K-State 2025 Strategic Direction Action and Alignment Plan for the Office of Corporate Engagement

1. What is your office's mission/vision and how does your organization contribute to achieving the University's vision for K-State 2025?

- **Vision:** Kansas State University is the partner of choice for a growing number of strategic corporate partnerships that result in innovative research and diverse business solutions, and advance common interests and goals.

- **Mission:** To support and advance a university culture that attracts, engages, and cultivates a broad spectrum of strategic corporate partnerships by:
  - facilitating a strong, comprehensive university corporate relations network;
  - connecting corporations with K-State strengths, expertise, services, and interests; &
  - fostering university/industry collaborations that advance our goal to become a top 50 public research university by 2025.

- **Contribution to K-State 2025**: Sustainable university-industry collaborations must be based on business needs and simultaneously align with university priorities. The Office of Corporate Engagement (OCE) was established in 2012 as a "one-stop-shop" to serve as the bridge between academic and corporate sectors and foster collaborations between industry and the university community. Higher education funding models continue to evolve as public funding declines, and corporate/university relationships have extended beyond the traditional roles of student recruitment and philanthropy. Many corporations prefer to work with universities that provide holistic value in a number of areas, including executive education, faculty consultants, sponsored research, licensing opportunities, joint government proposals, etc. K-State's corporate relations strategy must broaden its focus to foster long-term, mutually beneficial partnerships that 1) advance both university and industry goals and objectives, and 2) support the university as a long-term business strategy. Corporations are investors, not just recruiters or donors; therefore interactions with university partners must demonstrate a clear return on investment. The focus of corporate engagement must shift from *transaction* to *relationship*. Identifying, establishing and maintaining long-term strategic relationships with industry and corporations is essential to achieving K-State's 2025 goals and outcomes.

  The Office of Corporate Engagement is one of many university entities that must work together to develop long-term strategic corporate partnerships. As such, the OCE will play an important role in advancing K-State 2025 and its priorities by:
  1. serving as a concierge or broker to assist corporations in navigating the university and its complexities,
  2. fostering a collaborative network of university units that are key to corporate engagement,
  3. building on proven K-State corporate partnership models, and
  4. encouraging new models that bridge academia and industry.

  Key Corporate Engagement Collaborators:
  Internal:
  Career & Employment Services (CES)
  Office of Research & Sponsored Programs (ORSP)
  Colleges, Departments, Institutes, Offices, and Centers
  Central Administration (includes President, OAF, VPR, and Provost)
  External:
  Kansas State University Foundation (KSUF); the fundraising arm of K-State
  K-State Alumni Association
  K-State Athletics
  Kansas State University Institute for Commercialization (KSU-IC) (formerly NISTAC)
  Kansas State University Research Foundation (KSURF)
  Knowledge Based Economic Development (KBED) a partnership between KSUF, KSU-IC, and the City of Manhattan
  Technical and Community Colleges

To be successful, the Office of Corporate Engagement working with key university collaborators must:

- o Connect Corporate Partners with K-State Strengths, Expertise, and Services
- o Advance Robust Strategic Corporate/Industry Relationships
- o Further Cutting-Edge Interdisciplinary Research
- o Strengthen Workforce Development Opportunities
- o Increase Corporate Philanthropy
- o Adopt a Holistic Corporate Engagement Approach
- o Foster a Campus Culture That Values Corporate Engagement as a Core Business Strategy
- o Build the K-State Corporate Engagement Brand
- o Develop a Model Office of Corporate Engagement

Assumptions and clarifications:

