



A visionary plan for
Kansas State University

2025

2011–2016 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 2011-2016
<i>page 30</i>	Snapshots of Success 2011-2016

Photos: Division of Communications and Marketing, K-State Athletics



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 73 master's degrees, 43 doctoral degrees and 43 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

Nearly 24,000 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 varsity sports 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 fifth K-State 2025 progress report. Unlike the previous four annual reports, this report covers the first five years of K-State 2025, highlighting key accomplishments since the K-State 2025 visionary plan was launched under the leadership of President Kirk Schulz 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, they are helping the university embrace a bold future, pursuing excellence in education, research and service as we reach toward our goals defined in K-State 2025.



K-State 2025 is a 15 year vision with key outcomes defined in five year intervals in our visionary plan. Thanks to the many dedicated people who are part of the K-State community, we made significant progress since 2011 advancing K-State 2025 goals and outcomes in all seven themes. Records have been set with all-time highs in research expenditures, overall student enrollment, student body diversity, freshman-to-sophomore retention and six year graduation rates. There have been significant increases in doctorates awarded and our endowment pool. Working with the KSU Foundation, we integrated K-State 2025 with our \$1 billion Innovation and Inspiration comprehensive campaign, raising more than \$900 million to date to advance our K-State 2025 vision. Kansas State University ranked as a Top 25 public research university in annual giving in the 2015 annual report of Top American Research Universities by the Center for Measuring University Performance.

K-State 2025 has had many positive impacts beyond specific performance measures. It served as a catalyst for change and dialogue across our K-State community, helping to create a culture of inclusion, transparency and shared planning and accountability for aspirational goals that move us forward together. We transformed institutional processes — aligning them with K-State 2025 goals and priorities. We invested in student success and created an exceptional educational experience for our students. We established new degree programs and partnerships, including those on our new K-State Olathe campus. We brought more focus on research and its important ties to teaching, learning, and service. We built scholarship funds, created endowed chairs and professorships, and invested in new academic and athletic facilities, thanks in large part to the philanthropic giving of our alumni and friends. Most importantly, we have strengthened the bonds within the K-State community as we achieve success and address strategic challenges along the way.

We promised at the outset of our K-State 2025 journey that our university strategic plan would not sit on a shelf, but that we would take action together across the K-State community. Moving forward has required shared commitment at all levels and by all members of the K-State community, along with new ideas, plans, resources and ways of doing things. Continued commitment will be needed to further advance on our path for the next 10 years.

We have much to celebrate and many successes yet to come. You can follow our progress in reports, updates and other information available on the K-State 2025 website at k-state.edu/2025.

Reflecting back over the past five years, the progress forward has been remarkable. We invite your continued participation and support as we proceed on our path to become a Top 50 public research university by 2025.

Richard B. Myers
President

April C. Mason, Ph.D.
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 university strategic plan with a fifteen-year vision. 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 accomplishments during the first five years of implementing the K-State 2025 visionary plan. These five years saw many record-breaking advances for Kansas State University 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 increased to a record high of \$188.7 million, growing over 17 percent during the past five years. Our national ranking for this key K-State 2025 metric improved from 75th to 68th among public research universities.
- Researchers are actively competing for research funding at unprecedented levels, submitting a record 2,075 grant proposals in FY16 — a 60 percent increase since FY12 — and receiving nearly \$700 million in grant awards during the five year time period.
- The university has been awarded an increasing number of multi-state, multi-institutional major grants with an international, interdisciplinary focus.
- Four USAID Feed the Future Innovation Labs were awarded to K-State, an achievement equaled only by one other university, allowing K-State to conduct cutting edge research into critical global food challenges.
- Our research centers are gaining a national and international reputation for outstanding work with new centers such as the Sensory Analysis and Consumer Research Center and the first NSF-funded Industry/University Cooperative Research Center on Wheat Genetic Resources.
- The National Bio and Agro-defense Facility, or NBAF, is under construction in Manhattan. BRI researchers are contributing to NBAF-funded transition projects as the new federal facility moves closer to completion.

For additional information, reference pages 26-29.



- Research faculty development was enhanced through a variety of initiatives, including annual visits of new faculty with granting agencies in Washington D.C.; redesigning the internal grant and award processes; and providing compliance training through the Collaborative Institutional Training Initiative.
- Research visibility was raised through communication initiatives such as RSCAD Momentum, a weekly newsletter; a presence on social media; an expanded research website; the launch of Seek, K-State's redesigned flagship research magazine; and research showcase events.
- The newly established Center for the Advancement of Digital Scholarship increased the dissemination and impact of K-State scholarship.
- Crossing Borders: An Interdisciplinary Journal of Undergraduate Scholarship, was launched by New Prairie Press, K-State's open access publisher, to encourage multidisciplinary research and sharing the work of students with a wider community of scholars.
- The Office of Undergraduate Research was established to facilitate, increase, and measure participation of undergraduates in meaningful research, scholarly and creative activities, and discovery, or RSCAD.
- The Carnegie classification of the university improved to "highest research activity."
- The number of new patents awarded to our researchers has increased more than 40 percent during the past two years from our previous average of four-to-six per year.
- Technology Acceleration Partners LLC, or TechAccel, recently recognized as "America's Most Promising State Initiative," was launched as a third-party startup company to work globally to address technology innovations needed to increase food production, improve food quality and enhance animal health.

LEADING THE WAY

Kansas State University is fighting Zika virus through mosquito research.

The university's Biosecurity Research Institute is taking a two-part approach. Researchers are studying mosquitoes to understand how they become infected with Zika virus and are providing the virus to collaborative organizations for further study.

The institute recently contributed to the development of a promising DNA vaccine that is safe and effective against Zika virus and could offer more affordable long-term protection.

Biosecurity Research Institute scientists — including Stephen Higgs, director of the institute; Dana Vanlandingham, assistant professor of virology; and Yan-Jang Huang, postdoctoral fellow in diagnostic medicine and pathobiology — have published their collaborative work in *Nature Medicine*, *Science*, and *Vector-Borne and Zoonotic Diseases*.

The researchers have been involved in several important findings:

- Culex mosquitoes, which transmit West Nile virus, do not appear to transmit Zika virus.
- Zika virus infection may prevent reinfection.
- Zika virus is present in the blood very early during infection and remains in some tissues for a long time.



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-ever freshman-to-sophomore retention rates, progressing from 81 to 85 percent in five years toward the 2025 goal of 90 percent.
- The six-year graduation rate reached a record high, improving from 56 to 63 percent, on the way to the 70 percent goal by 2025.
- The university remained the No. 1 choice among Kansas high school seniors and set records for multicultural student enrollment and highest freshman ACT averages.
- Financial assistance to students was increased through new or expanded college, unit, and institutional scholarship programs.
- The Open/Alternative Textbook Initiative supported the creation of free or low cost textbooks for more than 30 courses, reducing the burden of textbook costs for more than 18,000 students each year. Students saved nearly \$1.5 million with an institutional investment of less than \$150,000.
- The student convocation program was reinstated to welcome new students to the university as they embark on their college experience.
- Professional mentoring programs were established in many colleges, matching students and mentors to expand learning opportunities outside the classroom.

