



A visionary plan for
Kansas State University

2025

2014-2015 PROGRESS REPORT

K-STATE



Table of Contents

<i>page 2</i>	About Kansas State University
<i>page 3</i>	Letter from the President and the Provost and Senior Vice President
<i>page 5</i>	Introduction
<i>page 6</i>	I. Research, Scholarly and Creative Activities, and Discovery
<i>page 8</i>	II. Undergraduate Educational Experience
<i>page 10</i>	III. Graduate Scholarly Experience
<i>page 12</i>	IV. Engagement, Extension, Outreach, and Service
<i>page 14</i>	V. Faculty and Staff
<i>page 16</i>	VI. Facilities and Infrastructure
<i>page 18</i>	VII. Athletics
<i>page 20</i>	Measuring Our Progress
<i>page 26</i>	K-State 2025 Progress Report for 2014-2015
<i>page 30</i>	Snapshots of Success 2011-2015

Photos: Division of Communications and Marketing, Tracey Bamberger,
Courtney Passow, 1st Infantry Division and Fort Riley



About Kansas State University

Mission

The mission of Kansas State University is to foster excellent teaching, research and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Colleges

Agriculture; Architecture, Planning & Design; Arts & Sciences; Business Administration; Education; Engineering; Human Ecology; Technology and Aviation; and Veterinary Medicine

Graduate study

The Graduate School offers 71 master's degrees, 43 doctoral degrees and 39 graduate certificates in multiple disciplines across campus.

Extension

Kansas State University Research and Extension conducts practical research and delivers those results to improve the lives of Kansans.

Students

More than 24,100 from all 50 states and more than 100 countries

Degrees

More than 250 undergraduate majors and options

Athletics

A total of 16 men's and women's teams competing in the Big 12 Conference

Locations

Manhattan, Salina, Olathe and online

Letter from the President and the Provost and Senior Vice President



We are pleased to share with you the K-State 2025 progress report for 2014-2015. This is our fourth annual progress report since the K-State 2025 visionary plan was launched in 2011. Throughout our history as the nation's first operational public land-grant institution, students, faculty, staff, administrators, alumni, donors, partners and friends have made us the institution we are — a public student-centered research university working to build an educated citizenry on behalf of our communities, our state, our nation and the world. Today, the university embraces a bold future, pursuing excellence in education, research and service as we reach toward our goals defined in K-State 2025 for Kansas State University.



Thanks to the many dedicated people who are part of the K-State community, we continued to make progress advancing K-State 2025 goals and outcomes in all seven themes. This has once again been a record-setting year in research expenditures,

overall student enrollment, student body diversity and freshman-to-sophomore retention rate. We saw significant increases in our endowment pool and the number of doctorates awarded. For the fourth consecutive year, private philanthropy exceeded \$100 million. Working with the Kansas State University Foundation, we completed the “quiet” phase of our \$1 billion Innovation and Inspiration campaign, raising more than \$766 million over the past five years to advance our K-State 2025 vision.

We continued efforts to hold ourselves accountable and better measure our progress at all levels. We took steps to more closely align our budgeting and fundraising goals with our K-State 2025 goals and priorities. With strategic plans now in place at the college, major unit and department levels, in the coming year we will explore ways to communicate and report performance across the aligned plans.

K-Staters are working hard and working together to achieve success and answer strategic challenges along the way. We know that achieving our goals will not be easy. Adapting to a changing funding model while ensuring an affordable, outstanding educational experience for our students is just one challenge. Public institutions in our state and throughout the country face declining public funding support. Less than 20 percent of the university's operating budget now comes from the state, and the remainder of the budget comes from three sources: tuition, grants and contracts, and private philanthropic support. We are building scholarship funds, creating endowed chairs and professorships, and investing in new academic facilities, thanks in large part to the philanthropic giving of our alumni and friends.

You can follow our progress in reports, updates and other information available on the K-State 2025 website at k-state.edu/2025.

We have much to celebrate and many successes yet to come. Reflecting on the past four years, the progress forward is often remarkable. We invite your continued participation as we proceed on our path to become a Top 50 public research university by 2025.



Kirk H. Schulz
President



April C. Mason
Provost and Senior Vice President



2025



Introduction

Visionary Goal

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

THE VISIONARY PLAN

In September 2011, Kansas State University launched K-State 2025, a visionary plan for the university. The result of an ambitious and inclusive planning initiative begun in 2010, the visionary plan defines us as a modern, student-centered land-grant university with a bold future. It expresses our desire to pursue excellence in all we do. It charts our path to be recognized as a Top 50 public research university by 2025.

WHY IT MATTERS

The higher education world is competitive, and prospective students, staff and faculty are keenly aware of how universities are perceived. The prestige of Kansas State University helps recruit and retain top students, faculty and staff. Friends, alumni and corporate partners supporting Kansas State University want to invest in a university they perceive as moving upward to new heights of achievement.

Today's world is also highly competitive for our graduates. As K-State 2025 goals are achieved and K-State is nationally recognized as an institution that prepares outstanding graduates through an excellent educational experience, the value of the K-State degree will increase. This helps our graduates applying for jobs and graduate schools throughout their professional lives, doctoral students searching for careers as researchers, and faculty members competing for research grants and funding.

WHERE WE STAND

This progress report highlights key activities and accomplishments during the fourth year of implementing the K-State 2025 visionary plan. Academic year 2014-15 was another record-breaking year for Kansas State University, with many advances made possible through the efforts of our faculty, staff, students, administrators, donors, alumni, and partners. With 10 more years to go to reach 2025, the university is on a path to success.

THEMATIC GOALS

- Research, Scholarly and Creative Activities, and Discovery
- Undergraduate Educational Experience
- Graduate Scholarly Experience
- Engagement, Extension, Outreach, and Service
- Faculty and Staff
- Facilities and Infrastructure
- Athletics

COMMON ELEMENTS

- Diversity
- International
- Sustainability
- Communications and Marketing
- External Constituents
- Culture
- Funding
- Technology



I. Research, Scholarly and Creative Activities, and Discovery

Goal

Create a culture of excellence that results in flourishing, sustainable and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.

ACTIVITIES AND ACCOMPLISHMENTS

- Total research expenditures, a K-State 2025 benchmark metric, increased to a record \$184.9 million for FY14, growing 15 percent over five years.
- Researchers submitted a record 1,656 grant proposals, and received 962 awards totaling more than \$137.6 million for FY15, the third highest total in university history.
- Communication, training and support for the K-State research community was enhanced through such initiatives as RSCAD Momentum, a new weekly newsletter; a Twitter feed; an expanded research website; and improved research training through the Collaborative Institutional Training Initiative, which provides high-quality, current and peer-reviewed research and ethics training.
- The Center for the Advancement of Digital Scholarship was established to increase the visibility and reach of K-State scholarship, provide copyright consultations and support the K-REX institutional repository, New Prairie Press, Open Access and Scholarly Communication initiatives.
- The university established a course-based methodology to improve the tracking of undergraduate participation in research and scholarly and creative activities and to recognize this research on student transcripts.

For additional information, reference pages 26-29.



LEADING THE WAY

Innovation is at the forefront for Kansas State University researchers.

Xiuzhi “Susan” Sun recently showed her biomedical invention PepGel to more than 22,500 visitors at the Smithsonian Innovation Festival in Washington, D.C. K-State was one of 20 participants invited to showcase an invention.

PepGel can quickly transform from its jelly-like state to a liquid-like state. This gives it lots of biomedical uses. As a liquid, it acts as an impenetrable container for drugs and cells to be injected into the body and then hold them in the desired location. As a gel, it lets cells grow in 3-D like they do in the body rather than in 2-D like they do in a petri dish. This means that PepGel can be used as scaffolds for tissue engineering and wound repair.

PepGel was patented in late 2014.

