

K-STATE

2025

2011–2012 PROGRESS REPORT

A v i s i o n a r y p l a n f o r K a n s a s S t a t e U n i v e r s i t y



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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 and Design; Arts and Sciences; Business Administration; Education; Engineering; Human Ecology; Technology and Aviation; and Veterinary Medicine

Graduate study

The Graduate School offers 65 master's degrees, 45 doctoral degrees and 22 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 24,300 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 Provost



In September 2011, Kansas State University launched K-State 2025, a visionary plan for the university. This plan was the result of an ambitious planning initiative begun in 2010 with the visionary goal to be recognized as a Top 50 public research university by 2025. Building on our collective history as a public land-grant institution, we embarked on a planning process that was inclusive and exciting. With broad involvement, K-Staters worked together to craft our future. Today, we are pleased to share our inaugural K-State 2025 progress report.



Our strategic plan and vision define us as a modern, student-centered land-grant university valuing and integrating research, education and engagement on behalf of our communities, state, nation and world. It expresses our desire to pursue a culture of excellence in all we do. K-State 2025 serves as a guide for our decision-making and priority-setting.

Our faculty, staff, students, administrators, alumni and partners helped define our visionary plan, its directions and goals. Today, they are working hard to make those goals a reality and turn projected outcomes into achievements.

As outlined in this report, the first year of plan implementation focused on laying a strong foundation for progress while undertaking key university initiatives to advance our goals. Planning expanded from the university-level focus to our colleges and similar units. Achieving our goals will not be easy. Many of our 2025 initiatives will take several years to accomplish and raise additional strategic questions and challenges along the way. Moving forward requires shared commitment at all levels, along with new ideas, plans, resources and ways of doing things.

As we said when we released the plan, the dialogue around K-State 2025 is as important to the institution as the final plan itself. As we move together toward our 2025 goals, reporting our progress, measuring our success and recognizing our accomplishments is critical. In addition to progress reports, updates and other

information about the university's strategic plan are available on the K-State 2025 website at k-state.edu/2025.

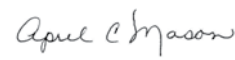
We promised at the outset that our university strategic plan would not just sit on a shelf, but that we would take action and work hard to achieve success. Ultimately, our success will be judged by how well we:

- Create flourishing, sustainable and widely recognized research, scholarly and creative activities, and discovery
- Respond to the differing needs of our undergraduate and graduate students and prepare them for success in their lives
- Integrate research, education and engagement to benefit our communities, state, nation and the world
- Support our faculty and staff in an inclusive work environment encouraging creativity and excellence
- Provide facilities and infrastructure that match the needs of our students, faculty, researchers and staff
- Strengthen the bonds within the university community to benefit all

Kansas State University is embracing its future, and everyone has an important role to play. We invite your continued participation in helping us realize that future.



Kirk Schulz
President



April Mason
Provost and Senior Vice President



Introduction

Visionary Goal

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

WHY IT MATTERS

The higher education world is competitive, and prospective students, staff and faculty are keenly aware of how universities are perceived. 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.

The prestige of Kansas State University helps recruit and retain top students, faculty and staff, and it helps students applying for jobs and graduate schools, doctoral students searching for careers as researchers and faculty members competing for research grants and funding.

WHERE WE STAND

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

FUNDING

The K-State 2025 initiative will be funded through private and corporate donations, state and federal funding, and internal reallocation.

HOW WE'RE GETTING THERE

Everyone at Kansas State University has a role in advancing the university toward the goal of becoming a Top 50 public research university by 2025. K-Staters across every college and department have been involved in the planning process. Seven theme areas have been created with goals, associated action plans and expected outcomes.

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 COMPLETED

- The Research Themes Task Force was formed to recommend university strategic research focus areas.
- The Undergraduate Research Task Force was established to develop a plan to encourage, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities.
- The university hired its first National Academies member.
- The Sensory Analysis and Consumer Research Center at the Olathe campus conducted its first consumer test on a Kansas product.
- Researchers were awarded 910 grants, totaling more than \$137.4 million in funding — the university's second-highest funding level ever received.

For additional information, reference pages 28-31.