For additional information, reference pages 26-29.



LEADING THE WAY

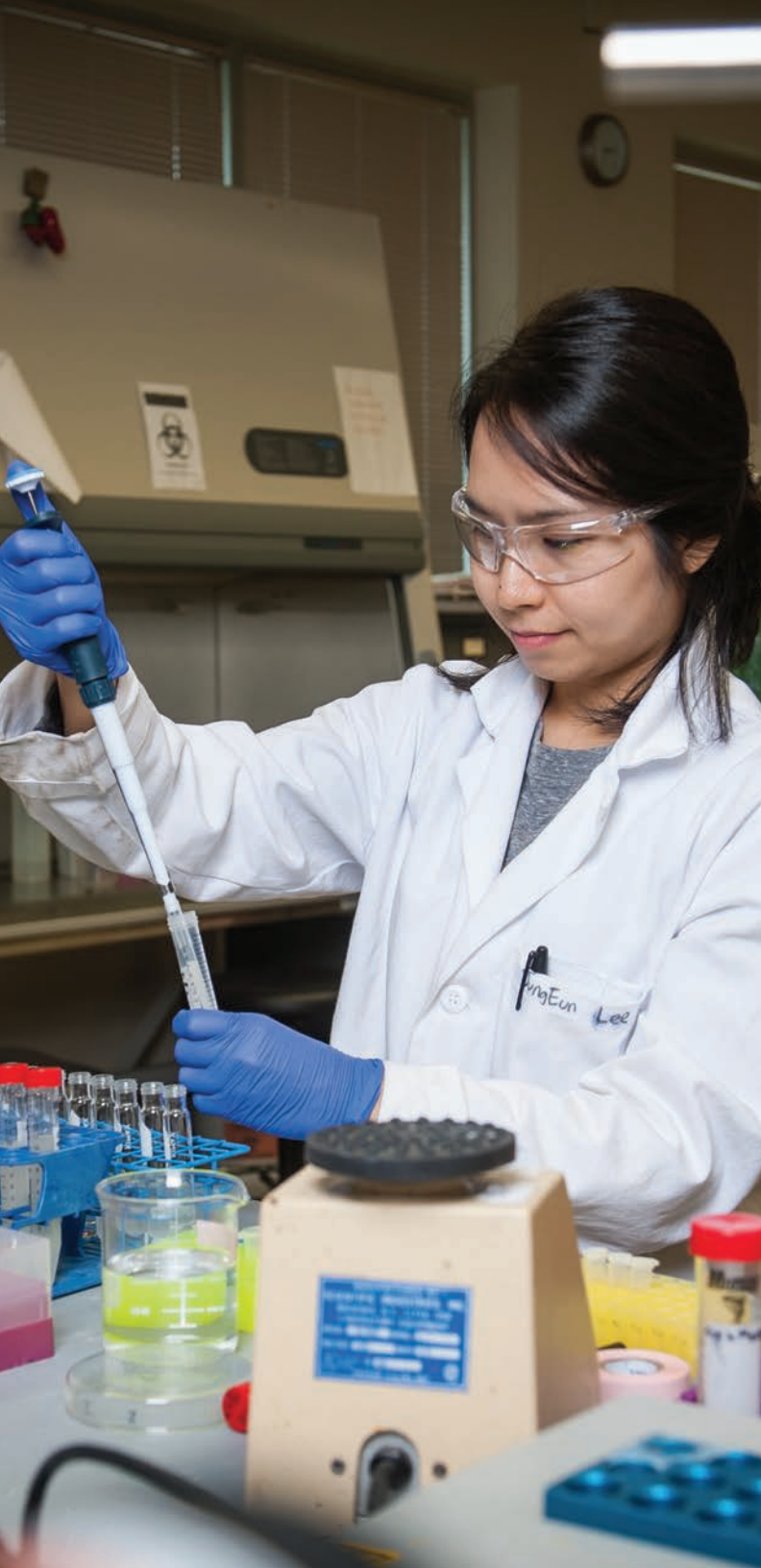
A distinguished future begins with world-class training, resources and experiences.

The Career Development program in Kansas State University's College of Business Administration guides undergraduate students down a clear path to success with professional development activities designed to ensure career readiness.

The college's career development plan includes obtaining Professional Advantage certification through a series of interactive workshops to develop in-depth knowledge and job search skills; an internal team of Career Coaches with extensive industry experience; and more than 500 Executive Mentors from the business community to help students establish a career focus, build a professional network and explore opportunities.

As an enhancement, the College of Business Administration Career Development app was launched in September 2016, allowing students to navigate through the program via their smartphones. Features include tracking progress toward certification, a calendar with future events and employer visits to the college, and other resources, including Advanced Training seminars for upper-level students.

- Investments were made to support improved student success, including in tutoring, academic advising, diversity, honors, and undergraduate research programs.
- Academic advisors are using new tools to identify and assist at-risk students through a partnership with the Student Success Collaborative and a new online Academic Advising Center.
- The First Scholars program was launched with funding from the Suder Foundation to better support our large population of first-generation students.
- Record numbers of students participated in student success programs such as K-State First, resulting in better academic performance and higher graduation rates for participants. Nearly 2,100 students experienced K-State First classes and the expanded living/learning community system, Residential Connecting Across Topics, or CAT, communities over the past five years.
- The Honors House opened as a living/learning facility for Honors Program students.
- A competitive grant program was launched to support undergraduate research.
- Students studying abroad reached 16.7 percent, exceeding our 2015 goal of 15 percent, providing more of our students with real-life international experiences. That is a 67 percent increase over the past five years. The number of students doing semester-long exchanges at Top 200 universities has doubled.
- World culture/study abroad programs have been integrated into the curriculums of 80 percent of undergraduate degree programs.
- Our bachelor's degree completion programs expanded to 10, including the first undergraduate degree completion program at K-State Olathe.
- Kansas State University continues to be first nationally among public universities in the total number of nationally competitive scholarship recipients.



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 key university benchmark, increased more than 10 percent since 2011-12, from 162 to 179 and reached a high of 190 doctorate degrees awarded in 2014-15.
- Funding support for graduate students was enhanced through the colleges and Graduate School by the addition of new programs including the Presidential Doctoral Scholarship Program to assist with recruitment of outstanding doctoral applicants interested 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 during their final year.
- Six new graduate degrees and 16 new graduate certificates were approved in the past five years, expanding our programs to meet today's needs for graduate education. One new interdisciplinary doctoral program was forwarded to the Board of Regents for final approval this fall.
- A new School for Applied and Interdisciplinary Studies was established at K-State Olathe and the school's first degree program, the Professional Science Masters in Applied Science and Technology, was approved in April 2016. Opened in 2011, K-State Olathe now offers 11 graduate degree programs and four graduate certificates.
- The interdisciplinary Master of Public Health Program received full accreditation.
- The Graduate School implemented changes to advance graduate programs, increase efficiencies and improve communication. Changes included implementing an online application and admissions system with dashboards to provide real-time data to graduate programs and departments; an enhanced website; and two new leadership positions focused on Enrollment Management/Student Services and Academics and Research.

For additional information, reference pages 26-29.