- **"Corporate Engagement" encompasses all facets of corporate relationships, including research and technology transfer, workforce development (student recruitment and engagement, e.g., internships, and executive education), local and regional economic development, and philanthropy.**
- **Kansas State University corporate engagement activities extend to the Manhattan, Olathe, Salina, and virtual campuses, as well as the statewide extension programs.**
- **"Industry" refers to global categories of organizations that produce or supply goods, services, or sources of income, such as aviation industry, insurance industry, farm equipment industry. "Corporation" refers to individual corporate entities, such as Cargill, Sprint, John Deere, etc.**
- **As defined in the K-State 2025 Visionary Plan, "Research" refers to Research, Scholarly & Creative Activities, and Discovery (RSCAD)**
- **"Key Activities" are equally important and not listed in order of priority.**
- **Ultimate responsibility may lie with other units for a number of the activities and outcomes listed on the following pages; they are included in this document based on the involvement of the OCE and/or potential impact on K-State's holistic approach to corporate engagement.**

*Definitions***:**

Corporate Liaison Network (CLN): a group that includes representatives from university entities key to developing industry engagement, including areas such as sponsored research, key colleges and departments, technology transfer, philanthropy, student recruitment, university career services, and local and regional economic development.

Corporate Partnership: relationship in which a corporation is collaborating with the university in at least one point of engagement. A **Strategic Corporate Partnership** is a mutually-beneficial collaboration in which the corporation and the university are engaged in a long term, mutually beneficial partnership in a variety of academic disciplines and at numerous levels, including but not limited to recruiting students, sponsoring research, continuing education, advisory board representation, and philanthropy.

Customer Relationship Management (CRM) System: refers to database software application for managing corporate (and other customer/client) relationships.

Research Facilities: any research facility linked to the University, such as a research park located on or adjacent to university property, or a research lab located within the University or on a corporate campus. In this context, the purpose of the research facility is to create linkages between the University, industry, and the community.

2. What are your department's _key_ activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets.

Key Activities	Short Term (through 2015) _Key Outcomes_	Intermediate (2016-2020) _Key Outcomes_	Long Term (2021-2025) _Key Outcomes_
What we plan to do…	What do we expect to happen by 2015?	What do we expect to happen by 2020?	What do we expect to happen by 2025?
Connect Corporate Partners with K-State Strengths, Expertise, and Services 1. Identify mutual needs and promote corporate engagement opportunities: a) Identify and track current and prospective industry/corporate partner strategic needs; as well as K-State's strategic needs. b) Create a validated catalog of current and emerging university assets (strengths, expertise, facilities, services, and opportunities) of interest to industry in a searchable knowledge/information base. c) Plan and implement strategies to match industry/corporate needs with university strengths and facilities to promote mutually beneficial partnership opportunities. d) Collaborate with appropriate entities to build and promote partnerships to key constituencies on a timely and consistent basis. 2. Monitor regional, national, and global trends to link current and emerging university capabilities with industry needs and interests. 3. Simplify and accelerate corporate access to university resources by providing a single point of entry (concierge/broker services) for corporations and industry to help them navigate across campus assets and opportunities. 4. Develop a robust web site as a portal and single point of entry that provides clear and concise explanation with easy access across the university to our strengths, expertise, services, and appropriate contact information	**A. Concierge/broker services are launched to help corporations/ industry and others navigate across university assets and opportunities.** **B. Catalog/knowledge base of university assets, services, and opportunities of interest to industry is made available online and used to promote mutually beneficial partnership opportunities** **C. Web site launched with easy access to up to date information about K-State assets, services, opportunities, and corporate engagement success stories** **D. Customer Relationship Management (CRM) system deployed with appropriate security measures in place.** **E. Baseline for overall K-State corporate partnerships established.** **F. Advanced 3-5 corporate partners to the next higher tier on the continuum of corporate engagement.** **G. Determined baseline for number of Strategic Corporate Partnerships that are active across the majority of KSU engagement opportunities.**	**A. Corporations/industry report high degree of satisfaction with concierge/broker services, website, and other tools providing them with access to university assets and opportunities** **D. CRM system shared with appropriate units & all campuses** **E. Increased corporate partnerships by 10% of baseline** **F. Advanced 15-20 corporate partners to the next higher tier on the continuum of corporate engagement.** **G. Increased by 50% of baseline the number of Strategic Corporate Partnerships that are active across the majority of KSU engagement opportunities.**	 **E. Increased corporate partnerships by 25% of baseline** **F. Advanced 25-30 corporate partners to the next higher tier on the continuum of corporate engagement.** **G. Increased by 100% of baseline the number of Strategic Corporate Partnerships that are active across the majority of KSU engagement opportunities.**