- **Crossing Borders: An Interdisciplinary Journal of Undergraduate Scholarship**, created to encourage multidisciplinary research and share the work of students with a wider community of scholars, was launched by New Prairie Press, an online imprint of K-State Libraries.
- K-State researchers are leading cutting-edge research into critical global food challenges through our four Feed the Future labs: Collaborative Research on Sorghum and Millet, Applied Wheat Genomics, Reduction of Post-Harvest Loss and Sustainable Intensification.
- Biosecurity Research Institute researchers continued their collaboration on National Bio and Agro-defense Facility-funded transition projects as construction of the new federal facility moved closer to becoming a reality with a formal groundbreaking in May 2015.
- The university’s Sensory Analysis and Consumer Research Center ranked as the No. 1 program nationwide, just one example of our increasing number of research centers gaining national and international reputations for outstanding work.
- Fourteen patents for new biomedical technologies, livestock health improvement, safer pest control and more were awarded to our researchers in 2014, a 40 percent increase over our average of four to six patents a year.
- The university ranked 22nd in the nation for producing licensing revenue per active license among U.S. public research universities, and 28th in the nation for licenses and options to license per 100 disclosures according to the Association of University Technology Managers.
- Technology Acceleration Partners LLC, or TechAccel, was founded as a third-party startup company to establish partnerships with global agriculture and animal health industry leaders to address technology innovations for increasing food production, improving food quality and enhancing animal health.



II. Undergraduate Educational Experience

Goal

Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social and personal lives.

ACTIVITIES AND ACCOMPLISHMENTS

- The university achieved its highest freshman-to-sophomore retention rate in school history.
- The university remained the No. 1 choice among Kansas high school seniors and set records again for overall, multicultural and international student enrollments as well as freshman ACT average.
- Scholarship funding and financial assistance increased through our colleges, Global Campus and the university, including the allocation of nearly \$4.5 million in institutional scholarships and need-based assistance over the past four years.
- The Kansas State University Open/Alternative Textbook Initiative, an effort to reduce textbook costs for students with investments in open source alternatives, received national attention in the report, “Open Textbooks: The Billion Dollar Solution,” released by the Student Public Interest Research Groups.
- Investments in tutoring and academic advising include tools such as the new Advisor Center, which integrates the Education Advisory Board Student Success Collaborative advising platform with our student information system, providing our academic advisors for the first time with real-time analytics to help identify and assist students.
- The Office of Undergraduate Research & Creative Inquiry initiated a competitive grant program to support the expansion of undergraduate research.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University's freshman-to-sophomore retention rate was a record for the fall 2015 semester. One reason for this success is the university's first-year experience program, K-State First.

The program helps students transition to college life and establish a foundation for their academic career at the university:

- "A Walk in My Shoes: First-Generation College Students," a documentary produced in our College of Education in concert with K-State's First Scholars program, aired on public television and received comments from first lady Michelle Obama, a first-generation student herself.
 - Enrollment in student success programs continued to grow, with record numbers participating in K-State First, which grew from 1,453 students in 2013-14 to 1,957 this past year and by 148 percent since 2011-12.
 - Our Residential Connecting Across Topics, or CAT, communities produced a 98.8 percent fall-to-spring retention rate and tripled in size during the past year. The overall number of CAT communities doubled over two years, substantially expanding our integrated living/learning community system offerings to students.
 - Kansas State University continues to be first nationally among public and state universities in the number of Rhodes, Marshall, Truman, Goldwater and Udall scholarship recipients since 1986.
 - The number of students studying abroad grew by 41 percent during the last four years compared to about 10 percent nationally.
 - The university tripled international exchange agreements with top 150 global universities and doubled the number of students doing semester exchanges at these universities and the number of incoming exchange students.
- The First-Year Seminar courses meet general education requirements and offer students greater interaction, interesting content and a smaller student-teacher ratio.
 - Several Connecting Across Topics learning communities give first-year students with similar interests the opportunity to live and learn together with mentoring from a professor and an experienced undergraduate learning assistant.
 - The K-State Book Network, the common book reading program, provides opportunities for freshmen students to connect both inside and outside the classroom.
 - The Guide to Personal Success program offers first-year students one-on-one mentoring with a faculty or staff member, graduate student or alumnus.



III. Graduate Scholarly Experience

Goal

Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.

ACTIVITIES AND ACCOMPLISHMENTS

- The number of doctorate degrees awarded, a K-State 2025 benchmark metric, increased for the second consecutive year from 166 to 190 and by 17 percent overall since 2011-12.
- Funding support to graduate students was enhanced through efforts of the colleges and the Graduate School, including the new Presidential Doctoral Scholarship Program to assist with recruitment of outstanding doctoral applicants in interdisciplinary studies; the Marie R. Bonebrake Graduate Award; and the Arts, Humanities and Social Sciences Small Grant Program to support direct research costs for graduate students in their final year.
- Three new graduate certificate programs were established to meet the needs of today's professionals: Leadership Dynamics for Adult Learners; Social Justice Education; and Dialogue, Deliberation and Public Engagement.
- The Graduate School made changes to further advance graduate programs, increase efficiencies and improve communication, including modifications to our online application and admissions system, dashboards to provide real-time data to graduate programs and departments, an enhanced website, and two associate deans — focusing on enrollment management and student services and on academics and research.
- Career development activities for graduate students were expanded with 27 professional development workshops and the initiation of a Dissertation Writing Retreat.
- An inaugural graduate student alumni reunion reconnected these alumni with the Graduate School, academic departments and the university.

For additional information, reference pages 26-29.

LEADING THE WAY

Graduate student Courtney Passow, pictured center, is taking her research to international levels.

Passow, doctoral candidate in biology, spent part of summer 2015 interacting with Nobel laureates in physics, physiology, medicine and chemistry. She was one of 672 young scientists selected worldwide to attend the prestigious Lindau Nobel Laureate Meeting in Lindau, Germany.

While at the meeting, Passow networked with Nobel laureates, graduate students and postdoctoral researchers to learn how to develop her own research.

Passow is studying the underlying physiological and genetic mechanisms of adaptation to natural stressors. She focuses on *Poecilia mexicana*, a small live-bearing fish that lives in the presence and absence of hydrogen sulfide, a natural toxicant. Her major professor is Michael Tobler, assistant professor of biology.

For her academic and research achievements, Passow also received the university's 2015 Sarachek award, which helped her attend and present her research at the Ecological and Evolutionary Genomics Gordon Research Conference in Biddeford, Maine.





IV. Engagement, Extension, Outreach, and Service

Goal

Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education and engagement.

ACTIVITIES AND ACCOMPLISHMENTS

- Funded by the state of Kansas, the Global Food Systems Innovation Grants program was launched as part of the university's Global Food Systems Initiative, awarding \$500,000 in its first year to faculty members involved in nine projects using multidisciplinary approaches to address some of the world's global food systems challenges while helping to create jobs and wealth for the state.
- The Launch a Business Program, in its second year providing courses, research and mentorship to new ventures in Kansas, expanded its assistance to 14 startup businesses, and the Kansas Business Climate Index was launched — all by K-State's Center for the Advancement of Entrepreneurship.
- Engagement with the military, soldiers, veterans and military families expanded through partnerships with the U.S. Army, Navy and Air Force through K-State Research and Extension, with the Institute for Health and Security of Military Families, and 4-H Military Partnerships.
- Six new distance education programs were established to serve online students, including two graduate certificates, a master's degree, two minors, a bachelor's degree and an undergraduate certificate.
- A record 584 students received K-State degrees via distance education, reinforcing the importance of distance education to growing numbers of students.
- The university joined the National Council for State Authorization Reciprocity Agreements, or SARA, a national initiative that establishes standards for postsecondary distance education courses and programs with the goal to make it easier for students to take online courses from institutions outside their home state.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University is leading collaborations with area military institutions to provide services to military personnel and develop programs that can be shared nationwide.