LEADING THE WAY

In April 2016, K-State Olathe received approval from the Kansas Board of Regents and the PSM National Office for the Professional Science Master in applied science and technology degree.

The degree is designed to help meet Greater Kansas City's need for more highly skilled professionals in science, technology, engineering and mathematics — or STEM — fields. It fuses advanced scientific knowledge in the STEM fields with professional skills and hands-on experience that help students advance to leadership roles in their organization.

One of the unique components of the degree program is a capstone experience, in which students use the knowledge and skills learned throughout the program to complete a project that solves a real-world problem. The project can be co-mentored by a member of industry and a K-State faculty member, thereby enhancing academic-industry collaboration and potentially leading to new research funding and other initiatives.

The degree is the first of its kind at Kansas State University.

- A Graduate Student Ambassador Program was launched to support the recruitment of graduate students and facilitate their transition to the university.
- Career development activities for graduate students were expanded with up to 35 professional development workshops offered annually and the initiation of a Dissertation Writing Retreat.
- Graduate Student Alumni Reunions were held for the first time to reconnect graduate alumni with the Graduate School, academic departments and the university.



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

- The Excellence in Engagement Awards were launched to recognize engaged scholarship and the university established an engagement seed grant program.
- The Global Food Systems Innovation Grants program was launched as part of the university's Global Food Systems Initiative to support adopting multidisciplinary approaches to address some of the world's global food systems challenges while helping create jobs and wealth for the state.
- K-State's Center for the Advancement of Entrepreneurship delivered courses, research and mentorship to new ventures in Kansas through its Launch a Business (LAB) Program and introduced the Kansas Business Climate Index.
- Direct engagement with military, soldiers, veterans and military families expanded through partnerships with the Army, Navy and Air Force, the Institute for Health and Security of Military Families and 4-H Military Partnerships.
- Four fully online bachelor's degrees were made available as record numbers of students received Kansas State University degrees through Global Campus, reinforcing the importance of distance education to growing numbers of students.
- Engagement with Australian partners expanded with the Oz-to-Oz program, active student exchange programs, inclusion as an international partner in the Plant Biosecurity Cooperative Research Center, and sponsorship of two Fulbright scholarships for an Australian Fulbright Distinguished Chair and a Senior Scholar.

For additional information, reference pages 26-29.



- K-State Olathe grew with new public and private sector partnerships advancing innovative research, education and outreach in the Kansas City metropolitan area.
- The Kansas State University Bulk Solids Innovation Center, a one of a kind facility in North America, was opened in Salina by K-State Polytechnic in partnership with industry and local, state and federal agencies.
- The university entered into 25 master agreements with strategic industry partners.
- Kansas 4-H enrollment grew by 42 percent to more than 86,700 participants.
- The McCain Performance Series and the Beach Museum collaborated with university, corporate and community partners to offer expanded, unique, high-quality and diverse arts and cultural enrichment programming and learning opportunities.
- The Kansas State University Confucius Institute was launched in partnership with Jilin University, a leading national research university in northeast China.
- Kansas State University in Orvieto, Italy was established as an anchor for programs of study and other university activities within the region.
- Eleven reciprocal articulated agreements with Top 200 global universities were established, exceeding the 2015 goal for 10 agreements.
- International noncredit programs grew to include the Go Teacher program, the Korean Summer Institute and the Engineering Summer Institute.
- Alumni membership grew by nearly 10 percent as the K-State Alumni Association was ranked fifth in the nation in the Power Five Athletic Conference for percentage of graduates who are members.

LEADING THE WAY

What could happen if a group of experienced and thoughtful individuals from different countries and backgrounds came together to discuss solutions to global issues?

That question drives the Staley School of Leadership Studies' Leading Change Institutes.

The institutes take K-State's engagement, extension, outreach and service to an international level by providing space for dialogue to develop real action steps for a variety of worldwide problems.

At the weeklong conventions, globally recognized thought leaders learn from one another and collaborate through discussion to address issues with innovative strategies.

The first institute, in summer 2015, focused on international service learning and ethical partnerships. Future topics include food security, social change and other global issues.

Participants have included founders and directors of such organizations as Child Family Health International, The DREAM Project, Children and Youth Empowerment Center and others, as well as K-State students involved with multinational service organizations.

The institutes are supported by the David and Ellie Everitt Endowment for the Leading Change Institutes.



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-ever university climate survey of faculty, staff and students was completed and 84 percent of the 7,411 participants reported being comfortable or very comfortable with the university environment. Survey answers also identified areas for needed improvement.
- The university updated its Principles of Community, a core set of values that contribute to building a culture of inclusiveness, fair treatment and civil discourse.
- Forty-one new endowed faculty funds were established through private giving during the past five years.
- The university implemented a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff. This led to a 9.7 percent increase in overall average salary for tenured/tenure-track faculty.
- The number of tenured/tenure-track faculty increased by 57 since FY12.
- The university hired its first National Academies member.
- More faculty engaged in international study abroad experiences, nearly doubling the number of faculty-led programs during the last five years to a record 28 programs in 2015-16.
- International visiting scholars increased by 20 percent over the past five years.
- The university hosted its first Australian Fulbright Scholars through its Oz-to-Oz program.
- Classified staff voted to leave the state classified system and transitioned to university support staff.

For additional information, reference pages 26-29.



LEADING THE WAY

Before Kansas State University students can get credit for eating breakfast with Darwin’s finches, snorkeling with sharks and rays at Kicker Rock, and walking among Galápagos tortoises, faculty must pave the educational path.

An interdisciplinary team of K-State faculty — from biology to creative writing — traveled to the Galápagos Islands and Quito, Ecuador, to vet an international educational opportunity in collaboration with the Universidad San Francisco de Quito.

“The best champions for international experiences for students are faculty members,” said Marcelo Sabates, associate provost of international programs.

Which is why Kansas State University’s Office of International Programs simplified and improved the process for faculty to initiate, plan and fund international study opportunities like the Galápagos Islands. It’s working. Student participation in K-State’s nearly 30 faculty-led programs has increased from 500 students in 2011 to 861 students in 2016.

“A third of our growth in study abroad opportunities is because our faculty can demonstrate the essential role of an international experience as part of a first-rate education,” Sabates said.

- University human resources related services were consolidated into the new Division of Human Capital Services, or HCS. Initiatives were undertaken to transform processes to improve effectiveness, efficiency, and capacity to recruit and retain outstanding faculty and staff.
- The university redesigned and automated recruitment and hiring processes and established a talent acquisition team, resulting in improved efficiencies in the hiring of faculty and staff.
- A compensation strategy was developed as a compass for designing future compensation/total rewards programs including defining a new job classification, grade, and compensation structure for unclassified professionals and university support staff.
- The university implemented new policies that expand the professional titles available for use by non-tenure track faculty.
- The Center for Advocacy, Response, and Education, or CARE, expanded its services to provide 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 founded to provide enhanced support to postdoctoral researchers at K-State.
- The All-University Awards Ceremony was established to honor the outstanding work of faculty and unclassified staff. The new K-State Student Employee of the Year award honors and recognizes the important contributions made by student employees. A faculty honors website was launched to recognize outstanding faculty.