LEADING THE WAY

Kansas State University's Biosecurity Research Institute, or BRI, will play an even bigger role in protecting the world's food supply. The biocontainment facility, home to research on plant and animal diseases and food safety pathogens, was chosen to help launch foreign animal disease research for the National Bio and Agro-Defense Facility, the federal government's premier biosafety level-4 research facility. In December 2008, Manhattan was chosen as the preferred site for NBAF.

The U.S. Department of Homeland Security plans to phase out the aging Plum Island Animal Disease Center — a major animal disease research facility in New York — and replace it with NBAF in Manhattan, Kan. NBAF is under construction on the Kansas State University campus and adjacent to the BRI, creating a collaborative environment. During NBAF's construction, research on some of the diseases currently studied at Plum Island will transition to the university's institute. University and federal scientists will develop complementary projects.



II. Undergraduate Educational Experience

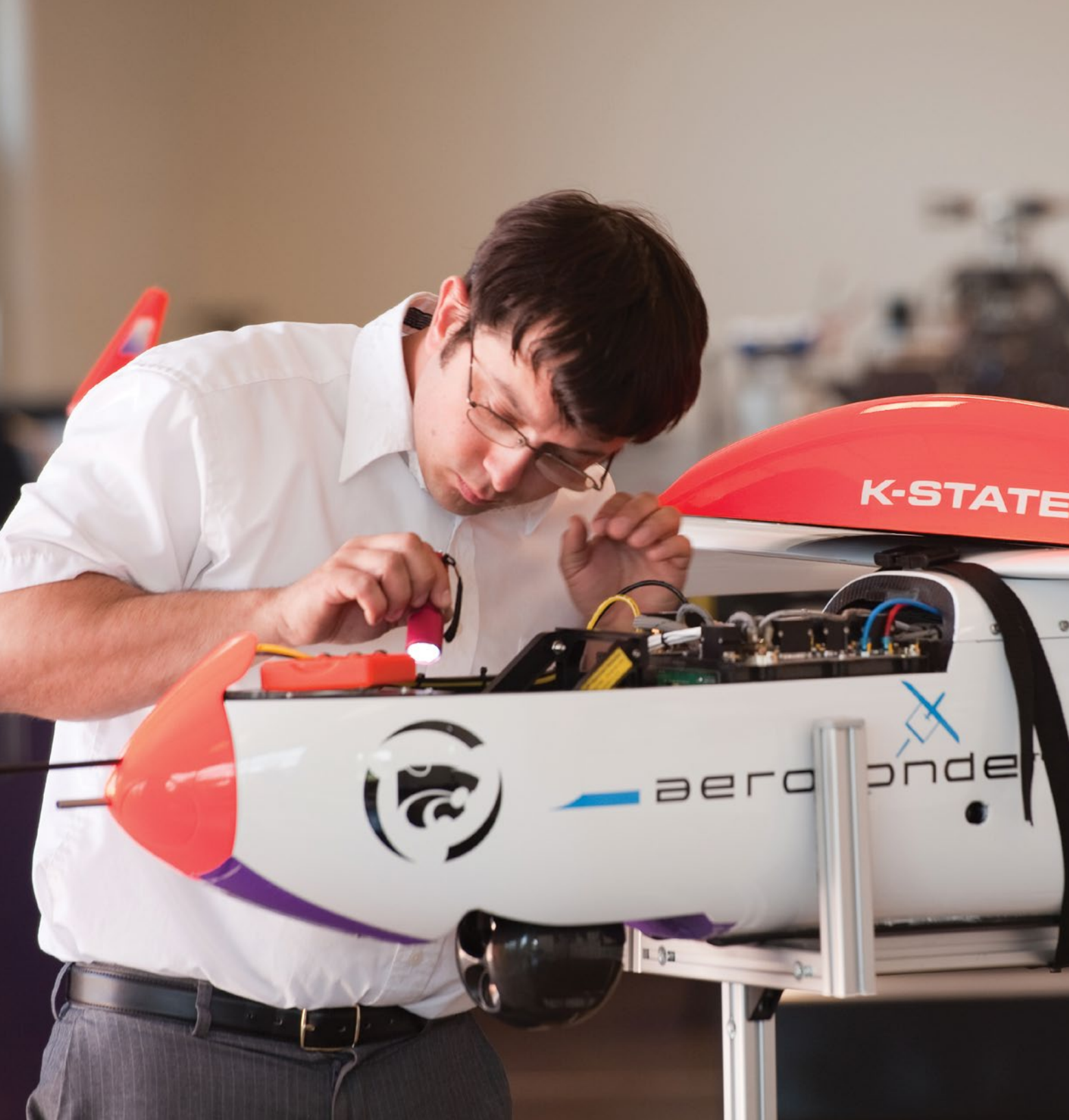
Goal

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 COMPLETED

- In fall 2011, the university set records for overall enrollment, multicultural student enrollment and international student enrollment. The university remained the No. 1 choice among Kansas high school seniors.
- The Undergraduate Research Task Force was established to develop a plan to encourage, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities.
- The university's first vice provost for undergraduate studies was hired.
- The Premier Student Scholarship program offers the Presidential, Bluemont, Leadership and Wildcat scholarships. All are based on merit and academic achievement.
- The university opened a recruiting office in Vietnam.
- The Study Abroad Office launched two new scholarships for study abroad students. Twenty-five Mike and Becky Goss Study Abroad Scholarships of \$5,000 each will be distributed to students each year, and 25 scholarships of \$2,000 each will be awarded annually to undergraduate or graduate students on a faculty-led study abroad program.

For additional information, reference pages 28-31.



LEADING THE WAY

Kansas State University is fueling the Kansas economy by producing more engineers. The university is partnering with other Kansas universities, private businesses and the state government to increase the number of engineering graduates by nearly 60 percent in 10 years. Aviation, technology and engineering firms need to hire more engineers to expand and grow. By producing more engineering graduates, the university will help keep companies and talented young people in Kansas, boost earning and spending power, and increase the tax base.

Through the University Engineering Initiative Act, the state will provide \$3.5 million annually to the university, and the university will match that with non-state sources, for a total of \$35 million during the next 10 years. The university plans to add a \$40 million wing to the engineering complex to support the initiative.



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 COMPLETED

- The university signed an agreement with the China Scholarship Council to increase the number of Chinese students earning doctoral degrees.