as well as stories highlighting successful collaboration with corporate/industry partners.	**H. Increased corporate support for high quality research facilities and equipment, and for recruiting and retaining leading faculty working in research areas of strength.**	**H. Increased corporate support for high quality research facilities and equipment, and for recruiting and retaining leading faculty working in research areas of strength.**	**H. High quality research facilities and equipment are available to support research areas of common interest as a result of corporate partnerships.**
Advance Robust Strategic Corporate/Industry Relationships 5. Increase the number of strategic multi-dimensional corporate partnerships in areas of K-State global strengths.	**I. Baseline of total corporate sponsored research determined.**	**I. 100% increase in total corporate sponsored research funding (2x baseline).**	**I. 200% increase in total corporate sponsored research funding (3x baseline).**
6. Form interdisciplinary strategic corporate alliance teams (contact teams) to pursue and steward relationships with strategic corporate partners, negotiate agreements, manage post agreements activities, negotiate intellectual property licensing, and grow the relationships.	**J. Baseline of total licensing/royalty revenues determined.** **K. Baseline for faculty patent applications determined.**	**J. Increased licensing/royalty revenues by 25% of baseline.** **K. Faculty patent applications increased by 25% of baseline.**	**J. Increased licensing/royalty revenues by 50% of baseline.** **K. Faculty patent applications increased by 50% of baseline.**
7. Adopt a corporate relations continuum/tiering approach as a tool to define the levels of engagement, identify where a corporation falls along the continuum, and assist in the development strategies to advance the relationship.	**L. Industry needs for professional development and continuing education programs are identified and prioritized**	**L. Increased number of industry-focused professional development and continuing education programs in response to needs**	**L. K-State recognized as the partner of choice for developing industry-focused educational programs in areas of strength**
8. Maintain a growing pipeline of corporate relationships on the path from single point of engagement toward Strategic Partnerships.		**M. Baselines established for current opportunities for and number of students engaged in industry-related internships, co-ops, and student research experiences**	**M. Number of opportunities for industry-related internships, co-ops, and student research experiences increased from baseline by 25% as a result of corporate partnerships**
9. Collect and track information on all aspects of corporate engagement across the university by deploying a robust and secure Customer Relationship Management (CRM) system.		**N. Number of students engaged in industry-related internships, coops, and student research experiences increased by 25% of baseline as a result of corporate partnerships**	**N. Number of students engaged in industry-related internships, coops, and student research experiences increased by 50% of baseline as a result of corporate partnerships**
10. Identify and maintain a list of top corporate partnerships, weighted by hiring of students, alumni employed, alumni in key leadership positions, financial support (philanthropy, research, athletics, licensing revenue), continuing education and professional development programs, and purchasing history.			**O. K-State is recognized by corporations/industry as a premier source for a diverse, talented workforce.**
	P. Determined baseline of total corporate philanthropic support, grants, and gifts.	**P. Increased total corporate philanthropic support, grants, and gifts by 25% of baseline.**	**P. Increased total corporate philanthropic support, grants, and gifts by 50% of baseline.**
Further Cutting-edge Interdisciplinary Research 11. Advance long term relationships with strategic corporate partners and increase industry collaboration and investment to	**Q. Corporate Liaison Network (CLN) established**		

		R. Enhanced appreciation within the university for corporate engagement and its interconnectedness with the university's future	

further cutting edge interdisciplinary research and diversify and strengthen the university's Research, Scholarly & Creative Activities, and Discovery (RSCAD) portfolio.