Briana Nelson Goff, director of the Institute for the Health and Security of Military Families at K-State's College of Human Ecology, studies the effects of post-traumatic stress and other critical issues experienced by military service members. The institute provides research, outreach, training and clinical service programs to support the health and well-being of military personnel and their families.

Through a newly acquired partnership with the Walter Reed Foundation, Goff has helped the institute conduct four military and veteran couples retreats in the U.S. starting December 2015.

With continuing leadership and success, the institute will expand military outreach programs to other regions of the country.

Goff, also a professor in the School of Family Studies and Human Services, received the university's 2015 Excellence in Engagement award for her contributions to the university and community.

- Engagement with Australian partner governmental research institutions and universities continued to expand with a multimillion-dollar, international project funded by the Plant Biosecurity Cooperative Research Centre to explore unmanned aerial systems as an efficient method to detect pest insects and diseases in food crops before outbreaks occur.
- A new School for Applied and Interdisciplinary Studies was approved by the Kansas Board of Regents for K-State Olathe, and expanding corporate partnerships and innovative research at our Olathe campus was recognized at the first Ingenuity Central event.
- The Kansas State University Bulk Solids Innovation Center in Salina opened as a one-of-a-kind facility in North America studying the science of bulk solids material handling.
- The K-State Confucius Institute was launched in partnership with Jilin University, a leading national research university in China.
- The first corporate tenants for the new K-State Office Park in Manhattan were announced.
- Alumni engagement grew as the K-State Alumni Association retained the No. 1 ranking in the Big 12 for the 19th consecutive year for the percentage of graduates who are members, established Wabash CannonBall events in Houston and Denver, and enhanced programming for our international students and graduates.



V. Faculty and Staff

Goal

Foster a work environment that encourages creativity, excellence and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration and is respectful, trusting, fair and collegial for all.

ACTIVITIES AND ACCOMPLISHMENTS

- The first university climate survey of faculty, staff and students was completed with 84 percent of the 7,411 participants reporting being comfortable or very comfortable with the university environment. Action planning began to address areas for improvement.
- Ten new endowed faculty funds were established in FY15 through private giving, bringing the total to 27 created over the past four years.
- The university completed the second year of a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff, leading to an 8.9 percent increase in average salary for tenured/tenure-track faculty.
- The number of faculty in full-time positions, professor to instructor, increased by 45 between FY12 and FY15.
- More faculty engaged in international study abroad experiences, with a 50 percent growth in faculty-led proposals over the past four years and, for the first time, faculty-led experiences from every college.
- The university hosted its first Australian Fulbright scholars through its Oz-to-Oz program, including John Pluske, a distinguished Fulbright chair in agriculture and life sciences, and Lachlan Philpott, one of Australia's leading commercial playwrights.
- University human resource services were reorganized and consolidated within the new Division of Human Capital Services, with a new leadership team, a new website and new initiatives to improve services and our capacity to recruit and retain outstanding faculty and staff.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University is home to many leading scholars, a number of whom are named endowed chairs. Endowed positions enable faculty like Roger McHaney and others to remain innovators in their field and recognize teaching excellence.

McHaney is the Daniel D. Burke chair for exceptional faculty, university distinguished teaching scholar and professor of management. His ongoing research includes studies on how social media is affecting business and higher education, distance learning techniques, online deception in business, business simulation applications and development of online training simulations. He's developing techniques to improve learning through distance education.

McHaney's work has led to international recognition, including multiple invited lectures around the world, publications in several of the nation's top business and education journals, as well as being named K-State's 2006-2007 Coffman Chair for University Distinguished Teaching Scholars.

- With broad involvement of university stakeholders, a compensation strategy was developed to provide a compass for future compensation/total rewards programs.
- A job analysis survey was completed by 85 percent of the university's unclassified professionals and university support staff to support the development of position descriptions and associated compensation structures.
- Major progress was made toward improving the efficiency and effectiveness of our recruitment and hiring processes, including the establishment of a talent acquisition team, the completion of a highly successful Kaizen initiative, the implementation of new hiring toolkits and the purchase of our first automated applicant tracking and hiring system.
- The university developed and began implementation of new policies that expand the professional titles available for use by non-tenure track faculty.
- The Center for Advocacy, Response and Education expanded its services, providing confidential advocacy to any K-State student, faculty or staff member impacted by sexual, domestic or dating violence, stalking or sexual harassment.
- The K-State Postdoctoral Association was established to support postdoctoral students engaged in research at K-State.
- The K-State Student Employee of the Year award was inaugurated to honor and recognize the important contributions made by student employees.



VI. Facilities and Infrastructure

Goal

Provide facilities and infrastructure that meet our evolving needs at a competitive level with benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers and staff.

ACTIVITIES AND ACCOMPLISHMENTS

- The university invested \$73.3 million in academic facilities in FY15 with \$207.1 million planned for investment in FY16.
- A collaborative campuswide planning effort with the city of Manhattan and broad stakeholder involvement is helping develop a North Campus Master Plan for anticipated growth and capital investment in the North Campus Corridor.
- Planning for the Seaton Complex revitalization for our College of Architecture, Planning & Design continued, given a boost by the vote of the college's Student Advisory Council to increase student fees for four years to raise additional funds for the project.
- The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theatre and learning environment for drama therapy, acting and directing, student showcases, play readings, Ebony Theatre productions and more.
- Progress continued on construction of the new \$40 million wing to the engineering complex, which is set to open for spring 2016 classes, as well as the new College of Business Administration building to be completed summer 2016.
- Construction began on the new Berney Family Welcome Center in East Stadium, the new Jon Wefald residence hall, expanded dining center, expansion and renovation of the K-State Student Union, and the chilled water plant expansion project.
- Approximately 85,000 square feet of space being vacated due to new construction was strategically reallocated to better meet university needs through a formal, transparent planning process.

For additional information, reference pages 26-29.



LEADING THE WAY

A modern theatre facility has taken the stage among West Stadium's original 1920s stonework.

The Purple Masque Theatre has moved from East Stadium, which it called home since 1974, to a specially renovated facility in West Stadium.

The new student-centered facility functions as an experimental theatre and learning environment. It is used for drama therapy, acting and directing, student showcases, play readings, workshops, Ebony Theatre performances and more.

Recent performances at the new theatre have included "No Exit," "American Tet" and an evening of the one-act plays "Laundry and Bourbon" and "Lonestar." The theatre is an incubator for new play development and contributes to the research, scholarly and creative activity of the School of Music, Theatre, and Dance.

The \$6 million relocation of the Purple Masque Theatre has made room for the university's new Berney Family Welcome Center, which is under construction at East Stadium.

- Classroom and lab space were enhanced through renovations in Cardwell Hall, Fiedler Library Student Success Center, Lafene Health Center, Mosier Hall, Throckmorton Hall, Trotter Hall, Waters Hall and on the Salina campus.
- The learning environment for performing arts students was significantly enhanced as our School of Music, Theatre, and Dance was named an All-Steinway School, a designation held by fewer than 200 schools in the world, and a reminder that the tools and equipment our students use are as important as our buildings.
- K-State Libraries completed two migrations with the move of its integrated library system to a new cloud-based system with enhanced online search tools and features and the transfer of 330,000 volumes from a University of Kansas storage facility to the K-State Libraries annex in Manhattan, providing patrons and researchers with quicker access to materials.



VII. Athletics

Goal

Strengthen the interconnectivity between intercollegiate athletics and the campus community, prepare our student-athletes for success in school, in sport and after graduation, and benefit our university, community and state.