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 \$339.9 million in academic facilities since FY12 with \$96.3 million planned for FY17. Much of this investment was made possible by record-breaking philanthropic giving.
- The Manhattan and Salina campus master plans were completed with broad stakeholder involvement, charting the path for future growth and renewal. The North Campus Master plan was completed in a collaborative planning effort with the City of Manhattan.
- The College of Human Ecology opened its Justin Hall addition and acquired laboratory, office and classroom space in the new Mary and Carl Ice Hall.
- The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theater and learning environment.
- Classes began meeting in the new wing of the engineering complex in spring 2015 and in fall 2016 in the new College of Business Administration building.
- The O.H Kruse Feed Technology Innovation Center, Equine Performance Center, Mosier Hall Research Center, and the Southeast Research and Extension Center were completed.
- Construction of the Berney Family Welcome Center in the renovated East Memorial Stadium and Wefald Hall and Kramer Dining Center was completed in time for the fall 2016 semester. K-State's Polytechnic campus in Salina completed renovations on a new Welcome Center and expanded Student Life Center.
- The Seaton Complex revitalization is underway for the College of Architecture, Planning and Design, given a boost by the college's Student Advisory Council vote to increase student fees for four years to raise additional funds for the project.

For additional information, reference pages 26-29.



LEADING THE WAY

The Berney Family Welcome Center opened in June 2016, bridging the gap between K-State's rich traditions and tomorrow's leaders. The state-of-the-art facility is located on the east side of Memorial Stadium, built in 1924 to honor K-Staters who served in World War I. Named for long-time university supporters Rand and Patti Berney, the Welcome Center serves as K-State's front door, connecting visitors with important campus resources.

The Welcome Center is the home base for both New Student Services and the Career Center, making it a one-stop-shop for a variety of services for prospective and current students. The renovated building includes a Great Room, lecture hall, conference rooms, interview rooms and private office space, all with cutting-edge technology. The 37,500-square foot new space incorporates energy-efficient features while remaining true to the university's limestone style.

The Welcome Center strategically bookends the student experience, offering a friendly, comfortable atmosphere for students to both start their K-State journey and find their footing in the workforce as they carve out their future as proud alumni.

- Construction began to expand and renovate the K-State Student Union and to build a new Chilled Water Plant as a major infrastructure improvement.
- Space vacated as a result of new construction is being strategically reallocated through K-State's first-ever open, transparent space migration planning process.
- University space was enhanced through renovations to six academic buildings, three residence centers, health and recreation centers and on the Salina campus. The Manhattan campus's largest general classroom lecture hall was reconfigured to a high-tech classroom.
- The university and Flint Hills Area Transportation Agency launched a fixed-loop bus route to serve students, faculty and staff.
- The Division of Facilities reorganized under new leadership and implemented a new customer service center and web-based facilities management system.
- K-State Libraries' new cloud-based library access system, Search It, provided users with enhanced search tools and features and the K-State Libraries annex was opened in Manhattan.
- Technology infrastructure improvements were made, including migrating our main university data center to a modern converged architecture, replacing our central email and calendaring system with Microsoft Office 365, and converting K-State Online to Canvas to provide a more robust online learning environment.



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, or APR, scores while all programs remain well above the NCAA standard.
- Our student-athletes continue to lead on and off the field in All American, All Big 12, and Academic All-Big 12 selections.
- The university is home to outstanding athletic facilities, enhanced by the completion of renovations and new construction during the past five years. Projects included the West Stadium Center, Intercollegiate Rowing Center, Ice Family Basketball Center, Vanier Family Football Complex, Mike Goss Tennis Stadium, and a new soccer facility.
- The Ahearn Fund, K-State's national fund for student athlete excellence, reached record membership.
- Total giving to Athletics during the past five years reached \$171 million.
- The elimination of direct university funding support as a source of revenue for Athletics and indirect funding for utilities at athletic facilities enabled the university to redirect nearly \$3 million to critical campus needs.
- K-State HD.TV, an online high-definition network, was launched to provide worldwide access to athletic and academic content.

For additional information, reference pages 26-29.



LEADING THE WAY

The 2016 season marked the debut of K-State women's soccer, officially welcoming one of the fastest-growing sports to the university's passionate fan base. Coached by Mike Dibbini, the team's more than 35 student-athletes prepared for their first game on Aug. 19 in St. Louis, and thrilled fans on Sept. 16 at the first home game in the K-State Soccer Complex against Northern Iowa.

All Big 12 universities now sponsor a women's soccer team. However, K-State competed with 11 different conferences in its inaugural season, traveling nearly 7,300 miles for its 12 road matches.

As with all recent K-State athletic projects, the \$2.1 million K-State Soccer Complex was built using no tax dollars or university tuition funds, but rather through the generosity of K-State donors and supporters. The new facility adds to the athletic department's \$192 million in total recent facility enhancements.

- Academic-athletic partnerships were strengthened to benefit students through programs such as the Powercat Mentor program, the Powercat Positioning Athletes for Lifelong Success, or P.A.L.S., program, and the Snyder Leadership Legacy Fellows program. The Legacy Fellows program honors Coach Bill Snyder's leadership legacy by engaging students in a meaningful leadership development experience.
- Coach Bill Snyder was elected to the College Football Hall of Fame, recognizing his significant contributions to the sport and to our university.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, given every two years to recognize the top marching band in the U.S.

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. During the past five years, we made progress building a sustainable framework to enable doing just that.

K-State 2025 not only inspired us to be aspirational, but pushed us to develop concrete plans, set specific timelines, and take responsibility for success. Beginning in fall 2012, we began an effort to align all college/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. K-State 2025 is supported not just by a university strategic plan, but by nearly a hundred plans that together define where we are going and how we will get there.

We also took steps to align our internal budgeting processes and the fundraising goals in the Innovation and Inspiration campaign with the K-State 2025 plans. We developed processes for reporting and communicating progress and are continuing to 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 and a ninth metric were added over the past five years. 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 ranks at 70 based on a simple average of our most recent comparison rankings with our peer universities. The university will need to continue to make progress against a very competitive set of schools — all of which are trying 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 five years, remarkable progress has been made. We reached all-time highs in total research expenditures, freshman-to-sophomore retention and six-year graduation rates. The number of doctorates awarded grew, we hired our first National Academy member, our endowment pool increased, and annual giving placed us in the Top 25 public research universities rankings at No. 20. We are providing students with a wider range of learning opportunities to be successful in their academic, professional, and civic lives; taking a lead in helping to solve challenges to our global food systems, and investing in academic facilities and our faculty and staff.

We will continue to measure our progress, 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
- Annual giving

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 comparison data available)

Institution	Total Research Development Expenditures ^b	
	FY 2010	FY 2014
Kansas State University	\$160,679,000	\$184,945,000
Auburn University	\$145,115,000	\$142,487,000
Clemson University	\$174,693,000	\$161,070,000
Colorado State University	\$302,896,000	\$307,978,000
Iowa State University	\$250,120,000	\$313,263,000
Louisiana State University, Baton Rouge	\$289,872,000	\$290,076,000
North Carolina State University, Raleigh	\$360,795,000	\$446,112,000
Oklahoma State University, Main Campus	\$147,094,000	\$126,543,000
Oregon State University	\$216,595,000	\$230,963,000
University of Massachusetts, Amherst	\$169,143,000	\$200,199,000
Washington State University	\$304,352,000	\$326,414,000

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

b. from NSF 2016 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 7/26/2016
(<http://www.nationalacademies.org/>)

f. from ASU "Top American Research Institutions" 2015 report - most current

* did not have at least \$40 million in federal research in this fiscal year

Benchmarks of Excellence (Cont.)