12. Develop university/industrial consortia focused on regional, national, and global challenges/ issues in our areas of research strength.
   a) Identify first-tier research capabilities that are of interest to industry and populated by globally recognized and respected faculty who are ready, willing, and able to invest time and energy in corporate partnerships.
   b) Provide seed money and appropriate rewards/incentives to support collaborative interdisciplinary research.

13. Encourage adoption of an integrated approach to research development that incorporates OCE as an integral partner to increase levels of corporate-sponsored research and technology transfer.

14. Work with industry partners, key university entities, and economic development agencies to develop and implement plans to acquire necessary research facilities/infrastructure to support strategic research areas and economic development efforts.

15. Encourage the creation of a taskforce to review intellectual property and research contract rules; and work to simplify the contract negotiation process and incentivize partnership with corporations.

Strengthen Workforce Development Opportunities
16. Work with industry to assess, identify, and respond to the need to educate, prepare, and engage a talented and diverse future workforce to meet industry workforce needs in the State of Kansas and beyond.
   a) Convene key industry and education partners to identify changes necessary

S. Determined baseline for industry experts who are co-located at campus facilities (in roles such as adjunct faculty, internship/ research collaborations).

S. Increased number of industry experts who are co-located at campus facilities (in roles such as adjunct faculty, internship/ research collaborations) by 25% of baseline.

T. Corporate Engagement Brand Management Marketing and Communications plan drafted.

T. Corporate Engagement Brand Management Marketing and Communications plan deployed.

U. K-State corporate engagement success stories promoted to all stakeholders on a quarterly basis.

U. National media annually picks up two or more stories of K-State research and innovation leading to commercial success.

V. OCE is realigned within the university and better positioned to cultivate corporate relations throughout the university

W. OCE business plan developed and implemented to match capacity and needs

X. OCE evaluation criteria established based on best practices to support implementation of strategic directions

Y. K-State is viewed as a model for corporate engagement by industry, corporate partners, government funding agencies, and peer institutions.

Z. Globally recognized as the university of choice in providing diverse business solutions for strategic corporate partners.

within industry as well as the education system.

b) Work with corporate and university partners to create industry-focused graduate education, professional certificate, and continuing education programs available on our campuses, through extension services, online, and in corporate partner workplaces.

c) Expand corporate/industry partnerships to implement innovative approaches to classroom and experiential learning programs and provide new opportunities for industry-related research, internships, and co-ops.

Increase Corporate Philanthropy

17. Collaborate with the Foundation and other entities to develop and implement new strategies to increase corporate philanthropy to enhance our strengths, expertise, facilities, and services.

Adopt a Holistic Corporate Engagement Approach

18. Establish a vibrant internal Corporate Liaison Network (CLN) to promote a shared strategic comprehensive corporate engagement approach across the university by:

a) coordinating corporate interactions;

b) sharing top corporate prospects, strategies, and information;

c) serving as advocates and champions for K-State corporate engagement, and;

d) recommending policies, processes, and systems to prevent duplication of efforts, remove obstacles, and encourage strategic corporate engagement.

Foster a Campus Culture That Values Corporate Engagement as a Core Business Strategy

19. Support the President, Provost, Vice-Presidents, Deans and other university leaders as they actively advocate and reinforce a culture that values corporate relations and engagement activities.

20. Foster an institutional culture that embraces corporate relations as core to the university's future, welcomes corporations as strategic business partners, and synergistically serves the divergent needs of industry and university researchers and educators.			
21. Work with key administrators to develop a reward structure and incentives that encourage faculty and staff to develop industry relationships.			
22. Optimize expertise within academia and industry by encouraging and supporting coordinated hires and joint appointments across disciplines and with industry, and by designing new models to incorporate non-traditional faculty and researchers with industry/government expertise.			
23. Establish a common understanding of corporate engagement across the university and develop internal orientation, training, and outreach programs to equip and motivate faculty and staff to support effective corporate engagement strategies.			
24. Develop an online corporate engagement toolbox and common vocabulary to assist faculty and staff in corporate engagement activities.			