ACTIVITIES AND ACCOMPLISHMENTS

- Five sports — football, men's golf, volleyball, men's cross country and women's cross country — led the Big 12 in Academic Progress Rating scores — and all programs remain well above this NCAA standard.
- Our student-athletes continue to lead on and off the field, with 22 All-American, 35 All-Big 12 and 125 Academic All-Big 12 selections.
- The Vanier Football Complex, the third phase of the Bill Snyder Family Stadium Master Plan, was completed, doubling space for student-athletes and coaches and providing an academic learning center; strength, conditioning, training and recovery areas; a team theater and meeting rooms; and improved north-end seating and fan amenities.
- The Ahearn Fund, K-State's national fund for student athlete excellence, reached 10,333 members, achieving record membership for the sixth year in a row and a more than 90 percent increase since 2010.
- Total athletics giving reached \$34.5 million in FY15.
- With the elimination of direct university funding support as a source of revenue, a multiyear plan is underway to eliminate indirect funding for utility payments for athletics facilities by the end of FY16.
- Coach Bill Snyder was elected to the College Football Hall of Fame, recognizing his significant contributions to the sport and to our university.

For additional information, reference pages 26-29.



LEADING THE WAY

Wisdom from a hall of fame football coach is now the focus of a leadership development program for a select group of Kansas State University students.

The Snyder Leadership Legacy Fellows program, created by the university's Staley School of Leadership Studies in partnership with K-State Athletics, is based on head football coach Bill Snyder's 16 goals for success and is being used to develop students as effective leaders on campus, in their communities and beyond.

The inaugural class has 37 fellows, all in their final year of undergraduate studies at K-State, who were selected based on their demonstrated leadership skills and potential.

During the 2015-2016 school year, Snyder fellows are taking part in a variety of leadership development workshops, activities and events based on the coach's 16 goals.

- The Staley School of Leadership Studies, in partnership with K-State Athletics, launched the Snyder Leadership Legacy Fellows program, which honors Coach Bill Snyder's leadership legacy by engaging students in a meaningful leadership development experience.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, which is given every two years to recognize a marching band that excels in musical standards and has made important contributions to the advancement of performance standards over a number of years.

Measuring our Progress

The vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels.

Realizing the vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels. With the launch of the visionary plan four years ago, we began building a sustainable framework to enable doing just that.

Beginning in fall 2012, we initiated an effort to align all college and major unit and associated departmental plans to the K-State 2025 visionary plan. Today, our academic colleges, major units and associated departments have defined their K-State 2025 goals, activities and measurable outcomes in completed plans available online. With the completion of these plans, K-State 2025 is supported not just by a university strategic plan, but also by nearly 100 plans that together define where we are going and how we get there.

Defining these plans, however, is not enough. We took steps in the past year to more closely align our internal budgeting processes and our fundraising goals with the K-State 2025 plans. With strategic plans now in place, we will look at new ways to communicate and report progress across the aligned plans.

Measuring and reporting progress is integral to holding ourselves accountable. Eight key metrics and seven comparison universities were chosen early in the planning process to measure our progress toward our visionary goal to become a Top 50 public research university by 2025. Three additional comparison universities were added more recently. These universities and the data for the most recent rankings from the Center for Measuring University Performance at Arizona State University are shown beginning on page 21.

Kansas State University has ranked between 80 and 85 in most categories compared with other public research universities based on a simple average.

The university will need to continue making progress against a very competitive set of schools — all of which are working to increase their national rank and stature at the same time.

These national measures are important, but not the only measures of our success. Reflecting on the past four years, remarkable progress has been made. We have reached all-time highs in total research expenditures and freshman-to-sophomore retention rates. Our endowment pool has grown, we hired our first National Academy member, the number of doctorates awarded has increased, and our six-year graduation rate is seeing upward movement. We are providing students with a wider range of learning opportunities to be successful in their academic, professional and civic lives. We are taking a lead in helping solve challenges to our global food systems. We are investing in academic facilities and in our faculty and staff.

We will continue to measure our progress annually, consider unanticipated challenges and unexpected opportunities, adjust when needed, and be accountable to achieving our future for 2025.

OUR BENCHMARKS

- Total research and development expenditures
- Endowment pool
- Number of National Academy members
- Number of faculty awards
- Number of doctorates granted annually
- Freshman-to-sophomore retention rate
- Six-year graduation rate
- Percent of undergraduate students involved in research

OUR PEERS

Land-grant institutions without medical schools:

- Auburn University
- Clemson University
- Colorado State University
- Iowa State University
- Louisiana State University, Baton Rouge
- North Carolina State University, Raleigh
- Oklahoma State University, Main Campus
- Oregon State University
- University of Massachusetts, Amherst
- Washington State University

Benchmarks of Excellence

(Based on the most recent data available)

Institution	Total Research Development Expenditures ^b			
	FY 2010	FY 2011	FY 2012	FY 2013
Kansas State University	\$160,679,000	\$169,167,000	\$176,141,000	\$183,096,000
Auburn University	\$145,115,000	\$163,335,000	\$133,013,000	\$147,229,000
Clemson University	\$174,693,000	\$166,350,000	\$142,096,000	\$154,444,000
Colorado State University	\$302,896,000	\$330,784,000	\$375,919,000	\$313,238,000
Iowa State University	\$250,120,000	\$267,641,000	\$260,995,000	\$266,596,000
Louisiana State University, Baton Rouge	\$289,872,000	\$287,841,000	\$285,395,000	\$283,400,000
North Carolina State University, Raleigh	\$360,795,000	\$378,154,000	\$404,225,000	\$417,468,000
Oklahoma State University, Main Campus	\$147,094,000	\$162,786,000	\$166,523,000	\$134,500,000
Oregon State University	\$216,595,000	\$228,814,000	\$240,507,000	\$232,677,000
University of Massachusetts, Amherst	\$169,143,000	\$181,297,000	\$194,775,000	\$190,739,000
Washington State University	\$304,352,000	\$388,974,000	\$335,930,000	\$341,082,000

a. from IPEDS Data Center - most recent available comparative data

b. from NSF 2015 annual report - most recent available

c. from NACUBO annual report - most recent available

d. does not include DVM or other "first professional" degrees

e. from National Academies membership lists - accessed 7/20/2015
(<http://www.nationalacademies.org/>)

f. from ASU "Top American Research Institutions" 2014 provisional data
- most current

Benchmarks of Excellence (Cont.)

(Based on the most recent data available)

Institution	Endowment Pool ^c				National Academy Members ^e				Faculty Awards ^f			
	FY 2011	FY 2012	FY 2013	FY 2014	2012	2013	2014	2015	2010	2011	2012	2013
Kansas State University	\$337,460,000	\$329,240,000	\$364,675,000	\$473,987,000	1	1	1	1	9	5	2	3
Auburn University	\$471,851,000	\$461,727,000	\$522,145,000	\$621,106,000	2	1	1	1	5	4	3	1
Clemson University	\$473,748,000	\$482,866,000	\$528,697,000	\$623,262,000	1	2	1	1	6	6	6	4
Colorado State University	\$221,231,000	\$225,362,000	\$245,887,000	\$284,495,000	5	5	5	8	7	4	5	8
Iowa State University	\$612,283,000	\$604,897,000	\$673,515,000	\$777,018,000	9	7	4	4	10	5	11	10
Louisiana State University, Baton Rouge	\$672,790,000	\$665,764,000	\$721,198,000	\$788,020,000	2	3	2	3	2	3	5	5
North Carolina State University, Raleigh	\$617,632,000	\$635,326,000	\$769,404,000	\$885,055,000	17	19	19	18	11	14	12	14
Oklahoma State University, Main Campus	\$681,744,000	\$675,030,000	\$817,625,000	\$904,893,000	3	3	3	2	3	5	4	3
Oregon State University	\$411,964,000	\$403,606,000	\$443,826,000	\$511,427,000	4	4	4	4	7	7	15	8
University of Massachusetts, Amherst	\$529,262,000	\$565,092,000	\$664,240,000	\$757,473,000	9	9	11	8	8	6	8	12
Washington State University	\$722,717,000	\$737,409,000	\$777,628,000	\$868,091,000	9	9	7	7	8	6	9	8

