 legislative session a group of individuals in the House put together a proposal for the purpose of compiling a think piece of how higher education might be reorganized. At a summer retreat the Board of Regents (Regents) prioritized a topic's list, with the governance issue being number one, and decided the best alternative would be to join with the State Board of Education (SBOE), to focus on issue, and make the system work. They believed there needs to be structural simplification, and when the timing was right, Washburn University should be considered a part of the long term governing solution. It was decided issues should be the number one focus - how to solve problems for students.

Kathleen White, Chairman, State Board of Education, spoke of the motivation of the SBOE to make the Joint Advisory Committee on Governance a structured group by meeting each month to discuss common issues. One topic to be addressed is an environmental scan for Kansas education. With the Regents and SBOE working together jointly to gather data and collect information, a better job can be done for education. Transfer of student information, development of technical colleges, articulation agreement, roles of regional consortiums, and activities within the region were some of the priority topics.

Stephen Jordan stated that the Legislative Education Planning Committee (LEPC) provided a catalyst to hasten the formation of the JACG. The JACG recognized that the Constitution assigns educational governance responsibilities to the Regents and the SBOE and that the JACG provides forum where issues can be discussed that cut across these responsibilities.

The make-up of the JACG was discussed and it was recommended that consideration be given to seeking bipartisan legislative representation for the JACG. Discussion followed on the role and mission of the JACG.

Representative Wempe stated if Barton County/Fort Hays State University merge, they will have to given authority to do so and he is concerned that there is simply no frame work in place currently for these mergers to happen. Instead of approaching this on a situation by situation basis, it makes more sense to establish some kind of a framework within which these things an happen.

Kathleen White stated she feels we need to be careful that we don't give permission for just any little old plan that comes along. We have to think about the children - what is best for them - what is going to be the cost to the State, and if it is at all feasible.

Stephen Jordan pointed out the need for some kind of permissive legislation which would describe the process by which these affiliations can happen, without having to come before the Legislature every time.

The Committee moved to approve the minutes of January 19 and 16. The motion was seconded and passed.

The meeting adjourned.

The next meeting is scheduled for February 9, 1995.

Prepared by Helen E. Abramson

KANSAS STATE BOARD OF EDUCATION
AND
KANSAS BOARD OF REGENTS
Cooperation Through
THE JOINT ADVISORY COMMITTEE ON GOVERNANCE

Special Committee on Higher Education
2-2-1995 Meeting
Attachment 1

JOINT ADVISORY COMMITTEE ON GOVERNANCE

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Joint Advisory Committee on Governance:

Charter

Mission

Article 6 of the Kansas Constitution assigns educational governance responsibilities to the State Board of Education and State Board of Regents. However, it does not provide for a mechanism that facilitates coordination and cooperation between the two boards. The purpose of the Joint Advisory Committee on Governance is to address issues that concern both boards and to provide leadership in those areas where collaboration by the boards is essential, particularly on those issues pertaining to postsecondary education and the transition of students from secondary schools to college. Although both boards will retain their Constitutional and statutory authority and responsibilities, on designated initiatives the Board of Regents and State Board of Education may authorize the Joint Advisory Committee on Governance to develop proposals on behalf of both boards. Final approval of all proposals will rest with both Boards. The Joint Advisory Committee on Governance is committed to enhancing the overall quality, responsiveness, and accountability of the public education system in Kansas.

Organization

1. The Joint Advisory Committee on Governance is comprised of four members, including the chair, of each board.
2. The Joint Advisory Committee on Governance has additionally three members from the following jurisdictions: a legislator from the Kansas House of Representatives and a Kansas Senator, or a designee, and the Governor, or a member of the Governor's Office.
3. The Joint Advisory Committee on Governance will be co-chaired by the chairs of the State Board of Education and the Board of Regents. The Chairs of the two boards will report on activities of the Joint Advisory Committee on Governance to their respective boards as well as convey requests from the two boards to the Joint Advisory Committee on Governance.
4. The Joint Advisory Committee on Governance will meet monthly during the academic year.

