

State of the University

President Richard Linton

Oct. 12, 2022



The University FOR Kansans



Thank you for the warm welcome to the K-State family!



Questions I am asked the most



- *What are the best things/surprises that you see at K-State?*
- *What are the biggest challenges/surprises that you see at K-State?*
- *What does the Next-Generation Land Grant mean to you?*

Early challenges/opportunities

On the heels of:

- Strongest **state budget** supporting KS higher education in a decade.
- Second largest **economic announcement** in Manhattan/KSU.
 - Scorpion Biologics
 - \$650M investment, \$80K average salary
- **Princeton Review**: Incredible student experience and support.
- Strong **research** foundation and one-of-a-kind assets.
- Record-breaking **fundraising** year.



Early challenges/opportunities

- Multi-year **declining student enrollment** – fiscal, reputational and opportunity impacts.
- Trend of decreasing or **flat state and federal support** for our work – coupled with strong **inflation**.
- Faculty and staff **compensation**.
- Ongoing **facility needs** (R & R and new facilities).



State budget investments



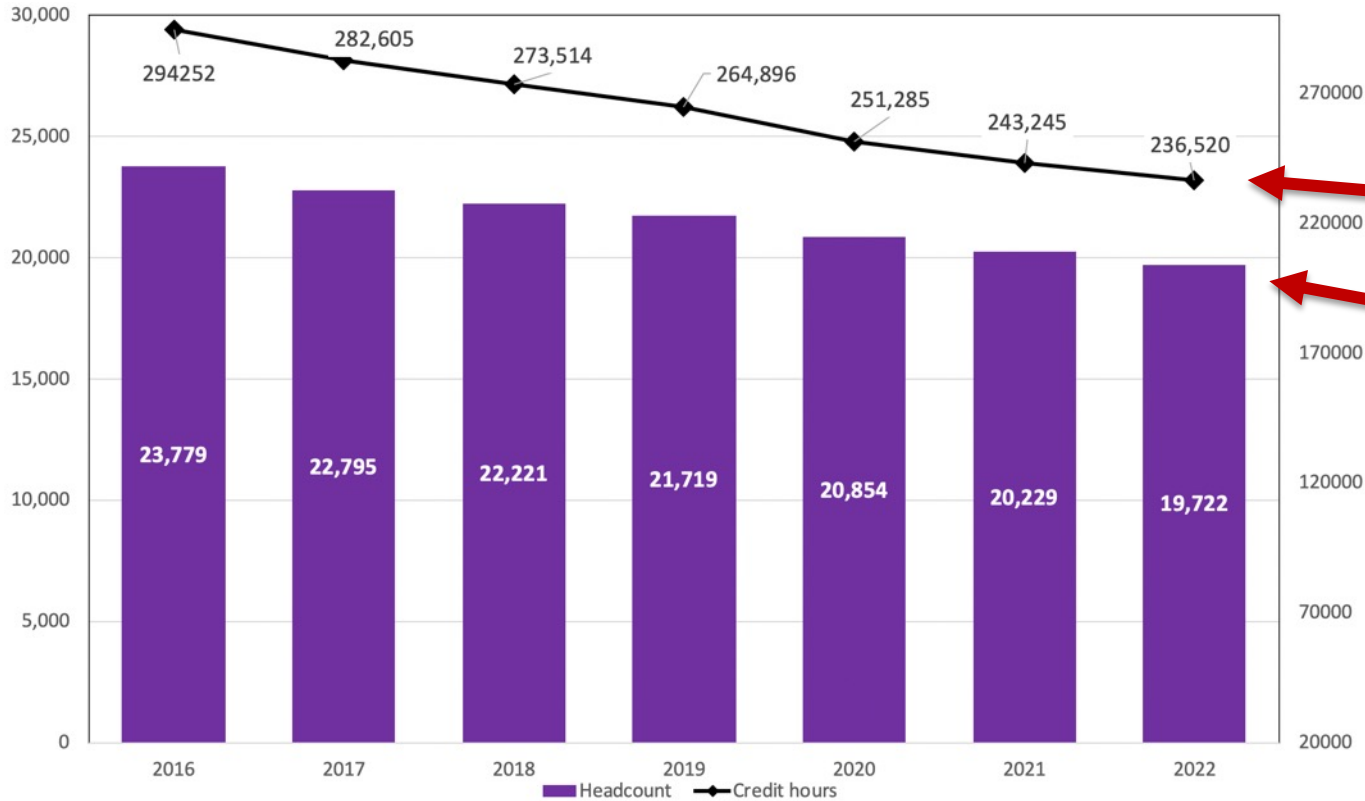
State/University budget investments:

- Support for **faculty and staff raises**.
 - >\$13M for 5% raises (2% ATB/3% Merit)
- **Facilities R&R and teardown**.
 - \$21M (\$10.5M w/ \$10.5M match) for R&R
 - ~\$3M for teardown
- **IT modernization**.
 - ~\$4M
- Need-based **student aid**.
 - \$19M across system with 1:1 match
- **Enrollment management**
 - \$2M new investment
- **Capital investments**.
 - **Aspirational \$125M AG project for K-State
 - \$25M (no match)
 - Additional \$25M with 3:1 match required

Student enrollment and student success



Student enrollment 2016-2022



20% less

17% less

**=
> \$60M loss in
recurring state
tuition funding**

Strategic Enrollment Management progress

Overall student numbers are down – BUT ...

- We are seeing **growth in our incoming classes**.
 - Incoming **freshmen** enrollment is up by 2.1%.
 - **Transfer** enrollment is up by 1.3%.
 - And **graduate** enrollment is also up by 1.5%.
- Our incoming freshman class boasts a **strong academic profile**.
 - The average high school GPA is **3.66**, the average ACT score **25.5**, and the average SAT score jumped to **1230** — and increase of 42 points.
- We are also attracting a **more diverse student body** to K-State.
 - New **Black/African American** students are up **14%**, and new **Hispanic** students are up **6%**.

New plans to reverse the trends – a sense of Urgency

Some new best practices

- Financial support/**scholarships** for in-state and out-of-state students.
 - Community **engagement** (regional visits).
 - Intentional **philanthropy**.
-
- Communications, communications, communications.

Addressing student affordability



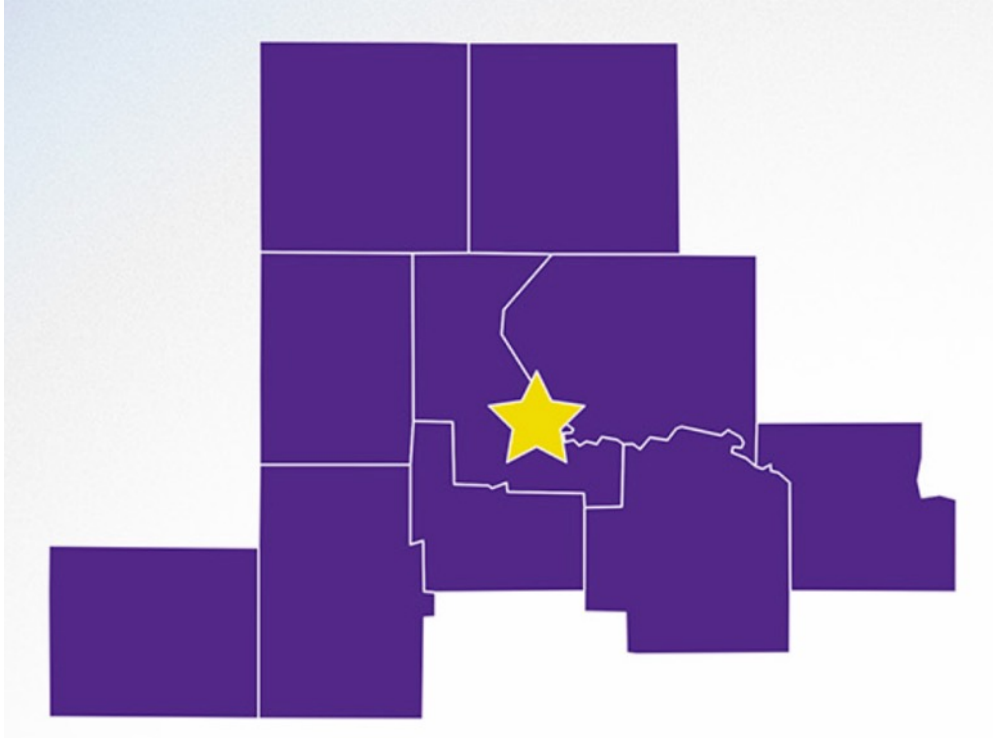
- K-State now offers one of the largest **in-state merit-based scholarship programs** in Kansas, which is **automatically awarded** when a new, incoming freshman applies for admission by the priority date.
- Through the new **Land Grant Promise**, eligible in-state students (in selected counties) may be able to **attend K-State tuition-free**.
- Through the new **Wildcat Nonresident Award**, out-of-state students may be **eligible for in-state tuition** at K-State.