- The Graduate School improved the efficiency of the application and admissions process.
- The state has invested \$5 million to raise the national ranking of Kansas State University's College of Veterinary Medicine.
- Students enrolled in classes for a master's degree in adult education at the Olathe campus, and four additional graduate program offerings were announced.

For additional information, reference pages 28-31.



LEADING THE WAY

The Kansas City metropolitan area has access to one of the nation's leaders in animal health and food safety research. Kansas State University's third and newest 38-acre campus opened in 2011, financed through the Johnson County Education Research Triangle sales tax.

The university's Olathe campus is thriving with degree programs, community outreach and education, research and industry partnerships. The campus announced its first five graduate degree offerings. Students from Johnson County and the Kansas City area have visited campus to learn about animal health and food safety. Summer institutes for K-12 educators to earn graduate credit have been developed. Campus laboratory space is home to Lenexa-based Ceva Biomune, the U.S.-China Center for Animal Health, Smart Vet, Urban Water Institute, Advanced Manufacturing Institute and a food science lab.



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

- The university created the Corporate Engagement Office and hired its first director.
- The first Excellence in Engagement Awards were awarded to recognize engaged scholarship.
- The Urban Water Institute on the Olathe campus offered its first outreach program, a lab and field experience that taught fourth-, fifth- and sixth-grade students about water quality.
- The K-State Olathe strategic action plan to shape Kansas State University's newest campus as a model for strong academic, industry and government partnerships that integrate graduate education, research and engagement is released for comment.
- The Internationalization Planning Committee's strategic action plan is released for comment with a goal to ensure that K-State students, faculty and staff are prepared to live, learn and work in the global community.

For additional information, reference pages 28-31.



LEADING THE WAY

The university is paving the way Down Under for cooperative efforts in teaching, research and service. Kansas State University has signed memoranda of understanding with two Australian universities, the University of Queensland in Brisbane and the University of Western Australia. Kansas State University is working with Australian universities that have similar research expertise.

The partnerships will help address global challenges related to agricultural biosecurity; safe, efficient and sustainable food production; and environmental stewardship. The partnerships also will benefit students and faculty. Kansas State University students can spend one or two semesters in the Australian institutions, while other collaborative opportunities include sabbaticals and undergraduate and graduate research visits. A Kansas State University executive delegation visited Australia to continue strategic discussions for collaborations in research development, education, faculty engagement, and student and faculty exchanges.