5. The location of meetings of the Joint Advisory Committee on Governance will alternate between the offices of the Board of Regents and State Board of Education.
6. Preparation and distribution of meeting agenda, agenda materials, and minutes will be the responsibility of the staff where the meeting is located, with consultation from their counterparts in the other Board office.
7. Recommendations of the Joint Advisory Committee on Governance will be determined by a majority vote of members attending the meeting when the action is taken.

Major Issues, Topics and Themes to be Addressed by the Joint Committee on Governance

1. Postsecondary education: including coordination, governance reform and planning for future challenges.
2. The transition of students from secondary to postsecondary education.
3. Transfer student issues: including transfer and articulation agreements and information systems to monitor the mobility and performance of transfer and reverse transfer students.
4. The preparation and certification of elementary and secondary teachers and administrators.
5. The educational quality and preparation of faculty who teach on and off campus.
6. The practice of awarding college credit and high school credit for the same courses taught at high schools.
7. Time devoted to instruction for degrees, including the practice of awarding college credit for life experiences external to the academy.
8. Issues related to the funding of postsecondary education.

**JOINT ADVISORY COMMITTEE ON GOVERNANCE
MEMBERSHIP**

January 31, 1995

Kansas Board of Regents:

Board Members:

Regent Frank Sabatini - Co-Chair
Regent Tom Hammond
Regent John Montgomery
Regent Phyllis Nolan

Executive Director, Stephen M. Jordan

Staff: John Welsh

State Board of Education:

Board Members:

Kathleen White - Co-Chair
Mike Gragert
Mandy Specht
Wanda Morrison

Commissioner, Lee Droegemueller

Staff: Dale Dennis
Ferman Marsh
Joy Simpson

Kansas Legislators:

Paul "Bud" Burke - Senate President [designee: Dick Mellinger, Chief of Staff]

**JOINT ADVISORY COMMITTEE ON
GOVERNANCE**

LIST OF TOPICS BEING ADDRESSED

1. ENVIRONMENTAL SCAN FOR KANSAS EDUCATION.
2. TRANSFER STUDENT INFORMATION SYSTEM.
3. DEVELOPMENT OF TECHNICAL COLLEGES.
4. TRANSFER AND ARTICULATION AGREEMENT.
5. ORGANIZATION AND ROLE OF REGIONAL CONSORTIA.
6. ACTIVITIES WITHIN REGIONS TO MINIMIZE PROGRAM DUPLICATION.

3

JOINT ADVISORY COMMITTEE ON GOVERNANCE

Wednesday, February 15, 1995

8:00 a.m.

Board Conference Room

Kansas Board of Regents

700 SW Harrison, Suite 1410

Topeka, Kansas 66603

A G E N D A

1. **UPDATE ON TRANSFER STUDENT INFORMATION SYSTEM. (ATTACHMENT 1)**
2. **REQUEST FOR PROPOSALS FOR ENVIRONMENTAL SCAN. (ATTACHMENT 2)**
3. **DISCUSSION ON SELECT HOUSE COMMITTEE ON HIGHER EDUCATION GOVERNANCE.**
4. **UPDATE ON TRANSFER AND ARTICULATION AGREEMENT - PRESIDENT HAMMOND.**
5. **REPORTS FROM REGIONAL CONSORTIA.**
 - UPDATE ON:**
 - A. MEETINGS, ORGANIZATION, AND PROGRESS.**
 - B. REQUEST TO REVIEW PROGRAM DUPLICATION ISSUES.**
 - C. REQUEST FROM CONSORTIA FOR ISSUES TO BE STUDIED.**

TRANSFER STUDENT INFORMATION SYSTEM

OBJECTIVES AND SYSTEM DESIGN

OBJECTIVES

1. To assess and improve the effectiveness of transfer and articulation policies and processes among institutions and the various educational sectors, including information regarding the applicability of transfer credits to the completion of degree programs.
2. To monitor the mobility and performance of transfer students, including information about the volume and direction of transfer streams, degree completion rates, student persistence, time to degree completion, grade point averages, and academic status at the time of exit from an institution.
3. To enhance strategic management of Kansas postsecondary educational institutions through information on transfer student characteristics and outcomes.