Fall 2023 in-state scholarship/award program

In-State Freshman General University Scholarships				
Unweighted GPA	ACT/SAT Score			
	32+ ACT 1420+ SAT	28-31 ACT 1300-1410 SAT	22-27 ACT 1100-1290 SAT	<=21 ACT <=1090 SAT No test score available
3.95+	University Scholar Award \$5,500/year (\$22,000 total)	Royal Purple Scholarship \$4,000/year (\$16,000 total)	Wildcat Traditions Scholarship \$2,500/year (\$10,000 total)	Limestone Award \$1,500/year (\$6,000 total)
3.75-3.94				
3.50-3.74				
3.25-3.49	1863 Landmark Award, \$1,000/year (\$4,000 total. Test score not required.)			

In-State Transfer General University Scholarships		
Scholarship	Value	Cumulative College GPA
Transfer Impact	\$2,000/year (\$6,000 total)	Minimum 3.5 GPA
Transfer 1863 Landmark Award	\$1,000/year (\$3,000 total)	Minimum 3.0-3.49 GPA

Land Grant Promise



- Pell-eligible or show a household income of \$60,000 or less.
- Undergraduate students at our Manhattan campus or online.
- Kansas residents from:
 - Clay, Dickinson, Geary, Marshall, Pottawatomie, Riley, Saline, Shawnee, Wabaunsee or Washington counties.

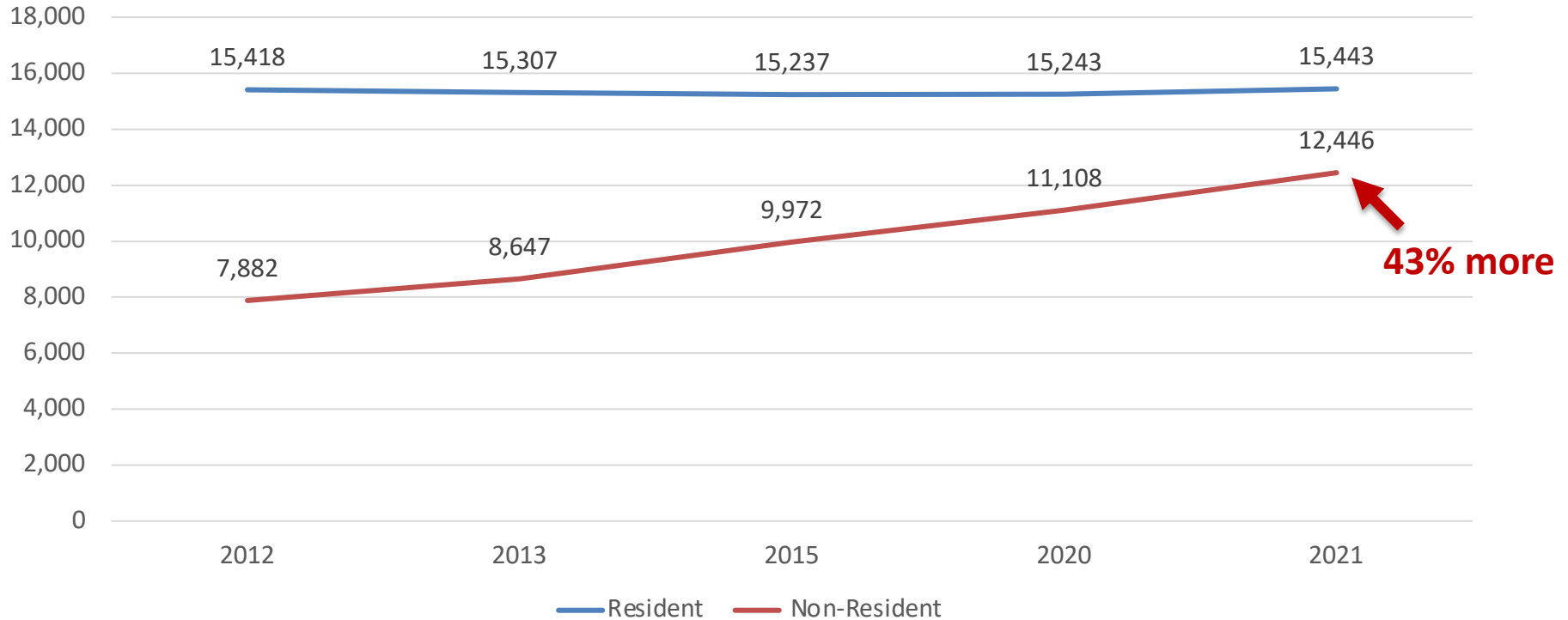
Fall 2023 out-of-state scholarship/award program