Build the K-State Corporate Engagement Brand
 25. Establish, promote, and communicate the identity and image of K-State corporate engagement as a trusted partner of choice.
   a) Develop and deploy an effective corporate engagement brand management and marketing plan that ensures timely and effective communications with internal and external constituencies.
   b) Enlist alumni and engaged corporate executives as ambassadors for K-State corporate engagement.			

c) Celebrate, recognize, promote, and communicate the achievements, success stories, results, and impact of corporate engagement relationships to both internal and external stakeholders.

Develop a Model Office of Corporate Engagement

26. Provide the institutional support and structure needed to advance the university corporate relations program and strategic corporate partnerships.
   a) Clarify the role and mission of the OCE as it relates to other university entities collaborating in the area of corporate relations and engagement.
   b) Review the current reporting structure for OCE and make changes as needed to better support a university-wide network that facilitates comprehensive, holistic corporate engagement and cultivates strategic corporate partnerships.
   c) Develop a business plan to match university corporate engagement capacity to needs
   d) Ensure that the university has the needed expertise and competencies (including business intelligence skills) needed to cultivate and strengthen corporate/industry partnerships.

27. Establish evaluation criteria based on best practices to measure the effectiveness and return on investment of our corporate relations program.

28. Appoint a high-level university corporate engagement steering committee empowered to promote and guide the implementation of the directions outlined in this plan and review the current committee structure to clarify the roles and purposes of the various committees currently involved in corporate engagement, i.e., guidance council, working committee, and proposed corporate liaison network.

3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (*please check all that apply***).**

☒ **Total research & 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**   ☐ **None**

4a. What resources and/or opportunities <u>exist</u> for your office to achieve its vision and outcomes?
Response:
- OCE budget plus additional financial support from the President's office
- Committed OCE Working Committee and OCE Guidance Council with representatives from the Foundation, Career & Employment Services, Research & Sponsored Programs, KSU Institute for Commercialization, K-State Alumni Association, KSU Research Foundation, Advanced Manufacturing Institute, Governmental Relations, and Division of Continuing Education
- K-State Office of Diversity
- Support from K-State Division of Communications and Marketing and Information Technology Services
- Network of Academic Corporate Relations Officers (NACRO): professional association of corporate engagement peers at other academic institutions.

4b. What resources and/or opportunities are <u>needed</u> for your office to achieve its vision and outcomes?
Response:
- Vice President for Research with significant industry engagement track record and vision.
- University-wide corporate engagement structure and policies that support the vision, mission, activities, and outcomes outlined above
- Adequate personnel with the skills sets necessary to develop and steward strategic corporate partnerships and to support the vision, mission, activities, and outcomes outlined above
- Active, engaged Corporate Liaison Network of K-State faculty, administrators, and staff who regularly engage with industry
- Active, engaged Advisory Council that represents external industry partners
- A catalog of current and emerging university assets (strengths, expertise, facilities, services, and opportunities) of interest to industry in a searchable knowledge/information base
- Robust CRM program to track contacts with and analyze information regarding K-State corporate partners; adequate training for users; buy-in from corporate liaisons to utilize the CRM program.