Progress so far

Time Line

July 2011 to June 2012



AUGUST 2011

- The Campus Master Plan Task Force is appointed.
- The K-State 2025 Internationalization and K-State Olathe planning initiatives are announced.
- A new position, vice provost for undergraduate studies, is established.
- The Athletics Department receives full certification from the Division I Committee on Athletics Certification.
- The university launches K-StateHD TV, an exclusive high-definition digital network that features programming on athletics, academics and campus events.



SEPTEMBER 2011

- President Kirk Schulz and Provost April Mason roll out the K-State 2025 visionary plan with meetings across campus.
- Colleges and major units develop strategic plans that align with K-State 2025.
- The university sets an enrollment record with 23,863 students.
- The Study Abroad Office starts offering new scholarships for students studying internationally.
- A faculty honors website is launched.
- The Corporate Engagement Office is created.



OCTOBER 2011

- The Premier Student Scholarship program offers the Presidential, Bluemont, Leadership and Wildcat scholarships, all of which are based on merit and academic achievement.
- Some 125 faculty and staff participate in 11 focus groups as part of the university recruitment and hiring assessment.



NOVEMBER 2011

- An initial report documenting what works well and what needs to be improved in the recruitment and hiring of faculty and staff is completed.



DECEMBER 2011

- Planning begins for a comprehensive fundraising campaign in support of K-State 2025 goals.



JANUARY 2012

- Students, faculty and staff provide feedback on what they want campus to look like in the future with the campus master plan.
- The university and the Flint Hills Area Transportation Agency launch a fixed-loop campus bus route to serve students, faculty and staff.
- The university releases the final recruitment and hiring assessment report and work begins on next steps.



FEBRUARY 2012

- The university opens a recruiting office in Vietnam.
- The Sensory Analysis and Consumer Research Center at the Olathe campus conducts its first consumer test on a Kansas product.



MARCH 2012

- The university hires its first National Academies member, Jim E. Riviere, a renowned veterinary medicine researcher.
- The Undergraduate Research Task Force begins work.
- The Research Themes Task Force is formed.



APRIL 2012

- The university breaks ground on renovations to the west side of Bill Snyder Family Stadium, a \$75 million project.
- The Higher Learning Commission of the North Central Association visits and reaccredits the university as part of its reaccreditation review.
- Some 70 faculty members receive promotions in rank, 47 earn tenure, and four are named university distinguished professors.
- Provost April Mason announces the first Excellence in Engagement Awards to recognize engaged scholarship through research, teaching and outreach.
- The university announces the first five graduate degree programs to be offered at K-State Olathe.



MAY 2012

- The university hires Richard Potter as the director of the Office of Corporate Engagement.
- Colleges and major units submit initial plans to help achieve K-State 2025.
- The university signs an agreement with the China Scholarship Council to increase the number of Chinese students earning doctoral degrees.
- The inaugural Campus Sustainability Awards ceremony is held.
- The Internationalization Planning Committee makes recommendations to ensure that K-State students, faculty and staff are prepared to live, learn and work in the global community.



JUNE 2012

- The Ahearn Fund, K-State's fund for student athlete excellence, reaches more than 8,000 members, helping achieve a balanced athletics budget.
- Steven Dandaneau is named the inaugural vice provost for undergraduate studies.
- The K-State Olathe strategic action plan to shape the newest campus is released for comment.
- The university signs a memo of understanding with the University of Queensland in Brisbane, adding to its partnership with the University of Western Australia.
- The state invests \$18.5 million in the university to support veterinary medicine, animal health programs, the Biosecurity Research Institute and engineering.

Did you know?

- The International Animal Health and Food Safety Institute on Kansas State University's Olathe campus received LEED silver certification from the U.S. Green Building Council.

- The university celebrates its sesquicentennial beginning Feb. 14, 2013.

- The university is the No. 1 choice for Kansas high school seniors.

- Kansas State University set a record enrollment of 23,863 in fall 2011.

- During fall 2011, the percentage of freshmen who re-enrolled at the university for their sophomore year increased.