Out-of-State Freshman General University Awards					
Award Name	General Eligibility	Unweighted GPA	Minimum ACT/SAT	Discount on Nonresident Portion of Tuition	Estimated Award Based on 30 Credit Hours
Missouri Match	Must be a Missouri resident	3.25+	22 ACT/1100 SAT	100% (Equals in-state tuition)	\$16,071.00 <i>(\$64,284 total)</i>
Wildcat Nonresident Award	Must be a non-Kansas resident	3.90+	Not required	100% (Equals in-state tuition)	\$16,071/year <i>(\$64,284 total)</i>
		3.75-3.89	Not required	80%	\$12,856.80/year <i>(\$51,427.20 total)</i>
		3.50-3.74	Not required	60%	\$9,642.60/year <i>(\$38,570.40 total)</i>
		3.25-3.49	Not required	50%	\$8,035.50/year <i>(\$32,142 total)</i>
Heritage Scholarship for Non-Kansas Residents	One parent or grandparent (biological or adopted) must have graduated from K-State.	3.0+	Not required		\$12,000/year <i>(\$48,000 total)</i>

Fall 2023 out-of-state scholarship/award program

Out-of-State Transfer General University Awards				
Award Name	General Eligibility	Cumulative College GPA	Discount on Nonresident Portion of Tuition	Estimated Award Based on 30 Credit Hours
Transfer Missouri Match	Must be a Missouri resident	3.25+	100% (Equals in-state tuition)	\$16,071/year (\$48,213 total)
Transfer Wildcat Nonresident Award	Must be a non-Kansas resident	3.90+	100% (Equals in-state tuition)	\$16,071/year (\$48,213 total)
		3.50-3.89	75%	\$12,053.25/year (\$36,159.75 total)
		3.25-3.49	50%	\$8,035.50/year (\$24,106.50 total)
Transfer Heritage Scholarship for Non-Kansas Residents	One parent or grandparent (biological or adopted) must have graduated from K-State.	3.0+	\$12,000/year (\$36,000 total)	

Why do this for out-of-state students?



(Data from University of Arkansas)

Student success: Retention and graduation rates



- Highest retention rate and graduation rates in the state.
- Highest graduation rate in university history.



FIRST TIME FRESHMAN COHORT

Success Indicators for Fall Cohorts

Year	1		2		3		4		5		6		7		8	
	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad
Fall 2013	83.2%	0.1%	75.5%	0.1%	70.7%	1.5%	32.3%	36.7%	7.1%	61.1%	2.7%	65.2%	1.4%	67.0%	0.7%	67.7%
Fall 2014	83.4%		76.8%	0.1%	71.6%	1.8%	30.6%	40.4%	6.5%	63.0%	2.1%	67.5%	0.7%	69.0%	0.4%	69.4%
Fall 2015	85.1%		76.8%	0.1%	71.3%	1.8%	29.1%	41.5%	5.7%	64.5%	1.8%	68.4%	0.8%	69.3%		
Fall 2016	84.3%		76.7%	0.0%	70.1%	3.0%	24.4%	46.9%	4.7%	65.8%	1.5%	68.5%				
Fall 2017	85.5%		78.1%	0.1%	72.6%	3.2%	26.9%	46.9%	5.3%	67.2%						
Fall 2018	85.8%		78.4%	0.1%	71.3%	4.4%	24.3%	49.7%								
Fall 2019	87.1%		78.4%	0.1%	70.4%	5.1%										
Fall 2020	86.1%		78.6%	0.2%												
Fall 2021	86.1%															