5. How do you propose to acquire the resources needed for your office to accomplish its vision and outcomes?
Response:
- Collaborate with university leadership and key collaborators to gain University community support for restructuring corporate engagement
- Offer input, feedback, and examples of best practices gleaned from peer institutions to assist in evaluation of K-State policies related to corporate engagement
- Work with ITS, KSUF IT staff, Purchasing, and others to identify, procure, and implement CRM program
- Establish Corporate Liaison Network
- Work with key collaborators to establish catalog of current and emerging university assets (strengths, expertise, facilities, services, and opportunities) of interest to industry in a searchable knowledge/information base
- Work with key collaborators to enlist an Advisory Council that represents external industry partners
- Appoint a high-level university corporate engagement steering committee empowered to promote and guide the implementation of the directions outlined in this plan

6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics	Links to Common Elements
B-1 - Total research and development expenditures B-3 - Number of national academy members B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research	CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD) **Theme 1 Metrics:** T1-1 - # of interdisciplinary research projects, institutes, and centers T1-2 - Total sponsored extramural funding expenditures	T1-A - Increased intellectual and financial capital to support RSCAD T1-B - More clusters/centers of collaborative RSCAD focus T1-C - Increased funding for investigator-based research, research centers, and graduate training grants T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-I - Intellectual and financial capital in place for expanded RSCAD efforts T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs T1-K - Nationally and internationally recognized research centers T1-L - Recognized for prominent and productive placement of our graduates T1-M - Increased participation by undergraduates in expanded opportunities in research	T1-O - Extramural funding competitive with our benchmark institutions T1-P - Research and development expenditures competitive with benchmark institutions T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
T2 - Undergraduate Educational Experience (UEE) **Theme 2 Metrics:** T2-2 - # and % of undergraduate students completing an experiential learning experience T2-3 - Total funding awarded for undergraduate scholarship support T2-7 - Student satisfaction and utilization rates	T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research T2-D - Successful integration of undergraduate education and meaningful research is standard practice T2-G - Successful recruitment and retention strategies that address our entire student population T2-H - Improved six-year graduation rates and retention ratios	T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint T2-M - Increased undergraduate contributions in the creation of scholarship through research T2-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions
T3 - Graduate Scholarly Experience **Theme 3 Metrics:** T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities T3-5 - # of graduate students participating in a unique high level learning and experiential training T3-6 - # of graduate terminal degrees awarded	T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation T3-D - Outstanding mentoring for our graduate students T3-F - Increased capacity to secure funding for graduate research and teaching T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate	T3-I - Increased participation by our graduate students in unique high level learning and experiential training T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment T3-K - Increased funding for graduate research and teaching	T3-N - National and international reputation for outstanding graduates with demonstrable career success T3-O - World-class reputation as a preferred destination for outstanding graduate students T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
T3-7 - Total graduate students enrolled by demographic group and degree type T3-8 - Graduate student satisfaction and utilization rates	students		
T4 - Engagement, Extension, Outreach and Service **Theme 4 Metrics:** T4-1 - # and % of undergraduate students participating in engagement/service learning T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement T4-5 - # of participants involved in community-based research and outreach projects T4-6 - Economic impacts on rural and urban communities in Kansas	T4-A - Enhanced integration between academics and student service learning T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide T4-D - Increased numbers and diversity of faculty and staff participating in Engagement T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level T4-F - Recognition as leaders in Engagement within our state and nation T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university	T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues T4-I - All undergraduate students engaged in at least one engagement /service learning project T4-J - Increased number of graduate students involved in Engagement T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives	T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale T4-P - Recognized as a leader in Engagement reaching both rural and urban communities

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
	community		
T5 - Faculty and Staff **Theme 5 Metrics:** T5-3 - Competitive compensation packages for faculty and staff T5-7 - % of faculty and staff reporting satisfaction in the work environment	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas T5-D - 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	T5-E - Total compensation competitive with aspirant university and regional employers for all employees T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers T5-I - Stable funding available for recruitment and retention of top level faculty and staff
T6 - Facilities and Infrastructure **Theme 6 Metrics:** T6-2 - Total expenditures for physical facilities and infrastructure projects T6-4 - Total funding available to support facilities and infrastructure needs T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure			T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
T7 - Athletics		T7-G - Outstanding student-athletes prepared to excel in their chosen careers and community and personal lives	