- The number of international students climbed to more than 1,850 in fall 2011, up from a little more than 1,800 the previous year.

- During fall 2011, the diversity of students increased, and the university has nearly doubled the number of multicultural students from a little more than 10 years ago.

- When the Higher Learning Commission of the North Central Association reaccredited the university, the commission was impressed by how many faculty, staff and students mentioned K-State 2025.

- The Higher Learning Commission of the North Central Association cited immense progress in diversifying the campus since its last review in 2002, evidenced by the increasing number of students from underrepresented groups and the university's deep commitment to the success of these students.

- Alumni, friends and corporate partners of Kansas State University demonstrated their commitment and escalated their philanthropic support, contributing a record \$121 million to the university through the Kansas State University Foundation during the fiscal year that ended June 30, 2012.

- The university launched K-StateHD.TV, which provides access to university events and media throughout the globe and has become the No. 1 Internet-based television station among all CBS college stations.



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

- The university hired its first National Academies member.
- A faculty honors website was launched to recognize outstanding faculty.
- The university updated its Principles of Community, a set of values that are important to the university community and contribute to the enhancement of a culture of inclusiveness, fair treatment and civil discourse.
- A recruitment and hiring assessment involving 125 faculty and staff was completed and work began on recommended next steps.
- Faculty and staff participated in an open forum on competitive compensation for faculty and staff.

For additional information, reference pages 28-31.



LEADING THE WAY

Kansas State University is home to many talented and distinguished scholars, and the university found a new way to honor them. Outstanding staff and faculty are Kansas State University's most vital resource. Faculty members act as the lifeblood of the university and determine the university's reputation for academic excellence. Many faculty members have made outstanding contributions in their field and have improved lives in Kansas and around the world through teaching, research and service.

The university launched a faculty honors website to recognize outstanding faculty members. The website recognizes established endowed chairs and professorships in every college, promotions and tenure, university distinguished professors and fellows named to professional societies and associations.



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 COMPLETED

- The university and the Flint Hills Area Transportation Agency launched a fixed-loop campus bus route to serve students, faculty and staff.
- The College of Human Ecology opened its \$5 million privately funded addition to Justin Hall.
- The university began plans to build a new \$40 million wing onto the Durland Hall engineering complex as part of the University Engineering Initiative Act.
- The university continued to raise money to renovate the east side of Memorial Stadium and create the Welcome Center, which will house New Student Services, Admissions, Financial Aid, Housing and Dining Services, and Career and Employment Services.
- Willard Hall was reconfigured to consolidate the art department.
- The Manhattan campus's largest general classroom lecture hall, 105 Umberger, was revamped into a high-tech classroom.
- K-State Salina's Student Life Center and the Peters Recreation Complex were expanded.

For additional information, reference pages 28-31.



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

- The university opened its \$18 million basketball training facility, which includes courts, offices, locker rooms and lounges, along with a weight room.
- Renovations began on the west side of Bill Snyder Family Stadium, a \$75 million project that will include additional and premium seating, restrooms, concessions and improved access for those with disabilities.
- The Athletics Department increased its net game guarantee costs to host nonconference football, basketball, volleyball and baseball games in Manhattan to benefit the regional and state economy.
- The Ahearn Fund, K-State's national fund for student athlete excellence, has reached record membership.
- The university launched K-StateHD.TV, which provides access to university events and media throughout the country.

For additional information, reference pages 28-31.



LEADING THE WAY

Kansas State University is leveraging its success on the field to help support university academics. The Athletics Department is phasing out university funds as an annual source of revenue. The funds instead will support critical academic programs and projects that help achieve K-State 2025.

The Athletics Department is committed to financial stability and has increased its donor base, television revenue and licensing revenue, while managing its expenses. Kansas State University's annual direct support of intercollegiate athletics, already among the lowest of peer schools, has been reduced from \$1.5 million to \$1 million, enabling \$500,000 to be redirected to critical academic needs. By the 2015 fiscal year, direct university support will be eliminated altogether, allowing the university to further invest in the classroom.



Measuring our Progress

Realizing the vision of K-State 2025 requires an institutional commitment at all levels. This includes a commitment to planning and holding ourselves accountable at the university, college, similar unit and departmental levels. With the completion of the visionary plan, we began three important initiatives to hold ourselves accountable for our vision and goals.