(Based on the most recent comparison data available)

Institution	Endowment Pool ^c		National Academy Members ^e		Faculty Awards ^f	
	FY 2011	FY 2015	2012	2016	2010	2014
Kansas State University	\$337,460,000	\$488,936,000	1	1	9	4
Auburn University	\$471,851,000	\$641,993,000	2	1	5	2
Clemson University	\$473,748,000	\$648,611,000	1	1	6	5
Colorado State University	\$221,231,000	\$281,355,000	5	2	7	7
Iowa State University	\$612,283,000	\$786,205,000	9	4	10	6
Louisiana State University, Baton Rouge	\$672,790,000	\$851,833,000	2	2	2	4
North Carolina State University, Raleigh	\$617,632,000	\$983,979,000	17	18	11	12
Oklahoma State University, Main Campus	\$681,744,000	\$877,549,000	3	0	3	5
Oregon State University	\$411,964,000	\$505,369,000	4	5	7	6
University of Massachusetts, Amherst	\$529,262,000	\$770,222,000	9	7	8	10
Washington State University	\$722,717,000	\$885,777,000	9	6	8	6

Doctorates Granted ^{a, d}		Freshman-to-Sophomore Retention ^a		Six-year Graduation Rate by Cohort ^a		Annual Giving ^f	
2010 – 2011	2014 – 2015	Fall 2010	Fall 2014	2005	2009	FY 2010	FY 2014
162	190	81%	83%	56%	62%	\$58,624,000	\$156,335,000
204	257	87%	90%	66%	73%	\$59,091,000	\$86,579,000
192	237	89%	93%	80%	81%	\$33,178,000	\$61,721,000
203	251	83%	87%	64%	67%	\$29,586,000	\$143,239,000
358	321	86%	87%	68%	71%	\$57,322,000	\$64,854,000
255	331	84%	85%	62%	67%	\$87,593,000	\$110,644,000
395	512	88%	93%	72%	75%	\$77,963,000	\$117,535,000
187	242	78%	81%	62%	61%	n/a*	\$76,101,000
172	198	83%	85%	61%	64%	\$75,989,000	\$97,217,000
258	268	89%	91%	67%	78%	\$57,272,000	\$33,918,000
197	281	82%	78%	67%	64%	\$59,377,000	\$85,672,000

Top Public Research Universities: Key Benchmark Rankings

Based on most recent rankings for Kansas State University and peer comparison institutions*

Institution	Total Research Development Expenditures Control Rank **		Endowment Pool Control Rank **	
	2009	2013	FY 2010	FY 2014
Kansas State University	75	68 ▲	77	66 ▲
Auburn University	77	81	62	55
Clemson University	68	92	57	54
Colorado State University	42	47	99	96
Iowa State University	54	50	42	43
Louisiana State University, Baton Rouge	45	48	67	73
North Carolina State University, Raleigh	26	31	43	34
Oklahoma State University, Main Campus	87	86	45	75
Oregon State University	61	56	64	62
University of Massachusetts, Amherst	71	73	95	92
Washington State University	46	49	32	36

*Based on Arizona State University – Measuring University Performance: Top American Research Universities Annual 2015 report data.

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

In the Top 25

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 **		Annual Giving Control Rank **	
	2010	2014	2010	2014	2009 – 2010	2013 – 2014	2010	2014
	137	102 ▲	46	85 ▼	82	81 ▲	63	20 ▲
	79	102	77	126	60	59	61	50
	98	85	69	71	69	66	88	75
	57	44	60	50	59	65	98	24
	38	61	44	57	37	38	64	71
	79	72	126	85	38	39	40	40
	30	30	37	27	23	21	47	35
	65	72	99	71	57	61	35	63
	61	65	60	57	68	73	48	46
	38	51	53	35	42	50	65	99
	38	41	37	57	70	57	60	51

K-State 2025 Progress Report for 2011–2016

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 increased to a record high of \$188.7 million, growing over 17 percent during the past five years. Our national ranking for this key K-State 2025 metric improved from 75th to 68th among public research universities. Researchers are actively competing for research funding at unprecedented levels, submitting a record 2,075 grant proposals in FY16 — a 60 percent increase since FY12 — and receiving nearly \$700 million in grant awards during the five year time period. The university has been awarded an increasing number of multi-state, multi-institutional major grants with an international, interdisciplinary focus. Four USAID Feed the Future Innovation Labs were awarded to K-State, an achievement equaled only by one other university, allowing K-State to conduct cutting edge research into critical global food challenges. Our research centers are gaining a national and international reputation for outstanding work with new centers such as the Sensory Analysis and Consumer Research Center and the first NSF-funded Industry/University Cooperative Research Center on Wheat Genetic Resources. The National Bio and Agro-defense Facility, or NBAF, is under construction in Manhattan. BRI researchers are contributing to NBAF-funded transition projects as the new federal facility moves closer to completion. Research faculty development was enhanced through a variety of initiatives, including annual visits of new faculty with granting agencies in Washington D.C.; redesigning the internal grant and award processes; and providing compliance training through the Collaborative Institutional Training Initiative. 	<ul style="list-style-type: none"> Research visibility was raised through communication initiatives such as RSCAD Momentum, a weekly newsletter; a presence on social media; an expanded research website; the launch of Seek, K-State's redesigned flagship research magazine; and research showcase events. The newly established Center for the Advancement of Digital Scholarship increased the dissemination and impact of K-State scholarship. Crossing Borders: An Interdisciplinary Journal of Undergraduate Scholarship, was launched by New Prairie Press, K-State's open access publisher, to encourage multidisciplinary research and sharing the work of students with a wider community of scholars. The Office of Undergraduate Research was established to facilitate, increase, and measure participation of undergraduates in meaningful research, scholarly and creative activities, and discovery, or RSCAD. The Carnegie classification of the university improved to "highest research activity." The number of new patents awarded to our researchers has increased more than 40 percent during the past two years from our previous average of four-to-six per year. Technology Acceleration Partners LLC, or TechAccel, recently recognized as "America's Most Promising State Initiative," was launched as a third-party startup company to work globally to address technology innovations needed to increase food production, improve food quality and enhance 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-ever freshman-to-sophomore retention rates, progressing from 81 to 85 percent in five years toward the 2025 goal of 90 percent.
- The six-year graduation rate reached a record high, improving from 56 to 63 percent, on the way to the 70 percent goal by 2025.
- The university remained the No. 1 choice among Kansas high school seniors and set records for multicultural student enrollment and highest freshman ACT averages.
- Financial assistance to students was increased through new or expanded college, unit, and institutional scholarship programs.
- The Open/Alternative Textbook Initiative supported the creation of free or low cost textbooks for more than 30 courses, reducing the burden of textbook costs for more than 18,000 students each year. Students saved nearly \$1.5 million with an institutional investment of less than \$150,000.
- The student convocation program was reinstated to welcome new students to the university as they embark on their college experience.
- Professional mentoring programs were established in many colleges, matching students and mentors to expand learning opportunities outside the classroom.
- Investments were made to support improved student success, including in tutoring, academic advising, diversity, honors, and undergraduate research programs.
- Academic advisors are using new tools to identify and assist at-risk students through a partnership with the Student Success Collaborative and a new online Academic Advising Center.
- The First Scholars program was launched with funding from the Suder Foundation to better support our large population of first-generation students.
- Record numbers of students participated in student success programs such as K-State First, resulting in better academic performance and higher graduation rates for participants. Nearly 2,100 students experienced K-State First classes and the expanded living/learning community system, Residential Connecting Across Topics, or CAT, communities over the past five years.
- The Honors House opened as a living/learning facility for Honors Program students.
- A competitive grant program was launched to support undergraduate research.
- Students studying abroad reached 16.7 percent, exceeding our 2015 goal of 15 percent, providing more of our students with real-life international experiences. That is a 67 percent increase over the past five years. The number of students doing semester-long exchanges at Top 200 universities has doubled.
- World culture/study abroad programs have been integrated into the curriculums of 80 percent of undergraduate degree programs.
- Our bachelor's degree completion programs expanded to 10, including the first undergraduate degree completion program at K-State Olathe.
- Kansas State University continues to be first nationally among public universities in the total number of nationally competitive scholarship recipients.