SYSTEM DESIGN

1. The Four-Year Colleges and Universities will provide the community colleges with data on the academic performance of their individual transfer students. The data will include information on the transfer student's major, GPA, credit hours attempted and completed, and graduation date.
2. The Four-Year Colleges and Universities will provide the Joint Committee on Governance, through the Board of Regents office aggregated reports on the performance of community college transfer students including cumulative GPA comparisons with native students at the four-year institution, number of hours transferred in, number of hours earned at graduation.

COST/FINANCING

1. It is likely that institutions will incur some costs in such things as redesigning data bases. Smaller institutions may incur some personnel costs which are necessary to respond to accreditation requirements, SPRE, and the Student Right to Know Act. The Technical Advisory Committee believes that these costs will be minimal and should be absorbed by the institutions.

POSSIBLE SPIN-OFF PROJECTS

1. To develop an automated course information system that will provide potential transfer students data about the transferability of courses and the applicability of credits to specific degree programs as they plan their undergraduate experience.
2. To include all transfer streams on the Transfer Student Information System.
3. To develop a reporting system that will provide Kansas high schools with information about the performance of students they send to Kansas postsecondary educational institutions.

Request for Proposals

Environmental Scan for Kansas Education

The Kansas State Board of Education and the Kansas Board of Regents request proposals for a scan of the Kansas educational environment. The objective of the two Boards is to have a data-based description of the current and future economic, demographic, cultural and political trends affecting Kansas education. The Boards are interested in proposals for environmental scans that include information about the external and internal environments in which educational institutions and boards will operate in over the next two decades. Specifically, scans should address the following questions:

Scanning the External Environment

1. What are the forecasts for the demographic characteristics for the state, region, and nation?
2. What are the likely or continuing shifts in public and private lifestyles, values and attitudes?
3. What trends can be found in recent legal rulings on education?
4. What are likely political developments in the state and region?
5. What is happening to the ability of state government to finance public education?
6. What is likely to happen with technologies that are relevant to instruction, research and service?
7. What is happening to income and consumer spending patterns?
8. What are the trends in the educational skills demanded by employers?

Scanning the Internal Environment

1. What is the array, utilization, and cost of delivering programs and services?
2. What are the strengths and concerns pertaining to the physical resources of Kansas education, including facilities, libraries and laboratories?
3. What are the demographic and academic characteristics of students and pools of potential students?
4. What are the culture, values, and attitudes of Boards, administrators, and faculty?
5. What is the morale of faculty and students?
6. What organizational features, policies, and procedures hinder or aid the ability of institutions and boards to respond to the expectations the public has for them?
7. What is the ability of Kansas education to respond to needs and changes in the external environment?

Projected cost for the scan is \$40,000. Proposals should be no longer than ten double-spaced pages. They should include a timeline for completion of various phases of the project and a clear management plan. A resume of the principal investigator or director should be appended to the proposal. Proposals will be reviewed beginning on March 15, 1995. Proposals should be mailed to:

Dr. Stephen Jordan, Executive Director
Kansas Board of Regents
Suite 1410, 700 S.W. Harrison
Topeka, Kansas 66603

**Environmental Scanning for Kansas Education:
A Proposal to the Joint Advisory Committee**

Purpose/Uses

Environmental scans are data-driven efforts to examine the evolving context in which organizations operate and to assess the various implications for the future. Typically, environmental scans produce information about the current and future trends in economic, demographic, social, and political conditions confronting organizations.

The Board of Regents and State Board of Education should develop an environmental scan of the context of Kansas education for three reasons: First, an environmental scan can help ensure that both boards speak from a common platform and utilize common assumptions in their planning activities. Second, an environmental scan can help both boards and the institutions they represent develop more effective response to the critical challenges they face, including the adoption of shared strategic directions. Third, the legislature has asked for joint planning in education to maximize resources.

**Issues
Addressed**

Environmental scans can produce information about the external and internal environment in which educational institutions and boards will operate.

Scanning the External Environment:

One major objective of scanning the environment is to understand the external factors impacting organizations by gathering and assessing data about demographic, sociocultural, political, economic, and technological changes and trends. Examples of questions that can be asked about the external environment include:

1. What are the forecasts for the demographic characteristics for the state, region, and nation?
2. What are likely or continuing shifts in public and private lifestyles, values, and attitudes?
3. What trends can be found in recent legal rulings on education?
4. What are likely political developments in the state and nation?
5. What is happening to income and consumer spending patterns?
6. What is happening to the ability of state government to finance public education?
7. What is likely to happen with technologies that are relevant to instruction, research, and service?
8. What are the trends in the educational skills demanded by employers?