The first of these efforts, begun in fall 2012, is the alignment of college planning to the K-State 2025 visionary plan. Colleges and departments are engaged in strategic action planning with a goal of completing and sharing the plans by summer 2013. Aligning our plans and directions is critical to moving forward together as a university.

Measuring and reporting progress is key to our accountability. It is not only a means to recognize our achievements as we turn projected outcomes into accomplishments – it also is critical to knowing where we are as we move toward 2025 so we can adjust accordingly to realize our vision.

Early in the planning process, seven peer comparison universities and eight key metrics were selected to measure our progress toward our visionary goal to become a Top 50 public research university by 2025. These universities and our rankings, according to the Center for Measuring University Performance at Arizona State University as reported at the end of academic year 2011-2012, are shown on page 26.

For additional information, reference pages 28-31.



These measures will be important but are not the only measures of our success. We are identifying additional key university metrics to track progress on our seven thematic goals and associated outcomes covered earlier in this report. Finally, we are developing a tracking and institutional reporting methodology aligned with K-State 2025 through which we can provide report cards on our progress.

As action plans are created, new activities, outcomes and metrics will become integral to implementing our vision for K-State 2025. We will measure our progress annually, consider unanticipated challenges and unexpected opportunities, and be accountable to achieving our future for 2025.

80-85

Kansas State University's rank among public research universities based on a simple average, according to the Center for Measuring University Performance at Arizona State University.

OUR PEERS

Land-grant institutions without medical schools:

- Auburn University
- Clemson University
- Oklahoma State University
- Oregon State University
- Colorado State University
- Iowa State University
- North Carolina State University

OUR BENCHMARKS

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

Benchmarks of Excellence

Institution	2004 Cohort 6-year Graduation Rate ^a	1st year Retention Fall 2009 to Fall 2010 ^a	Total Research Development Expenditures FY 2010 ^b	Endowment Assets FY 2011 ^c	Doctorates Conferred July 1, 2010 to June 30, 2011 ^{a,d}	National Academy Members 2012	Faculty Awards 2010 ^e
Kansas State University	59%	81%	\$160,679,000	\$337,460,000	162	1	9
Auburn University	66%	87%	\$145,115,000	\$471,851,000	204	2	5
Clemson University	76%	89%	\$174,693,000	\$473,748,000	192	1	6
Colorado State University	64%	83%	\$302,896,000	\$221,231,000	203	5	7
Iowa State University	70%	86%	\$250,120,000	\$612,283,000	358	9	10
North Carolina State University - Raleigh	72%	88%	\$360,795,000	\$617,632,000	395	17	11
Oklahoma State University - Main Campus	59%	78%	\$147,094,000	\$681,744,000	187	3	3
Oregon State University	60%	83%	\$216,595,000	\$411,964,000	172	4	7

a from IPEDS Data Center - most recent available comparative data

b from NSF 2012 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 ASU "Top American Research Institution" 2011 report - most current

Prepared 8/7/2012 by Office of Planning and Analysis

Top Public Research Universities

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

Institution	Total Research Development Expenditures 2009 Control Rank **	Endowment Assets FY 2010 Control Rank **	National Academy Members 2010 Control Rank **	Doctorates Conferred July 1, 2009 to June 30, 2010 Control Rank **	Faculty Awards 2010 Control Rank **
Kansas State University	75	76	137	83	46
Auburn University	77	61	79	61	77
Clemson University	68	57	98	70	69
Colorado State University	42	97	57	60	60
Iowa State University	54	42	38	38	44
North Carolina State University - Raleigh	26	43	30	23	37
Oklahoma State University - Main Campus	87	45	65	58	99
Oregon State University	61	63	61	69	60
Control 50th Rank Value	\$258,098,000	\$452,544,000	7	249	9

*Based on Arizona State University – Measuring University Performance: Top American Research Universities annual report for 2011.