	Doctorates Granted ^{a, d}				Freshman-to-Sophomore Retention ^a				Six-year Graduation Rate by Cohort ^a			
	2010 – 2011	2011 – 2012	2012 – 2013	2013 – 2014	Fall 2010	Fall 2011	Fall 2012	Fall 2013	2005	2006	2007	2008
	162	162	158	166	81%	82%	81%	83%	56%	58%	60%	59%
	204	247	237	249	87%	89%	89%	91%	66%	68%	68%	71%
	192	220	187	216	89%	90%	92%	92%	80%	82%	83%	82%
	203	235	230	230	83%	83%	86%	85%	64%	63%	64%	65%
	358	394	349	347	86%	88%	87%	86%	68%	71%	68%	69%
	255	322	305	345	84%	84%	82%	85%	62%	65%	67%	67%
	395	446	488	494	88%	89%	83%	93%	72%	71%	74%	75%
	187	212	238	241	78%	80%	79%	81%	62%	62%	60%	61%
	172	206	204	186	83%	81%	84%	84%	61%	61%	61%	63%
	258	268	295	287	89%	89%	89%	90%	67%	70%	73%	75%
	197	203	268	260	82%	84%	80%	80%	67%	67%	65%	67%

Top Public Research Universities

Key Benchmark Rankings of Kansas State University and Peer Comparison Institutions*

Institution	Total Research Development Expenditures Control Rank **			Endowment Pool Control Rank **		
	2009	2010	2011	FY 2010	FY 2011	FY 2012
Kansas State University	75	71	71 ↔	76	75	78 ↘
Auburn University	77	79	73	61	59	57
Clemson University	68	78	83	57	53	53
Colorado State University	42	44	43	97	95	95
Iowa State University	54	50	50	42	41	43
Louisiana State University, Baton Rouge	45	47	47	47	68	70
North Carolina State University, Raleigh	26	32	33	43	40	40
Oklahoma State University, Main Campus	87	75	72	45	57	58
Oregon State University	61	59	55	63	63	67
University of Massachusetts, Amherst	71	68	67	68	98	92
Washington State University	46	46	37	46	34	32

*Based on Arizona State University – Measuring University Performance: Top American Research Universities Annual 2013 report data.

At the time of publication of this annual report, the Top American Universities 2014 report was not yet available. This ranking chart will be updated with fourth year rankings at k-state.edu/2025 once 2014 report rankings information is released.

** Control rank refers to rank among all public research universities.

Are in the Top 25

Are in the Top 50

For additional information, reference pages 26-29.

	National Academy Members Control Rank **			Faculty Awards Control Rank **			Doctorates Granted July 1 to June 30 Control Rank **		
	2010	2011	2012	2010	2011	2012	2009 – 2010	2010 – 2011	2011 – 2012
	137	137	136 ▲	46	67	122 ▼	83	75	81 ▼
	79	78	99	77	87	101	61	63	53
	98	100	81	69	59	64	70	67	62
	57	57	58	60	87	73	60	64	57
	38	44	49	44	67	35	38	35	34
	79	78	81	126	105	73	39	51	41
	30	31	30	37	28	30	23	31	26
	65	63	65	99	67	84	58	69	65
	61	63	65	60	52	21	69	71	71
	38	38	46	53	59	54	43	50	48
	38	38	37	37	59	44	71	65	68

K-State 2025 Progress Report for 2014–2015

I. Research, Scholarly and Creative Activities, and Discovery

Goal: Create a culture of excellence that results in flourishing, sustainable and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Activities and Accomplishments</p>	<ul style="list-style-type: none"> Total research expenditures, a K-State 2025 benchmark metric, increased to a record \$184.9 million for FY14, growing 15 percent over five years. Researchers submitted a record 1,656 grant proposals, and received 962 awards totaling more than \$137.6 million for FY15, the third highest total in university history. Communication, training and support for the K-State research community was enhanced through such initiatives as RSCAD Momentum, a new weekly newsletter; a Twitter feed; an expanded research website; and improved research training through the Collaborative Institutional Training Initiative, which provides high-quality, current and peer-reviewed research and ethics training. The Center for the Advancement of Digital Scholarship was established to increase the visibility and reach of K-State scholarship, provide copyright consultations and support the K-REx institutional repository, New Prairie Press, Open Access and Scholarly Communication initiatives. The university established a course-based methodology to improve the tracking of undergraduate participation in research and scholarly and creative activities and to recognize this research on student transcripts. Crossing Borders: An Interdisciplinary Journal of Undergraduate Scholarship, created to encourage multidisciplinary research and share the work of students with a wider community of scholars, was launched by New Prairie Press, an online imprint of K-State Libraries. K-State researchers are leading cutting-edge research into critical global food challenges through our four Feed the Future labs: Collaborative Research on 	<ul style="list-style-type: none"> Sorghum and Millet, Applied Wheat Genomics, Reduction of Post-Harvest Loss and Sustainable Intensification. Biosecurity Research Institute researchers continued their collaboration on National Bio and Agro-defense Facility-funded transition projects as construction of the new federal facility moved closer to becoming a reality with a formal groundbreaking in May 2015. The university's Sensory Analysis and Consumer Research Center ranked as the No. 1 program nationwide, just one example of our increasing number of research centers gaining national and international reputations for outstanding work. Fourteen patents for new biomedical technologies, livestock health improvement, safer pest control and more were awarded to our researchers in 2014, a 40 percent increase over our average of four to six patents a year. The university ranked 22nd in the nation for producing licensing revenue per active license among U.S. public research universities, and 28th in the nation for licenses and options to license per 100 disclosures according to the Association of University Technology Managers. Technology Acceleration Partners LLC, or TechAccel, was founded as a third-party startup company to establish partnerships with global agriculture and animal health industry leaders to address technology innovations for increasing food production, improving food quality and enhancing animal health.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2015</p>	<ul style="list-style-type: none"> Increased intellectual and financial capital to support RSCAD. More clusters/centers of collaborative RSCAD focus. Increased funding for investigator-based research, research centers and graduate training grants. Tuition waivers for all GRAs. 	<ul style="list-style-type: none"> Competitive compensation and support available to GRAs, GTAs and GAs. Enhanced and systematic approach for undergraduate research. Successful recruitment, retention, evaluation, compensation and rewards strategies in place to support RSCAD needs. Enhanced visibility and appreciation for RSCAD.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2020</p>	<ul style="list-style-type: none"> Intellectual and financial capital in place for expanded RSCAD efforts. Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs. Nationally and internationally recognized research centers. 	<ul style="list-style-type: none"> Recognized for prominent and productive placement of our graduates. Increased participation by undergraduates in expanded opportunities in research.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2025</p>	<ul style="list-style-type: none"> Fifty nationally recognized Kansas State University researchers, a high proportion of whom are members of their National Academies. Extramural funding competitive with our benchmark institutions. 	<ul style="list-style-type: none"> Research and development expenditures competitive with benchmark institutions. Competitive amongst our peers in the percentage of undergraduates involved in research.

II. Undergraduate Educational Experience

Goal: Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social and personal lives.