- 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.

- 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.

- 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.

- 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.

- 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.

- 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 key university benchmark, increased more than 10 percent since 2011-12, from 162 to 179 and reached a high of 190 doctorate degrees awarded in 2014-15.
- Funding support for graduate students was enhanced through the colleges and Graduate School by the addition of new programs including the Presidential Doctoral Scholarship Program to assist with recruitment of outstanding doctoral applicants interested 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 during their final year.
- Six new graduate degrees and 16 new graduate certificates were approved in the past five years, expanding our programs to meet today's needs for graduate education. One new interdisciplinary doctoral program was forwarded to the Board of Regents for final approval this fall.
- A new School for Applied and Interdisciplinary Studies was established at K-State Olathe and the school's first degree program, the Professional Science Masters in Applied Science and Technology, was approved in April 2016. Opened in 2011, K-State Olathe now offers 11 graduate degree programs and four graduate certificates.
- The interdisciplinary Master of Public Health Program received full accreditation.
- The Graduate School implemented changes to advance graduate programs, increase efficiencies and improve communication. Changes included implementing an online application and admissions system with dashboards to provide real-time data to graduate programs and departments; an enhanced website; and two new leadership positions focused on Enrollment Management/ Student Services and Academics and Research.
- A Graduate Student Ambassador Program was launched to support the recruitment of graduate students and facilitate their transition to the university.
- Career development activities for graduate students were expanded with up to 35 professional development workshops offered annually and the initiation of a Dissertation Writing Retreat.
- Graduate Student Alumni Reunions were held for the first time to reconnect graduate alumni with the Graduate School, academic departments and the university.

- 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.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Activities and Accomplishments</p>	<ul style="list-style-type: none"> Activities and The Excellence in Engagement Awards were launched to recognize engaged scholarship and the university established an engagement seed grant program. The Global Food Systems Innovation Grants program was launched as part of the university's Global Food Systems Initiative to support adopting multidisciplinary approaches to address some of the world's global food systems challenges while helping create jobs and wealth for the state. K-State's Center for the Advancement of Entrepreneurship delivered courses, research and mentorship to new ventures in Kansas through its Launch a Business (LAB) Program and introduced the Kansas Business Climate Index. Direct engagement with military, soldiers, veterans and military families expanded through partnerships with the Army, Navy and Air Force, the Institute for Health and Security of Military Families and 4-H Military Partnerships. Four fully online bachelor's degrees were made available as record numbers of students received Kansas State University degrees through Global Campus, reinforcing the importance of distance education to growing numbers of students. Engagement with Australian partners expanded with the Oz-to-Oz program, active student exchange programs, inclusion as an international partner in the Plant Biosecurity Cooperative Research Center, and sponsorship of two Fulbright scholarships for an Australian Fulbright Distinguished Chair and a Senior Scholar. K-State Olathe grew with new public and private sector partnerships advancing innovative research, education and outreach in the Kansas City metropolitan area. The Kansas State University Bulk Solids Innovation Center, a one of a kind facility in North America, was opened in Salina by K-State Polytechnic in partnership with industry and local, state and federal agencies. The university entered into 25 master agreements with strategic industry partners. Kansas 4-H enrollment grew by 42 percent to more than 86,700 participants. The McCain Performance Series and the Beach Museum collaborated with university, corporate and community partners to offer expanded, unique, high-quality and diverse arts and cultural enrichment programming and learning opportunities. The Kansas State University Confucius Institute was launched in partnership with Jilin University, a leading national research university in northeast China. Kansas State University in Orvieto, Italy was established as an anchor for programs of study and other university activities within the region. Eleven reciprocal articulated agreements with Top 200 global universities were established, exceeding the 2015 goal for 10 agreements. International noncredit programs grew to include the Go Teacher program, the Korean Summer Institute and the Engineering Summer Institute. Alumni membership grew by nearly 10 percent as the K-State Alumni Association was ranked fifth in the nation in the Power Five Athletic Conference for percentage of graduates who are members. 	<ul style="list-style-type: none"> The first-ever university climate survey of faculty, staff and students was completed and 84 percent of the 7,411 participants reported being comfortable or very comfortable with the university environment. Survey answers also identified areas for needed improvement. The university updated its Principles of Community, a core set of values that contribute to building a culture of inclusiveness, fair treatment and civil discourse. Forty-one new endowed faculty funds were established through private giving during the past five years. The university implemented a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff. This led to a 9.7 percent increase in overall average salary for tenured/tenure-track faculty. The number of tenured/tenure-track faculty increased by 57 since FY12. The university hired its first National Academies member. More faculty engaged in international study abroad experiences, nearly doubling the number of faculty-led programs during the last five years to a record 28 programs in 2015-16. International visiting scholars increased by 20 percent over the past five years. The university hosted its first Australian Fulbright Scholars through its Oz-to-Oz program. Classified staff voted to leave the state classified system and transitioned to university support staff. University human resources related services were consolidated into the new Division of Human Capital Services, or HCS. Initiatives were undertaken to transform processes to improve effectiveness, efficiency, and capacity to recruit and retain outstanding faculty and staff. The university redesigned and automated recruitment and hiring processes and established a talent acquisition team, resulting in improved efficiencies in the hiring of faculty and staff. A compensation strategy was developed as a compass for designing future compensation/total rewards programs including defining a new job classification, grade, and compensation structure for unclassified professionals and university support staff. The university implemented new policies that expand the professional titles available for use by non-tenure track faculty. The Center for Advocacy, Response, and Education, or CARE, expanded its services to provide 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 founded to provide enhanced support to postdoctoral researchers at K-State. The All-University Awards Ceremony was established to honor the outstanding work of faculty and unclassified staff. The new K-State Student Employee of the Year award honors and recognizes the important contributions made by student employees. A faculty honors website was launched to recognize outstanding faculty.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2015</p>	<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. 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. 	<ul style="list-style-type: none"> 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.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2020</p>	<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. 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. 	<ul style="list-style-type: none"> 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.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes by 2025</p>	<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. Recognized as a leader in engagement, reaching both rural and urban communities. 	<ul style="list-style-type: none"> 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 \$339.9 million in academic facilities since FY12 with \$96.3 million planned for FY17. Much of this investment was made possible by record-breaking philanthropic giving.
- The Manhattan and Salina campus master plans were completed with broad stakeholder involvement, charting the path for future growth and renewal. The North Campus Master plan was completed in a collaborative planning effort with the City of Manhattan.
- The College of Human Ecology opened its Justin Hall addition and acquired laboratory, office and classroom space in the new Mary and Carl Ice Hall.
- The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theater and learning environment.
- Classes began meeting in the new wing of the engineering complex in spring 2015 and in fall 2016 in the new College of Business Administration building.
- The O.H Kruse Feed Technology Innovation Center, Equine Performance Center, Mosier Hall Research Center, and the Southeast Research and Extension Center were completed.
- Construction of the Berney Family Welcome Center in the renovated East Memorial Stadium and Wefald Hall and Kramer Dining Center was completed in time for the fall 2016 semester. K-State's Polytechnic campus in Salina completed renovations on a new Welcome Center and expanded Student Life Center.
- The Seaton Complex revitalization is underway for the College of Architecture,
- Planning and Design, given a boost by the college's Student Advisory Council vote to increase student fees for four years to raise additional funds for the project.
- Construction began to expand and renovate the K-State Student Union and to build a new Chilled Water Plant as a major infrastructure improvement.
- Space vacated as a result of new construction is being strategically reallocated through K-State's first-ever open, transparent space migration planning process.
- University space was enhanced through renovations to six academic buildings, three residence centers, health and recreation centers and on the Salina campus. The Manhattan campus's largest general classroom lecture hall was reconfigured to a high-tech classroom.
- The university and Flint Hills Area Transportation Agency launched a fixed-loop bus route to serve students, faculty and staff.
- The Division of Facilities reorganized under new leadership and implemented a new customer service center and web-based facilities management system.
- K-State Libraries' new cloud-based library access system, Search It, provided users with enhanced search tools and features and the K-State Libraries annex was opened in Manhattan.
- Technology infrastructure improvements were made, including migrating our main university data center to a modern converged architecture, replacing our central email and calendaring system with Microsoft Office 365, and converting K-State Online to Canvas to provide a more robust online learning environment.