** Control Rank refers to rank among all Public Research Universities

Are in the Top 25

Are in the Top 50

Data provided by Office of Planning and Analysis

K-State 2025 Progress Report for 2011–2012

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>Activities Complete</p>	<ul style="list-style-type: none"> The Research Themes Task Force was formed to recommend university strategic research focus areas. The Undergraduate Research Task Force was established to develop a plan to encourage, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities. The university hired its first National Academies member. The Sensory Analysis and Consumer Research Center at the Olathe campus conducted its first consumer test on a Kansas product. 	<ul style="list-style-type: none"> Researchers were awarded 910 grants, totaling more than \$137.4 million in funding — the university's second-highest funding level ever received.
<p>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. Competitive compensation and support available to GRAs, GTAs and GAs. 	<ul style="list-style-type: none"> 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 research, scholarly and creative activities, and discovery.
<p>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>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. 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.

- In fall 2011, the university set records for overall enrollment, multicultural student enrollment and international student enrollment. The university remained the No. 1 choice among Kansas high school seniors.
- The Undergraduate Research Task Force was established to develop a plan to encourage, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities.
- The university's first vice provost for undergraduate studies was hired.
- The Premier Student Scholarship program offers the Presidential, Bluemont, Leadership and Wildcat scholarships, and all are based on merit and academic achievement.
- The university opened a recruiting office in Vietnam.
- The Study Abroad Office launched two new scholarships for study abroad students. Twenty-five Mike and Becky Goss Study Abroad Scholarships of \$5,000 each will be distributed to students each year, and 25 scholarships of \$2,000 each will be awarded annually to undergraduate or graduate students on a faculty-led study abroad program.

- 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 life-long 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 university signed an agreement with the China Scholarship Council to increase the number of Chinese students earning doctoral degrees.
- The Graduate School improved the efficiency of the application and admissions process.
- The state has invested \$5 million to raise the national ranking of Kansas State University's College of Veterinary Medicine.
- A master's degree in adult education at the Olathe campus, along with four additional graduate program offerings, was announced.

- 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 Complete

- The university created the Corporate Engagement Office and hired its first director.
- The first Excellence in Engagement Awards were awarded to recognize engaged scholarship.
- The Urban Water Institute on the Olathe campus offered its first outreach program, a lab and field experience that taught fourth-, fifth- and sixth-grade students about water quality.
- The K-State Olathe strategic action plan to shape Kansas State University's newest campus as a model for strong academic, industry and government partnerships that integrate graduate education, research and engagement is released for comment.
- The Internationalization Planning Committee's strategic action plan is released for comment with a goal to ensure that K-State students, faculty and staff are prepared to live, learn and work in the global community.

- The university hired its first National Academies member.
- A faculty honors website was launched to recognize outstanding faculty.
- The university updated its Principles of Community, a set of values that are important to the university community and contribute to the enhancement of a culture of inclusiveness, fair treatment and civil discourse.
- A recruitment and hiring assessment involving 125 faculty and staff was completed and work began on recommended next steps.
- Faculty and staff participated in an open forum on competitive compensation for faculty and staff.

Expected Outcomes by 2015

- 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.

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

Expected Outcomes by 2020

- 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.

- 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.

Expected Outcomes by 2025

- 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.

- 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 and the Flint Hills Area Transportation Agency launched a fixed-loop campus bus route to serve students, faculty and staff.
- The College of Human Ecology opened its \$5 million privately funded addition to Justin Hall.
- The university began plans to build a new \$40 million wing onto the Durland Hall engineering complex as part of the University Engineering Initiative Act.
- The university continued to raise money to renovate the east side of Memorial Stadium and create the Welcome Center, which will house New Student Services, Admissions, Financial Aid, Housing and Dining Services, and Career and Employment Services.
- Willard Hall was reconfigured to consolidate the art department.
- The Manhattan campus's largest general classroom lecture hall, 105 Umberger, was revamped into a high-tech classroom.
- K-State Salina's Student Life Center and the Peters Recreation Complex were expanded.

- 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.

- The university opened its \$18 million basketball training facility, which includes courts, offices, locker rooms and lounges, along with a weight room.
- Renovations began on the west side of Bill Snyder Family Stadium, a \$75 million project that will include additional and premium seating, restrooms, concessions and improved access for those with disabilities.
- The Athletics Department increased its net game guarantee costs to host nonconference football, basketball, volleyball and baseball games in Manhattan to benefit the regional and state economy.
- The Ahearn Fund, K-State's national fund for student athlete excellence, has reached record membership.
- The university launched K-StateHD.TV, which provides access to university events and media throughout the country.

- 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.





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