Scanning the Internal Environment:

Another objective of scanning the environment is to understand the internal characteristics of institutions and boards that impact their ability to respond to changes in the external environment by assessing the strengths and concerns pertaining to academic programs, units, and policies. Examples of questions that can be asked about the internal environment include:

1. What is the array, utilization, and cost of delivering programs and services?
2. What are the strengths and concerns pertaining to the physical resources of Kansas education, including facilities, libraries, and laboratories?
3. What are the demographic and academic characteristics of students and pools of potential students?
4. What are the culture, values and attitudes of Boards, administrators and faculty?
5. What is the morale of faculty and students?
6. What organizational features, policies, and procedures hinder or aid the ability of institutions and boards to respond to the challenges they face and the expectations the public has for them?

Structure

Staff recommends the employment of a consultant to provide an environmental scan for education planning in Kansas. If approved, the consultant will be asked to produce a data-based scan of the Kansas economy, demographic profile, political, and fiscal realities, technological developments impacting Kansas education. The consultant will also be asked to assess the ability of Kansas education to respond to the challenges posed by changes in the external environment. Staff from the State Board of Education and the Board of Regents office will collaborate with the consultant in the preparation of the final report.

Cost/Financing

Funding for the development of an environmental scan and presentation of the scan may be available from the Governor's Office. Projected cost is not to exceed \$40,000.

Consortia and Statewide Coordination:

Relationship to Joint Advisory Committee on Governance

Purpose

In order to augment the cooperation and coordination of Kansas institutions of higher education, the Joint Advisory Committee on Governance proposes to enhance and extend the regional higher education consortia. The Joint Advisory Committee on Governance seeks a reciprocal, advisory relationship with the regional consortia, recognizing that these consortia can enhance statewide coordination, increase efficiency in the delivery of postsecondary education, and supplement planning activities. The Joint Advisory Committee on Governance also recognizes the need to maintain and enhance the voluntary character of the regional consortia.

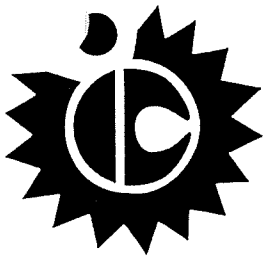
Organization

1. Regions for consortia members will be suggested encompassing all geographic areas of the state, building on existing consortia regions.
2. Individual institutions will determine their membership and participation in any regional or statewide consortia based on the needs and approved missions of the institution. Institutions may participate in more than one consortia.
3. Regional consortia are encouraged to have representation from all sectors of postsecondary education, including the independent sector.
4. The Kansas Independent College Association will be requested to appoint one representative to each regional consortium if there are any member institutions within the region.
5. The Joint Advisory Committee on Governance may request that the consortia study various issues, topics and themes. The Joint Advisory Committee on Governance may request reports from the consortia within specified time frames on activities and responses to issues, topics and themes.
6. Each consortium will determine its own by-laws and operating procedures.

**CONSORTIA
EXAMPLE REGIONS**

COMMUNITY COLLEGES	AVTS	FOUR-YEAR COLLEGES AND UNIVERSITIES
Colby Garden City Seward Co. Dodge City Barton Co.*	NWKA VTS Liberal Beloit*	FHSU Southwestern College
Cloud Co. Barton Co.* Highland*	Beloit* Salina Manhattan	KSU KSU-Salina Kansas Wesleyan
Butler Co.* Cowley Co. Hutchinson Pratt	WAVTS	WSU ESU* Friends University
Allen Neosho Ft. Scott Independence Coffeyville Labette Butler Co.*	Coffeyville Flint Hills	PSU ESU* Ottawa University
Highland* KCK* Johnson Co.	NEKA VTS Johnson Co. KCK	Washburn KU Baker University

Note: An * designates institutions in more than one consortium.