NEW TRANSFERS COHORT

Success Indicators for Fall Cohorts

Year	1		2		3		4		5		6		7		8	
	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad	Cont	Grad
Fall 2013	77.3%	0.2%	59.7%	10.1%	30.0%	36.9%	9.8%	55.2%	3.6%	62.5%	1.5%	64.4%	0.5%	65.5%	0.2%	66.0%
Fall 2014	74.0%	0.5%	57.1%	10.3%	24.6%	37.9%	8.1%	54.4%	2.3%	59.9%	0.9%	61.7%	0.5%	61.9%	0.2%	62.2%
Fall 2015	78.0%	0.2%	59.0%	11.2%	26.5%	42.4%	7.8%	59.3%	2.5%	64.2%	1.1%	66.2%	0.6%	66.7%		
Fall 2016	75.9%	0.3%	58.6%	10.2%	24.5%	41.9%	7.0%	59.7%	2.3%	64.1%	0.7%	65.4%				
Fall 2017	75.5%	0.5%	56.8%	12.8%	21.9%	45.9%	5.8%	61.1%	2.3%	64.1%						
Fall 2018	78.3%	0.7%	56.0%	17.1%	21.0%	49.1%	5.4%	63.1%								
Fall 2019	78.4%	0.4%	55.3%	17.0%	21.8%	46.3%										
Fall 2020	83.7%	0.6%	60.0%	15.6%												
Fall 2021	81.0%	0.3%														

Students love it here!



- **No. 1: Best Quality of Life**
- No. 2: Their Students Love Their Colleges
- No. 3: Town–Gown Relations are Great
- No. 4: Happiest Students
- No. 4: Best Health Services
- No. 6: College City Gets High Marks
- No. 6: Best Athletic Facilities
- No. 7: Best Career Services
- No. 7: Best Student Support and Counseling Services

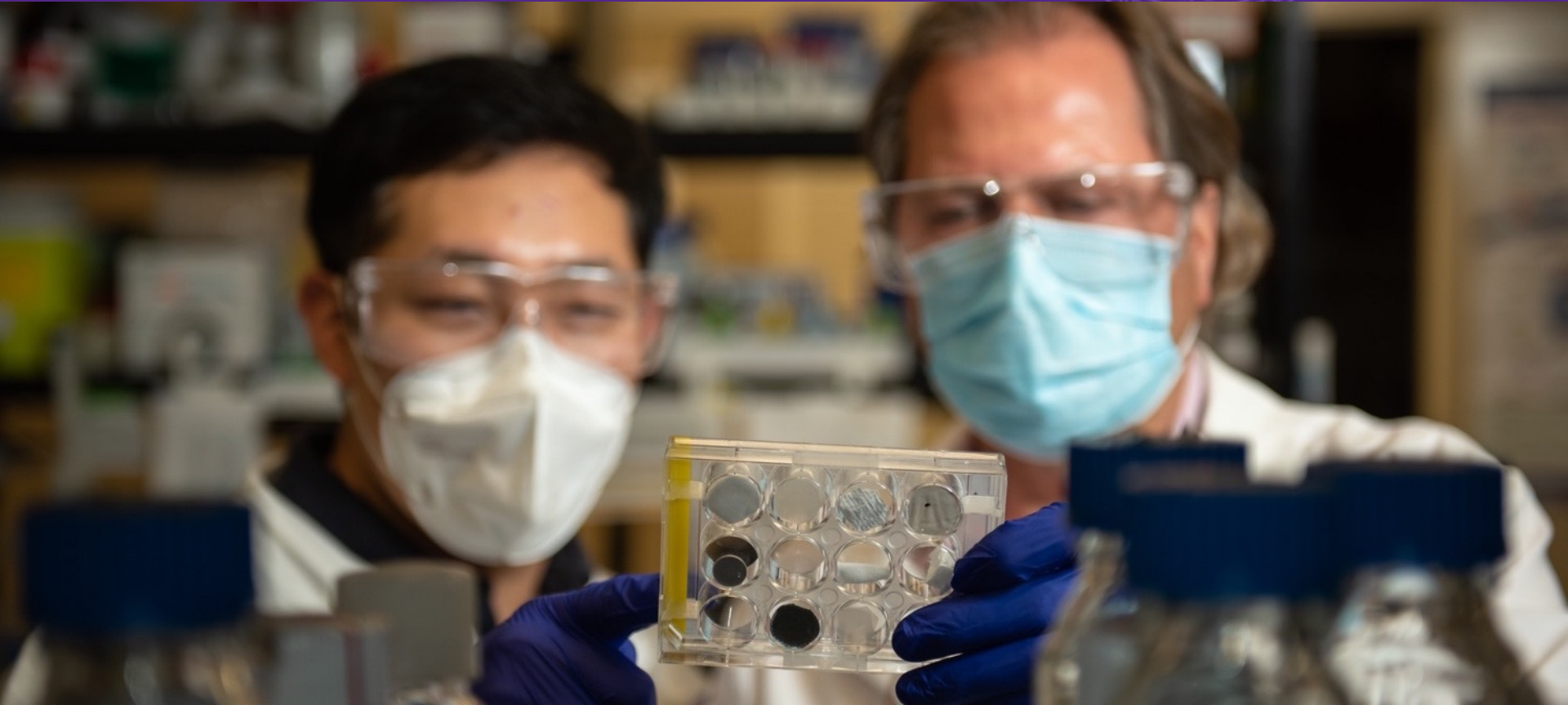
— Best 388 Colleges for 2023
Princeton Review