- The university achieved its highest freshman-to-sophomore retention rate in school history.
- The university remained the No. 1 choice among Kansas high school seniors and set records again for overall, multicultural and international student enrollments as well as freshman ACT average.
- Scholarship funding and financial assistance increased through our colleges, Global Campus and the university, including the allocation of nearly \$4.5 million in institutional scholarships and need-based assistance over the past four years.
- The Kansas State University Open/Alternative Textbook Initiative, an effort to reduce textbook costs for students with investments in open source alternatives, received national attention in the report, "Open Textbooks: The Billion Dollar Solution," released by the Student Public Interest Research Groups.
- Investments in tutoring and academic advising include tools such as the new Advisor Center, which integrates the Education Advisory Board Student Success Collaborative advising platform with our student information system, providing our academic advisors for the first time with real-time analytics to help identify and assist students.
- The Office of Undergraduate Research & Creative Inquiry initiated a competitive grant program to support the expansion of undergraduate research.
- "A Walk in My Shoes: First-Generation College Students," a documentary produced in our College of Education in concert with K-State's First Scholars program, aired on public television and received comments from first lady Michelle Obama, a first-generation student herself.
- Enrollment in student success programs continued to grow, with record numbers participating in K-State First, which grew from 1,453 students in 2013-14 to 1,957 this past year and by 148 percent since 2011-12.
- Our Residential Connecting Across Topics, or CAT, communities produced a 98.8 percent fall-to-spring retention rate and tripled in size during the past year. The overall number of CAT communities doubled over two years, substantially expanding our integrated living/learning community system offerings to students.
- Kansas State University continues to be first nationally among public and state universities in the number of Rhodes, Marshall, Truman, Goldwater and Udall scholarship recipients since 1986.
- The number of students studying abroad grew by 41 percent during the last four years compared to about 10 percent nationally.
- The university tripled international exchange agreements with top 150 global universities and doubled the number of students doing semester exchanges at these universities and the number of incoming exchange students.

- Excellent, customized academic advising and services available to all students to support their success and degree completion.
- Engaged students benefiting from high-impact educational practices used by excellent faculty and staff across the university.
- Increased participation by undergraduates in expanded opportunities for meaningful research.
- Successful integration of undergraduate education and meaningful research is standard practice.

- Integrated learning communities experienced by students, faculty and staff that promote student success within a culture of excellence.
- Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social and personal lives.
- Superior and diverse faculty recognized for teaching excellence.

- An undergraduate educational experience recognized as one of the best among the nation's Top 50 public research universities.
- Faculty teaching and advising awards comparable to benchmark institutions.

- Effective evaluation practices that recognize and reward teaching, advising and lifelong learning/professional development.
- Effective system in place that supports and promotes teaching excellence.
- Successful recruitment and retention strategies that address our entire student population.
- Improved six-year graduation rates and retention ratios.

- All undergraduate students engaged in a diversity of experiences that expand their viewpoint.
- Increased undergraduate contributions in the creation of scholarship through research.
- Ongoing improvement of six-year graduation rates and retention ratios.

- Freshman-to-sophomore retention ratios comparable to benchmark institutions.
- Six-year graduation rates comparable to benchmark institutions.

III. Graduate Scholarly Experience

Goal: Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.

- The number of doctorate degrees awarded, a K-State 2025 benchmark metric, increased for the second consecutive year from 166 to 190 and by 17 percent overall since 2011-12.
- Career development activities for graduate students were expanded with 27 professional development workshops and the initiation of a Dissertation Writing Retreat.
- An inaugural graduate student alumni reunion reconnected these alumni with the Graduate School, academic departments and the university.
- Funding support to graduate students was enhanced through efforts of the colleges and the Graduate School, including the new Presidential Doctoral Scholarship Program to assist with recruitment of outstanding doctoral applicants in interdisciplinary studies; the Marie R. Bonebrake Graduate Award; and the Arts, Humanities and Social Sciences Small Grant Program to support direct research costs for graduate students in their final year.
- Three new graduate certificate programs were established to meet the needs of today's professionals: Leadership Dynamics for Adult Learners; Social Justice Education; and Dialogue, Deliberation and Public Engagement.
- The Graduate School made changes to further advance graduate programs, increase efficiencies and improve communication, including modifications to our online application and admissions system, dashboards to provide real-time data to graduate programs and departments, an enhanced website, and two associate deans — focusing on enrollment management and student services and on academics and research.

- Competitive compensation and support available for GRAs, GTAs and GAs.
- Tuition waivers for all GRAs.
- Engaged graduate students integrated in university life with enhanced visibility and appreciation.
- Outstanding mentoring for our graduate students.

- Expectation of excellence for the graduate scholarly experience.
- Increased capacity to secure funding for graduate research and teaching.
- Broader spectrum and greater overall number of courses offered at the graduate level and especially at the Ph.D. level.
- Expanded partnerships with industry and government to provide high-level learning and experiential training opportunities for graduate students.

- Increased participation by our graduate students in unique high-level learning and experiential training.
- Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment.

- Increased funding for graduate research and teaching.
- Increased number of nationally and internationally recognized award-winning graduate faculty.
- Increased number of doctorates awarded.

- National and international reputation for outstanding graduates with demonstrable career success.
- World-class reputation as a preferred destination for outstanding graduate students.

- Stable funding for graduate research and teaching competitive with benchmark institutions.
- Doctorates awarded comparable to benchmark institutions.

IV. Engagement, Extension, Outreach, and Service

Goal: Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education and engagement.

V. Faculty and Staff

Goal: Foster a work environment that encourages creativity, excellence and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration and is respectful, trusting, fair and collegial for all.

Activities and Accomplishments		
Expected Outcomes by 2015	<ul style="list-style-type: none"> Enhanced integration between academics and student service learning. Increased participation by undergraduates in expanded opportunities for meaningful engagement experiences. Increased recognition of our services as a source of expertise, information and tools for disciplines worldwide. Increased numbers and diversity of faculty and staff participating in engagement. 	<ul style="list-style-type: none"> Increased extramural funding for engagement initiatives at the local, state, national and international level. Recognition as leaders in engagement within our state and nation. Enhanced visibility and appreciation for engagement and its interconnectedness with research and education within our university.
Expected Outcomes by 2020	<ul style="list-style-type: none"> Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and environmental issues. All undergraduate students engaged in at least one engagement/service learning project. Increased number of graduate students involved in engagement. 	<ul style="list-style-type: none"> Increased appreciation by K-State graduates for lifelong involvement in engagement and service. Increased capacity to respond to emergencies worldwide. Preferred destination for faculty, staff and students who value engagement as integral to their academic and personal lives.
Expected Outcomes by 2025	<ul style="list-style-type: none"> Nationally recognized as a leader in and model for a re-invented and transformed land-grant university integrating research, education and engagement. Nationally and internationally recognized as a leader in engagement on a global scale. 	<ul style="list-style-type: none"> Recognized as a leader in engagement, reaching both rural and urban communities.

- Funded by the state of Kansas, the Global Food Systems Innovation Grants program was launched as part of the university's Global Food Systems Initiative, awarding \$500,000 in its first year to faculty members involved in nine projects using multidisciplinary approaches to address some of the world's global food systems challenges while helping to create jobs and wealth for the state.
- The Launch a Business Program, in its second year providing courses, research and mentorship to new ventures in Kansas, expanded its assistance to 14 startup businesses, and the Kansas Business Climate Index was launched — all by K-State's Center for the Advancement of Entrepreneurship.
- Engagement with the military, soldiers, veterans and military families expanded through partnerships with the U.S. Army, Navy and Air Force through K-State Research and Extension, with the Institute for Health and Security of Military Families, and 4-H Military Partnerships.
- Six new distance education programs were established to serve online students, including two graduate certificates, a master's degree, two minors, a bachelor's degree and an undergraduate certificate.
- A record 584 students received K-State degrees via distance education, reinforcing the importance of distance education to growing numbers of students.
- The university joined the National Council for State Authorization Reciprocity Agreements, or SARA, a national initiative that establishes standards for postsecondary distance education courses and programs with the goal to make it easier for students to take online courses from institutions outside their home state.