KANSAS INDEPENDENT COLLEGE ASSOCIATION

515 Capitol Federal Building, 700 Kansas Avenue, Topeka, Kansas 66603
Telephone (913) 235-9877 • FAX (913) 235-1437

ROBERT N. KELLY, *Executive Director*

January 11, 1995

Mr. Ferman Marsh
Assistant Commissioner
State Department of Education
120 E 10th Street
Topeka, KS 66612

Dear Ferman:

The Kansas Independent College Association Executive Committee met on January 9. They were very appreciative that the State Board of Education has recommended that the KICA be represented on the regional consortia. Accordingly, we have nominated the following representatives:

North Central:	President Marshall Stanton, Kansas Wesleyan University
South Central:	President Biff Green, Friends University
Northeast Kansas:	President Daniel Lambert, Baker University
Southeast Kansas:	President Harold Germer, Ottawa University

In addition, as we discussed, several KICA colleges are deeply interested in educational developments in Western Kansas. We wish to nominate President Carl Martin, Southwestern College, as our representative on that consortium.

I assume that each of these nominees will be contacted directly concerning their responsibilities. Thank you.

Cordially,

Robert N Kelly
Executive Director

Strategic Directions for Kansas Education

Mission Statement

To prepare each person with the living, learning, and working skills and values necessary for caring, productive, and fulfilling participation in our evolving, global society.

Direction 1

Create learning communities.

Direction 2

Support families and young children through quality early childhood programs for all children.

Direction 3

Strengthen parental involvement in schools and communities.

Direction 4

Implement results-oriented curriculum and instruction which focus on learner outcomes.

Direction 5

Provide safe, nurturing, and technologically-advanced learning environments which meet the needs of all diverse groups.

Direction 6

Strengthen involvement of business and industry in education.

Direction 7

Provide quality staff and organizational development.