- 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.

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, or APR, scores while all programs remain well above the NCAA standard.
- Our student-athletes continue to lead on and off the field in All American, All Big 12, and Academic All-Big 12 selections.
- The university is home to outstanding athletic facilities, enhanced by the completion of renovations and new construction during the past five years. Projects included the West Stadium Center, Intercollegiate Rowing Center, Ice Family Basketball Center, Vanier Family Football Complex, Mike Goss Tennis Stadium, and a new soccer facility.
- The Ahearn Fund, K-State's national fund for student athlete excellence, reached record membership.
- Total giving to Athletics during the past five years reached \$171 million.
- The elimination of direct university funding support as a source of revenue for Athletics and indirect funding for utilities at athletic facilities enabled the university to redirect nearly \$3 million to critical campus needs.
- K-State HD.TV, an online high-definition network, was launched to provide worldwide access to athletic and academic content.
- Academic-athletic partnerships were strengthened to benefit students through programs such as the Powercat Mentor program, the Powercat Positioning Athletes for Lifelong Success, or P.A.L.S., program, and the Snyder Leadership Legacy Fellows program. The Legacy Fellows program honors Coach Bill Snyder's leadership legacy by engaging students in a meaningful leadership development experience.
- Coach Bill Snyder was elected to the College Football Hall of Fame, recognizing his significant contributions to the sport and to our university.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, given every two years to recognize the top marching band in the U.S.

- 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.

- 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.

- 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.

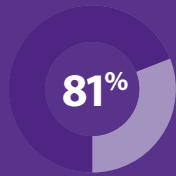
- World class facilities at all levels.
- Sustained funding for student athlete scholarships.