- Engagement with Australian partner governmental research institutions and universities continued to expand with a multimillion-dollar, international project funded by the Plant Biosecurity Cooperative Research Centre to explore unmanned aerial systems as an efficient method to detect pest insects and diseases in food crops before outbreaks occur.
- A new School for Applied and Interdisciplinary Studies was approved by the Kansas Board of Regents for K-State Olathe, and expanding corporate partnerships and innovative research at our Olathe campus was recognized at the first Ingenuity Central event.
- The Kansas State University Bulk Solids Innovation Center in Salina opened as a one-of-a-kind facility in North America studying the science of bulk solids material handling.
- The K-State Confucius Institute was launched in partnership with Jilin University, a leading national research university in China.
- The first corporate tenants for the new K-State Office Park in Manhattan were announced.
- Alumni engagement grew as the K-State Alumni Association retained the No. 1 ranking in the Big 12 for the 19th consecutive year for the percentage of graduates who are members, established Wabash CannonBall events in Houston and Denver, and enhanced programming for our international students and graduates.

- The first university climate survey of faculty, staff and students was completed with 84 percent of the 7,411 participants reporting being comfortable or very comfortable with the university environment. Action planning began to address areas for improvement.
- Ten new endowed faculty funds were established in FY15 through private giving, bringing the total to 27 created over the past four years.
- The university completed the second year of a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff, leading to an 8.9 percent increase in average salary for tenured/tenure-track faculty.
- The number of faculty in full-time positions, professor to instructor, increased by 45 between FY12 and FY15.
- More faculty engaged in international study abroad experiences, with a 50 percent growth in faculty-led proposals over the past four years and, for the first time, faculty-led experiences from every college.
- The university hosted its first Australian Fulbright scholars through its Oz-to-Oz program, including John Pluske, a distinguished Fulbright chair in agriculture and life sciences, and Lachlan Philpott, one of Australia's leading commercial playwrights.
- University human resource services were reorganized and consolidated within the new Division of Human Capital Services, with a new leadership team, a new website and new initiatives to improve services and our capacity to recruit and retain outstanding faculty and staff.

- With broad involvement of university stakeholders, a compensation strategy was developed to provide a compass for future compensation/total rewards programs.
- A job analysis survey was completed by 85 percent of the university's unclassified professionals and university support staff to support the development of position descriptions and associated compensation structures.
- Major progress was made toward improving the efficiency and effectiveness of our recruitment and hiring processes, including the establishment of a talent acquisition team, the completion of a highly successful Kaizen initiative, the implementation of new hiring toolkits and the purchase of our first automated applicant tracking and hiring system.
- The university developed and began implementation of new policies that expand the professional titles available for use by non-tenure track faculty.
- The Center for Advocacy, Response and Education expanded its services, providing confidential advocacy to any K-State student, faculty or staff member impacted by sexual, domestic or dating violence, stalking or sexual harassment.
- The K-State Postdoctoral Association was established to support postdoctoral students engaged in research at K-State.
- The K-State Student Employee of the Year award was inaugurated to honor and recognize the important contributions made by student employees.

- Total compensation competitive with aspirant university and regional employers for faculty and staff in high-priority areas.
- Efficient, effective and integrated university human resources processes and services that place employees in the right positions with the right skill sets at the right time.

- Careerlong learning recognized by the university and its employees as a shared value and responsibility.
- Effective evaluation processes that results in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the university's mission.

- Total compensation competitive with aspirant university and regional employers for all employees.
- Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs.

- Successful recruitment and retention of a talented and high-performing diverse workforce.

- Talented, high-performing, diverse workforce recognized for excellence.
- Award-winning faculty and researchers.

- Stable funding available for recruitment and retention of top-level faculty and staff.
- Optimal number of faculty and staff comparable with benchmark institutions.

VI. Facilities and Infrastructure

Goal: Provide facilities and infrastructure that meet our evolving needs at a competitive level with benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers and staff.

- The university invested \$73.3 million in academic facilities in FY15 with \$207.1 million planned for investment in FY16.
- A collaborative campuswide planning effort with the city of Manhattan and broad stakeholder involvement is helping develop a North Campus Master Plan for anticipated growth and capital investment in the North Campus Corridor.
- Planning for the Seaton Complex revitalization for our College of Architecture, Planning & Design continued, given a boost by the vote of the college's Student Advisory Council to increase student fees for four years to raise additional funds for the project.
- The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theatre and learning environment for drama therapy, acting and directing, student showcases, play readings, Ebony Theatre productions and more.
- Progress continued on construction of the new \$40 million wing to the engineering complex, which is set to open for spring 2016 classes, as well as the new College of Business Administration building to be completed summer 2016.
- Construction began on the new Berney Family Welcome Center in East Stadium, the new Jon Wefald residence hall, expanded dining center, expansion and renovation of the K-State Student Union, and the chilled water plant expansion project.
- Approximately 85,000 square feet of space being vacated due to new construction was strategically reallocated to better meet university needs through a formal, transparent planning process.
- Classroom and lab space were enhanced through renovations in Cardwell Hall, Fiedler Library Student Success Center, Lafene Health Center, Mosier Hall, Throckmorton Hall, Trotter Hall, Waters Hall and on the Salina campus.
- The learning environment for performing arts students was significantly enhanced as our School of Music, Theatre, and Dance was named an All-Steinway School, a designation held by fewer than 200 schools in the world, and a reminder that the tools and equipment our students use are as important as our buildings.
- K-State Libraries completed two migrations with the move of its integrated library system to a new cloud-based system with enhanced online search tools and features and the transfer of 330,000 volumes from a University of Kansas storage facility to the K-State Libraries annex in Manhattan, providing patrons and researchers with quicker access to materials.

VII. Athletics

Goal: Strengthen the interconnectivity between intercollegiate athletics and the campus community, prepare our student-athletes for success in school, in sport and after graduation, and benefit our university, community and state.

- Five sports — football, men's golf, volleyball, men's cross country and women's cross country — led the Big 12 in Academic Progress Rating scores — and all programs remain well above this NCAA standard.
- Our student-athletes continue to lead on and off the field, with 22 All-American, 35 All-Big 12 and 125 Academic All-Big 12 selections.
- The Vanier Football Complex, the third phase of the Bill Snyder Family Stadium Master Plan, was completed, doubling space for student-athletes and coaches and providing an academic learning center; strength, conditioning, training and recovery areas; a team theater and meeting rooms; and improved north-end seating and fan amenities.
- The Ahearn Fund, K-State's national fund for student athlete excellence, reached 10,333 members, achieving record membership for the sixth year in a row and a more than 90 percent increase since 2010.
- Total athletics giving reached \$34.5 million in FY15.
- With the elimination of direct university funding support as a source of revenue, a multiyear plan is underway to eliminate indirect funding for utility payments for athletics facilities by the end of FY16.
- Coach Bill Snyder was elected to the College Football Hall of Fame, recognizing his significant contributions to the sport and to our university.
- The Staley School of Leadership Studies, in partnership with K-State Athletics, launched the Snyder Leadership Legacy Fellows program, which honors Coach Bill Snyder's leadership legacy by engaging students in a meaningful leadership development experience.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, which is given every two years to recognize a marching band that excels in musical standards and has made important contributions to the advancement of performance standards over a number of years.

- Responsive, timely and strategic facilities services aligned with campus operational needs as well as future planning and implementation.
- Adequate temporary space to house programs and staff impacted by renovations of existing facilities.
- Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest-quality levels of support for research, instruction, student services and administration.

- Adequate office space for all K-State employees equipped to support their work and productivity.
- Efficient, reliable and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort and integrity of our research, animal and human environments.

- High-quality, technology-enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to faculty and students.
- High-quality research laboratories and specialty spaces that enhance research and scholarly activities.
- Well-maintained buildings, utilities, information technology infrastructure and grounds consistent with the expectations and image of a highly ranked land-grant research and teaching institution.

- Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff and administrators.

- An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration.
- Signature facilities that promote collaborative learning and working environments; multidisciplinary work; and integrated interaction among students, faculty, researchers, staff and administrators.

- Outstanding academic and athletic success by our student-athletes.
- Enhanced learning environments and relationships promoted by facilities and integrated activities that support interaction between students, student-athletes and the campus community.
- Enhanced integration between academics and athletics.