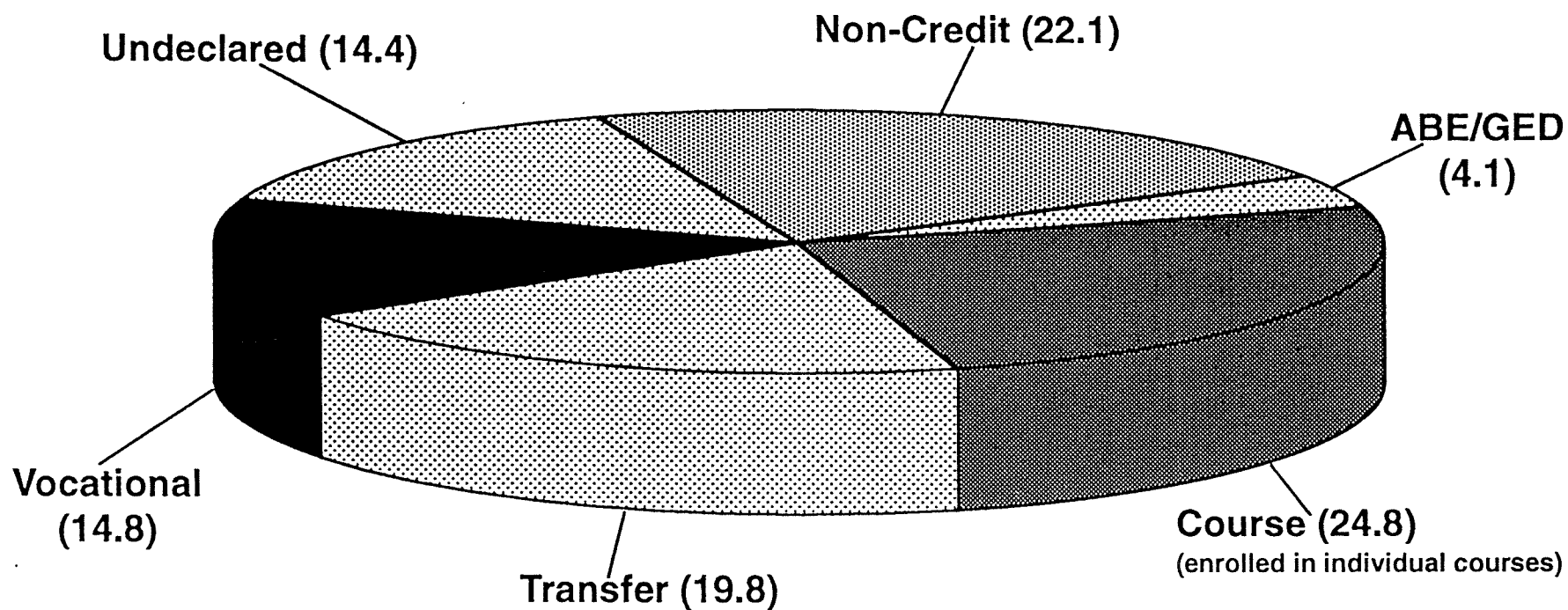
MISSION STATEMENTS FOR COMMUNITY COLLEGES

Approved by the Kansas State Board of Education in October 1986

The mission of Kansas community colleges is to provide equal access to quality education programs and services at low cost, to those who may benefit from services of the institutions. The specific educational function of the community college system is to provide access to the following:

- * Courses and associate degree programs to prepare students to earn baccalaureate degrees at four-year colleges and universities.
- * Courses, associate degree programs, certificates, and other vocational-technical training to prepare students for jobs.
- * Courses, associate degree programs, certificates, and other vocational-technical training to prepare students to update their job skills, to advance in their jobs, or to retrain in new job fields.
- * Courses, associate degree programs, and other instruction for the personal development and enrichment of students, including academic, cultural, civic, practical skills, and recreational programs.
- * Instruction in basic and remedial skills to prepare students for the college's academic and vocational-technical programs and to become productive citizens.
- * Instruction in basic skills for special purposes such as general educational development (GED), adult education, and English as a second language to help those who need such instruction to become productive citizens.
- * Customized educational and training programs and courses to assist business and industry to train their employees in job-related skills.
- * Technical and consulting services to business and industry and to local agencies to promote the economic development of their service areas.
- * Facilities, services, and other resources to local community groups, educational institutions, business and industry, and other agencies as a community service.
- * Assistance to local agencies in providing special programs and services for special clientele such as the physically and mentally handicapped, senior citizens, and gifted students according to the needs of the community.
- * Student support services such as counseling, testing, career planning and placement, tutoring, child care, health care, and housing, to current and prospective students to assist them in benefiting from the college's educational programs.
- * Student activities such as student publications, government, athletics, drama, and other student clubs to complement the educational program.

KANSAS COMMUNITY COLLEGES
STUDENT ENROLLMENT BY INSTRUCTIONAL PROGRAM
1991-1992



4.1-1

1-17

THE MISSION OF THE KANSAS BOARD OF REGENTS

The Kansas Board of Regents will assure that the Regents universities are efficiently operated and academically and financially accountable. Promoting excellence, Regents universities will provide students and Kansans with high quality educational, research and service programs. The Board will advocate for the universities and serve as stewards of the public trust. The Board will participate with other educational leaders in charting the future course of Kansas postsecondary education.

THE BOARD'S PRIMARY OBJECTIVES, 1994-95

1. Develop strategies for implementing the Board's mission.
2. Develop system-wide fiscal and academic strategies for managing projected enrollment growth during the next 15 years.
3. Analyze and communicate university research contributions to the State's economic development.
4. Establish quality undergraduate education as a fundamental priority, and assess faculty workload and productivity as that relates to undergraduate instruction.
5. Identify academic outcome measures which demonstrate the value of education at Regents universities.

H. MISSION ROLE AND SCOPE

UNIVERSITY OF KANSAS

The University of Kansas is a major comprehensive research and teaching university that serves as a center for learning, scholarship and creative endeavor. The University of Kansas is the only Kansas Regents university to hold membership in the prestigious Association of American Universities (AAU), a select group of fifty-eight public and private research universities that represent excellence in graduate and professional education and the highest achievements in research internationally.

Instruction. The University is committed to offering the highest quality undergraduate, professional and graduate programs comparable to the best obtainable anywhere in the nation. As the AAU research university of the state, the University of Kansas offers a broad array of advanced graduate study programs and fulfills its mission through faculty, academic and research programs of international distinction, and outstanding libraries, teaching museums and information technology. These resources enrich the undergraduate experience and are essential for graduate level education and for research.