Diversity, equity, inclusion and belonging

- **New VP** for diversity, equity, inclusion and belonging with expanded office.
- **DEIB strategic plan** and Action Plan for a More Inclusive K-State.
- **HEED award** for 9 straight years.
- **KSUnite 2022 DEIB Conference**. (Nov. 14-16)



Advancing university research



Research



\$181.6m in total research awards

1,276 total research awards

628 researchers

\$6.4m FY 2022 licensing revenue

24 license agreements

Total award amount by fiscal year

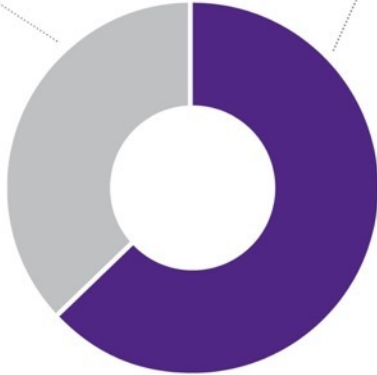


Research



Expenditures FY 2021

- Nonfederal: \$126m
- Federal: \$78m



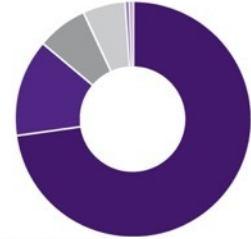
The National Science Foundation conducts the annual Higher Education Research and Development, or HERD, survey, which includes more than 600 higher education institutions. This survey is a primary source of information regarding research expenditures and provides tremendous insight into K-State's research activity and is a key metric for K-State research activity.

Expenditures FY 2018-FY 2021

- FY 2018 \$218m
- FY 2019 \$219m
- FY 2020 \$214m
- FY 2021 \$204m

Award summary by source FY 2022

- Federal: \$132.2m
- State: \$24.3m
- Private (for profit): \$12.9m
- Private (non-profit): \$10.3m
- Foreign: \$1.3m
- Area/local government: \$613k



Award summary by unit FY 2022

- College of Agriculture \$68.8m
- College of Arts and Sciences \$21.4m
- College of Education \$7.7m
- Carl R. Ice College of Engineering \$32.1m
- College of Health and Human Sciences \$10.7m
- College of Veterinary Medicine \$19.5m
- Cooperative Extension Service \$2.3m
- Office of the Provost \$4.5m
- Office of the Vice President for Research \$10.6m
- Other \$4.2m

Advancing economic prosperity



 Economic prosperity



Food and Agriculture Systems | Digital Agriculture and Advanced Analytics | Biosecurity and Biodefense | K-State 105



Read the plan



Media

ECONOMIC PROSPERITY

As the country's first operational land-grant institution, K-State has always focused on advancing economic growth for the state. Extending that history into the future, the university has embarked on a bold new initiative to leverage 150-plus years of practical excellence to create thousands of new jobs and capture billions of dollars in new outside investment for Kansas.