- A world class student-athlete experience.
- Outstanding student athletes prepared to excel in their chosen careers and community and personal lives.
- Increased funding for total endowment.

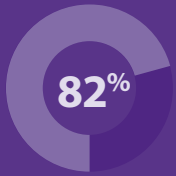
- National reputation for a world class student-athlete experience.
- Recognized leader in integrating academics and athletics.

- Increased support for academics through athletics.
- Exposure on a national and global level with unique branding that highlights the academic/athletic success of our student-athletes.

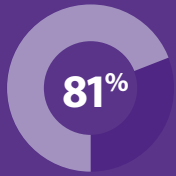
- World class facilities at all levels.
- Sustained funding for student athlete scholarships.

K-State 2025: Snapshots of Success

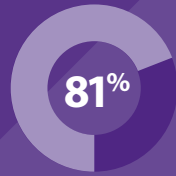
Freshman-to-Sophomore Retention



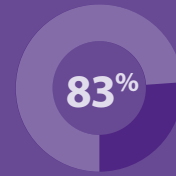
Fall 2011



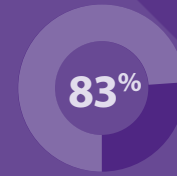
Fall 2012



Fall 2013

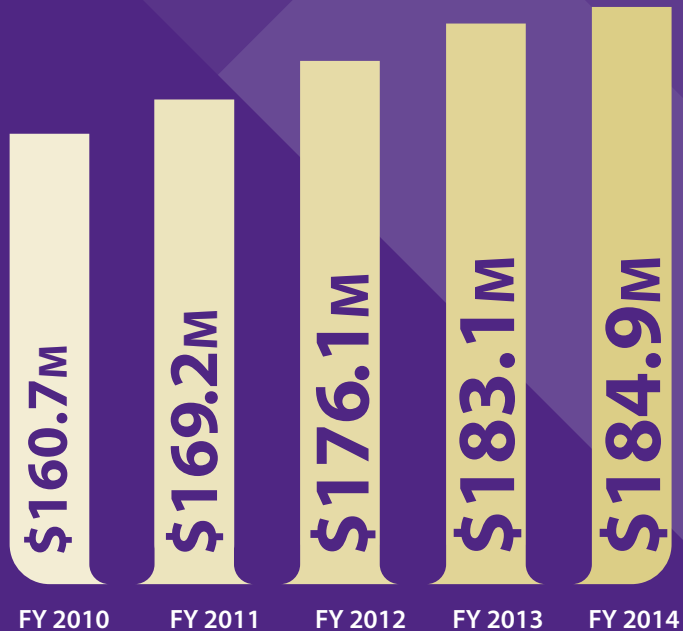


Fall 2014

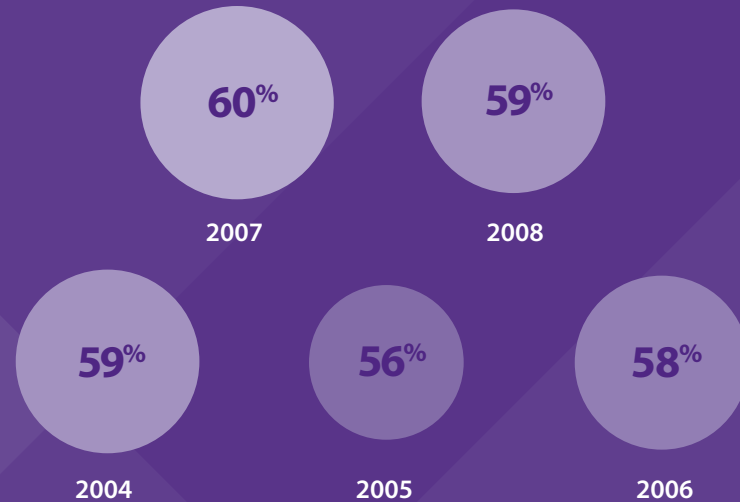


Fall 2015

Total Research Expenditures



6-yr Graduation Rate by Cohort

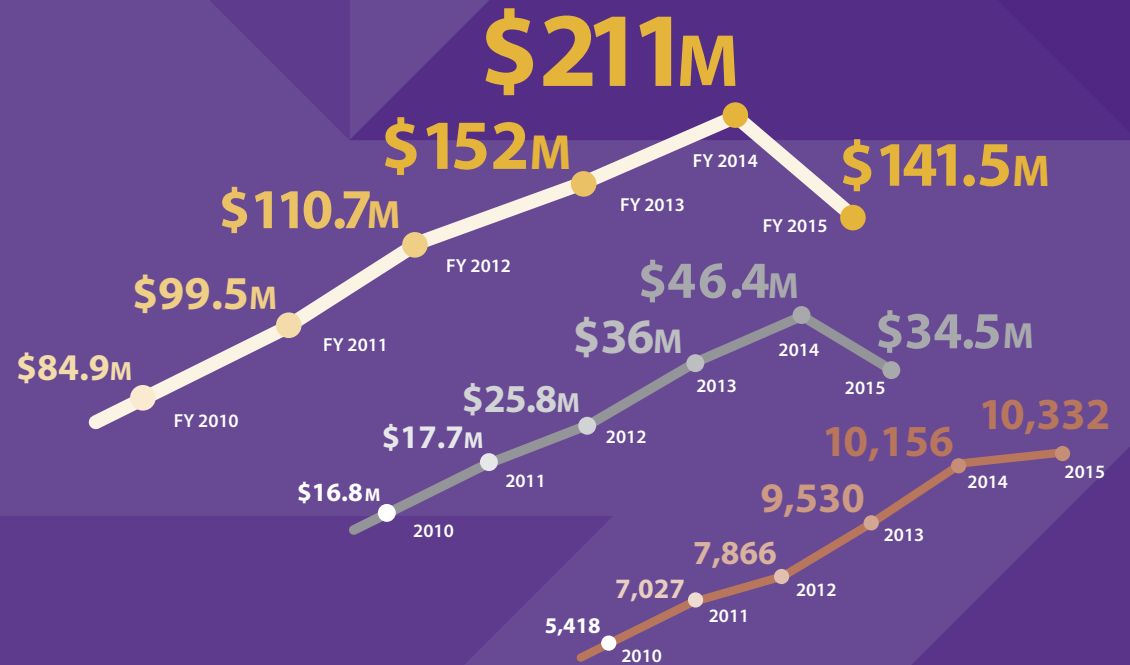


Doctorates Conferred

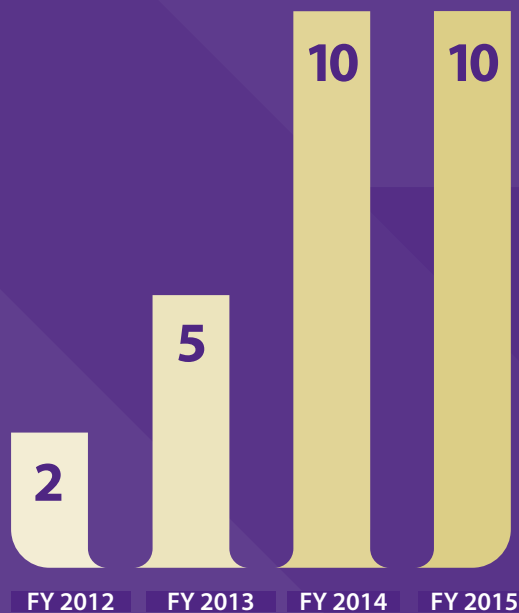


Fundraising

■ Total Giving
 ■ Athletics Giving
 ■ Number of Ahearn Members



New Endowed Faculty Funds



Increased Endowment

Benefits K-State 2025 areas:

- Chairs
- Professorships
- Undergraduate and Graduate Scholarships





INNOVATION
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