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

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

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

Values. The University is committed to excellence. It fosters a multicultural environment in which the dignity and rights of the individual are respected. Intellectual diversity, integrity and disciplined inquiry in the search for knowledge are of paramount importance. (12-19-86; 3-17-88; 12-17-92)

UNIVERSITY OF KANSAS MEDICAL CENTER

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

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

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

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

Service. The KU Medical Center provides high quality patient-centered health care and health related services. The University of Kansas Medical Center will be the standard bearer in the development and implementation of model programs that provide the greatest possible diversity of proven health care services for the citizens of Kansas, the region and the nation. (5-28-89; 12-17-92)

KANSAS STATE UNIVERSITY

Kansas State University is a comprehensive, research, land-grant institution serving students and the people of Kansas, the nation and the world.

Since its founding in 1863, the University has evolved into a modern institution of higher education, committed to quality programs and responsive to a rapidly changing world and the aspirations of an increasingly diverse society. Together with other major comprehensive universities, Kansas State shares responsibilities for developing human potential, expanding knowledge, enriching cultural expression, and extending its expertise to individuals, business, education and government. These responsibilities are addressed through an array of undergraduate and graduate degree programs, research and creative activities, and outreach and public service programs. In addition, its land-grant mandate, based on federal and state legislation, establishes a focus to its instructional, research and extension activities which is unique among the Regents institutions.

Through quality teaching, the University is committed to provide all students with opportunities to develop the knowledge, understanding and skills characteristic of an educated person. It is also pledged to prepare students for successful employment or advanced studies through a variety of disciplinary and professional degree programs. To meet these intentions, the institution dedicates itself to providing academic and extracurricular learning experiences which promote and value both excellence and cultural diversity. Kansas State University prepares its students to be informed, productive and responsible citizens who participate actively in advancing cultural, educational economic, scientific and socio-political undertakings.

Research and other creative endeavors comprise an essential component of Kansas State University's mission. All faculty members contribute to the discovery and dissemination of new knowledge. These efforts, supported by public and private resources, are conducted in an atmosphere of open inquiry and academic freedom. Basic to the pursuit of this mission is the University's commitment to broad-based programs in graduate education at both the master's and doctoral levels.

Kansas State University's mission includes enriching the lives of the citizens of Kansas by extending to them opportunities to engage in life-long learning and to benefit from the results of research. The University addresses this charge through mutually supportive activities on its Manhattan and Salina campuses, research and extension sites at numerous locations, outreach programs offered throughout the State and nation, and international activities.

The mission of Kansas State University is enhanced by symbiotic relationships among the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life through research applications. Coordinated teaching, research, and extension services help develop the highly skilled and educated work force necessary to the economic well-being of Kansas, the nation, and the international community. (12-19-86; 3-17-88; 12-17-92)

WICHITA STATE UNIVERSITY

Wichita State University is committed to providing comprehensive educational opportunities in an urban setting. Through teaching, scholarship and public service the university seeks to equip both students and the larger community with the educational and cultural tools they need to thrive in a complex world, and to achieve both individual responsibility in their own lives and effective citizenship in the local, national and global community.

High quality teaching and learning are fundamental goals in all undergraduate, graduate and continuing education programs. Building on a strong tradition in the arts and sciences, the university offers programs in business, education, engineering, fine arts, and health professions, as well as in the liberal arts and sciences. Degree programs range from the associate to the doctoral level and encompass seventy-five fields of study; non-degree programs are designed to meet the specialized educational and training needs of individuals and organizations in south central Kansas.

Scholarship, including research, creative activity, and artistic performance, is designed to advance the university's goals of providing high quality instruction, making original contributions to knowledge and human understanding, and serving as an agent of community service. This activity is a basic expectation of all faculty members at Wichita State University.

Public and community service activities seek to foster the cultural, economic and social development of a diverse metropolitan community and of the state of Kansas. The university's service constituency includes artistic and cultural agencies, business and industry, and community, educational, governmental, health, and labor organizations.