K-State 2025: Snapshots of Success

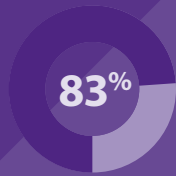
Freshman-to-Sophomore Retention



Fall 2012



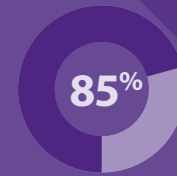
Fall 2013



Fall 2014

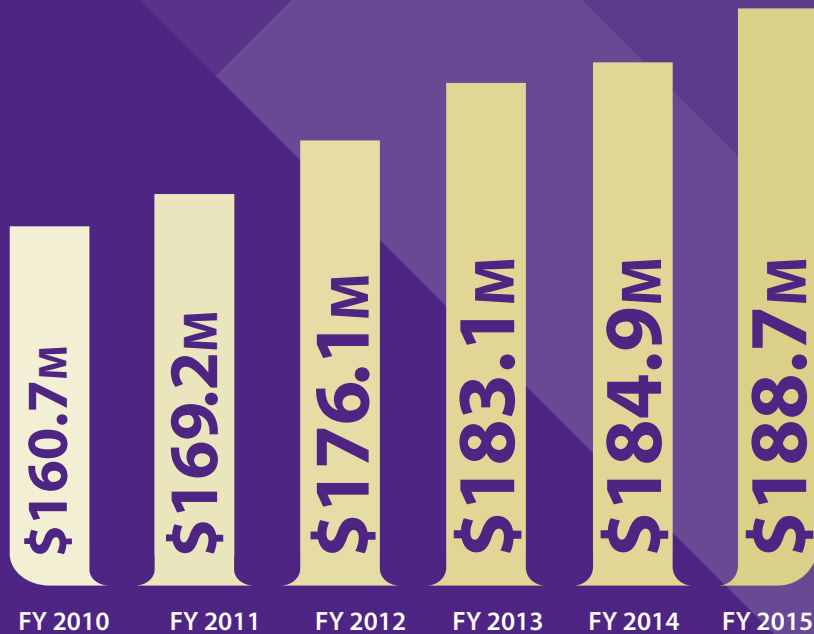


Fall 2015

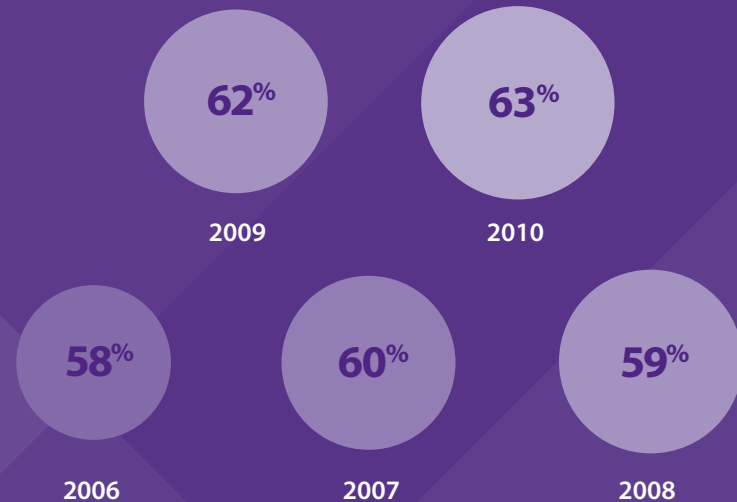


Fall 2016

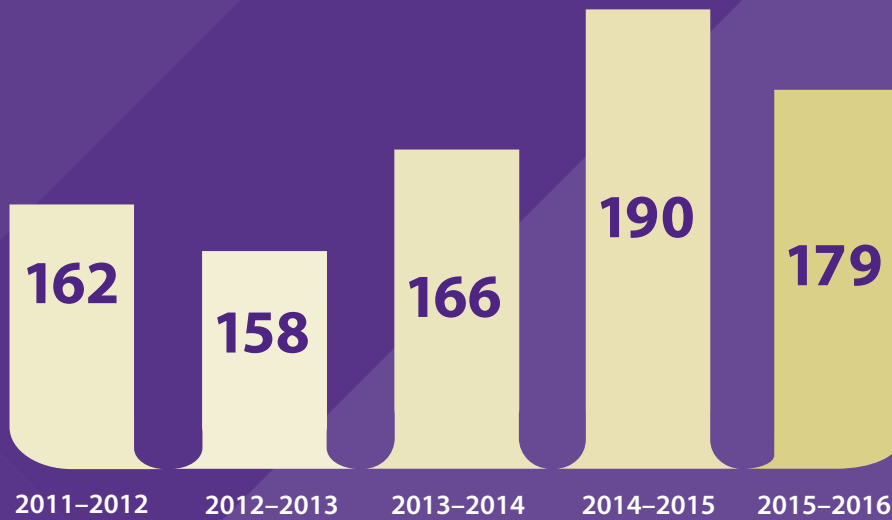
Total Research Expenditures



6-yr Graduation Rate by Cohort

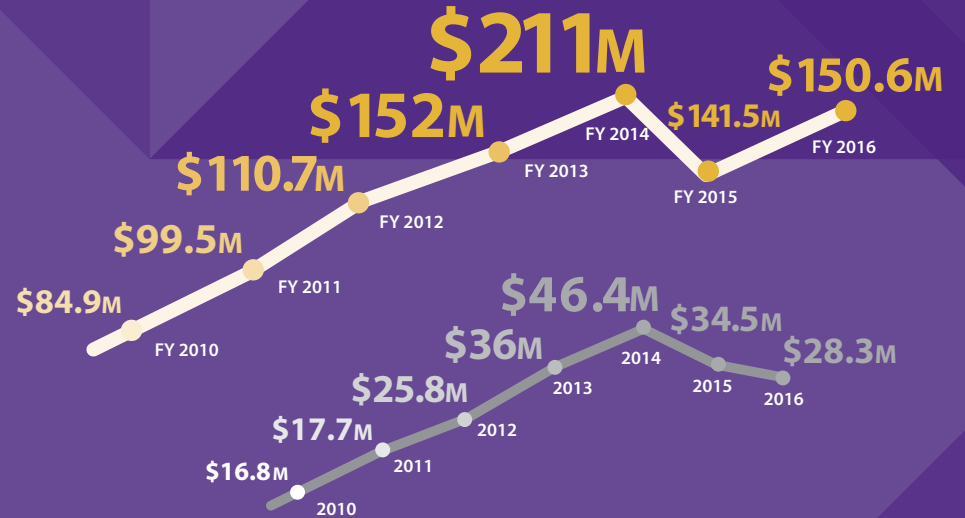


Doctorates Conferred

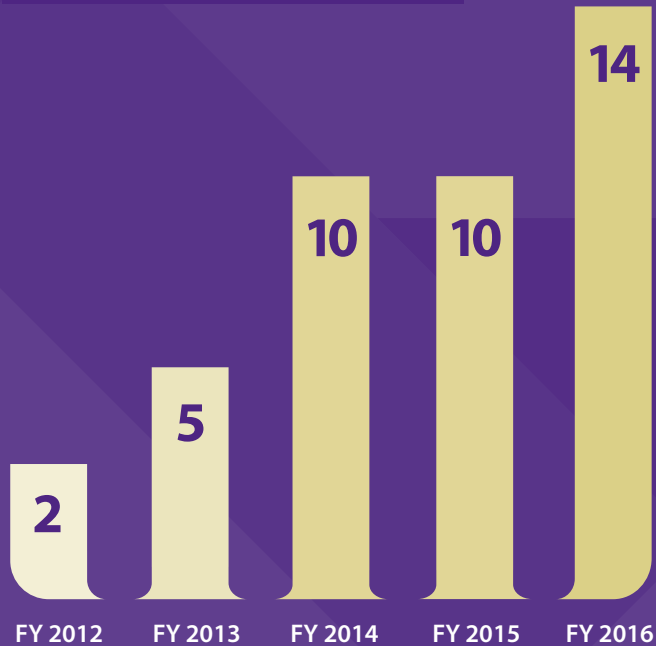


Fundraising

Total Giving Athletics Giving



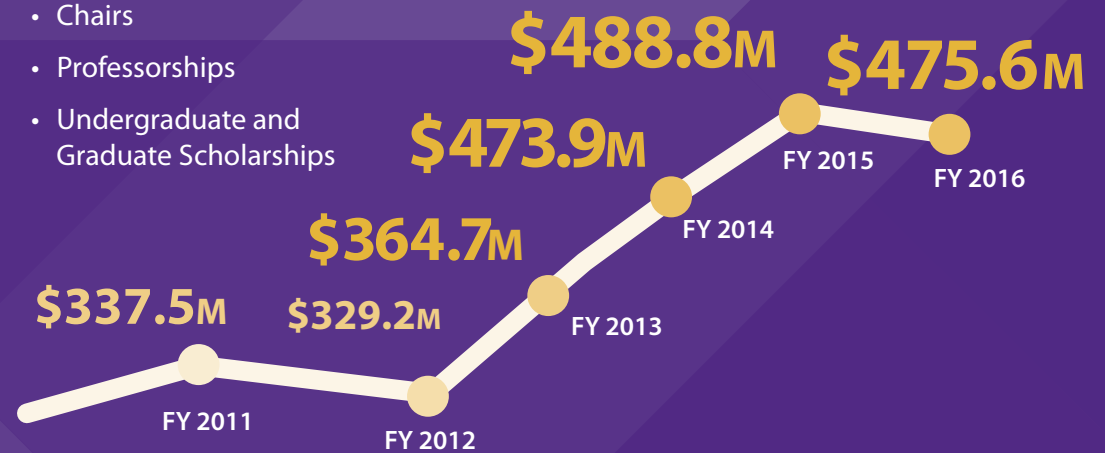
New Endowed Faculty Funds



Increased Endowment

Benefits K-State 2025 areas:

- Chairs
- Professorships
- Undergraduate and Graduate Scholarships





**INNOVATION
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