Wichita State University pursues its mission utilizing the human diversity of Wichita, the state's largest metropolitan community, and its many cultural, economic and social resources. The university faculty and professional staff are committed to the highest ideals of teaching, scholarship and public service, as the university strives to be a comprehensive, metropolitan university of national stature. (12-19-86; 3-17-88; 12-17-92)

EMPORIA STATE UNIVERSITY

Emporia State University is a comprehensive Regents university primarily serving residents of Kansas by providing leadership in quality instruction, related scholarship and service. A student-centered institution, its central mission is to develop lifelong learning skills, impart society's cultural heritage, and educate and prepare for both the professions and advanced study. Faculty, staff and students interact in a collegial atmosphere that fosters freedom of inquiry and expression.

The University provides undergraduate educational opportunities designed to meet the broad goals of basic skill development and general education, as well as the more specific goals of a variety of programs in art and sciences, business, education, and library and information management. Graduate programs serve needs and provide leadership within the region, the state and the Great Plains area. The University offers programs of national distinction in Education and in Library and Information Management and offers the Ph.D. in Library and Information Management. Primary undergraduate and graduate programs include:

Its arts and sciences programs and offerings at the baccalaureate and graduate levels provide a solid foundation for further learning, preparation for the many avenues of employment to which the basic disciplines lead, and the advanced knowledge necessary to enable professionals, including teachers, to move ahead in their fields and accept increased responsibilities and challenges.

Its business programs emphasize undergraduate and master's level professional instruction to meet the diverse needs of business, industry, and the schools, while contributing to both the personal and the professional development of students.

Its educational programs at the graduate and undergraduate levels have the necessary breadth and depth to prepare professionals for elementary schools, secondary schools, colleges, universities, and other human-service settings and to foster continuing educational opportunities which promote excellence in education.

Its library and information management programs, the only ones in Kansas, are designed for the preparation and continuing education of professionals for positions in library and information centers in industrial, governmental, educational, and community settings through its certification, MLS and Ph.D. programs. Its regional program offers courses and the MLS degree in neighboring states.

(12-19-86; 3-17-88; 12-17-92; 3-18-93)

PITTSBURG STATE UNIVERSITY

Pittsburg State University, a comprehensive regional university, provides undergraduate and graduate programs and services to the citizens of southeast Kansas, but also to others who seek the benefits offered. This is accomplished by the unique combination of academic programs in arts and sciences, business, education, and technology and applied science. The University is equally committed to fulfilling its statewide mission in technology and economic development by facilitating partnerships with secondary and postsecondary educational institutions, businesses and industries.

The University supports an organizational and interpersonal structure which actively encourages individuals to achieve their potential. The University provides programs and services that create opportunities for students and other individuals to develop intellectually, ethically, aesthetically, emotionally, socially and physically. The University provides intellectual leadership and multicultural experiences which contribute to the preservation of the heritage of the region and the enhancement of its inhabitants. Finally, the University recognizes the world as interdependent and, thus, seeks to promote a broad and interactive international perspective.

The University fulfills the traditional academic missions of teaching, scholarship and service. Excellence in teaching is the primary focus of the University. The University recognizes that active scholarship and creativity add vitality to teaching, expand and refine the knowledge base and are instrumental to the professional development of the faculty and staff. Programs of professional and community service promote and strengthen University endeavors. (12-19-86; 3-17-88; 12-17-92)

FORT HAYS STATE UNIVERSITY

Fort Hays State University, a regional university principally serving western Kansas, is dedicated to providing instruction within a computerized environment in the arts and sciences, business, education, the health and life sciences, and agriculture. The University's primary emphasis is undergraduate liberal education, which includes the humanities, the fine arts, the social/behavioral sciences, and the natural/physical sciences. These disciplines serve as the foundation of all programs. Graduates are provided a foundation for entry into graduate school, for employment requiring well-developed analytical and communication skills, and for coping with global complexities of the 21st century.

Natural outgrowths of the University's primary emphasis include pre-professional, professional, master's and education specialist programs. A statewide strategic focus of the University is the integration of computer and telecommunications technology with the educational environment and the work place.

Scholarship at FHSU is supported because it stimulates faculty and students, provides new knowledge, connects the disciplines, and builds bridges between teaching and learning while linking theory with practice to address the needs of society.

The University is responsible for providing public service to the community, the region, and the state of Kansas. Programs consistent with the University's academic and research activities emphasize the importance of FHSU as the cultural center of western Kansas. (12-19-86; 3-17-88; 12-17-92)