Food and Agriculture
Systems Innovation

Digital Agriculture and
Advanced Analytics

Biosecurity and Biodefense

K-State 105

- ✓ \$3B to KS economy
- ✓ 3,000 jobs

GRIP interdisciplinary grant program



K-STATE GAME-CHANGING RESEARCH
INITIATION PROGRAM:

GRIP

*Transdisciplinary Teams
for Transformative Research*



A powerful partnership

- Office of the President
- Office of the Provost
- Office of the Vice President for Research
- KSU Foundation
- Academic Deans (for funded faculty)

Interdisciplinary grant program — examples

APPENDIX:

Examples (only) of transdisciplinary thematic areas that tackle grand challenges, develop innovative and integrative solutions through transdisciplinary teams, and that could generate or lead to regional economic development:

EXAMPLE 1

Climate Change: Modeling, Mitigation, Adaptation and Sustainability

- Basic science, applied science, earth and atmospheric sciences
- Engineering
- Agriculture
- Data sciences, AI, machine learning
- Human behavior and behavior change management
- Education
- Business and economics
- Architecture and urban planning
- Finance
- Journalism and media
- Marketing and communications
- Psychology, sociology, anthropology
- Political science
- Policy studies
- Cultural studies
- Global studies and international affairs
- Human health and health sciences
- Animal sciences and veterinary medicine
- ...



EXAMPLE 2

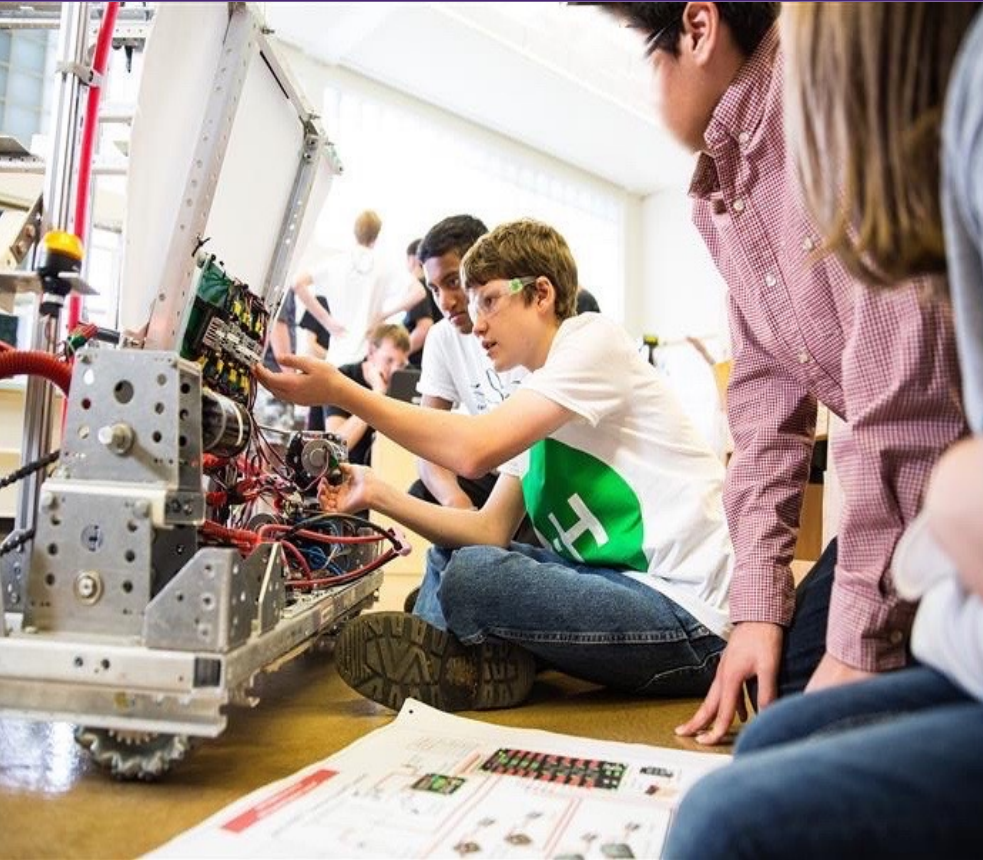
Energy (technologies, materials, systems, smart grid, economics, policy)

- Basic science, applied science, earth and atmospheric sciences
- Engineering
- Agriculture
- Data sciences, AI, machine learning
- Human behavior and behavior change management
- Education
- Architecture and urban planning
- Finance
- Business and economics
- Political science
- Policy studies
- Media and communications
- ...

Extension and engagement



Extension – it makes us different than the rest!



- Impact in **all 105 counties**.
- Link the people of Kansas to our university and educational resources that help them **improve their lives**, livelihoods and communities.

Last year, we made:

- **2.3M** educational contacts.
- **167,222** volunteer hours.
- Served over **80,000** youth.

Engagement: Regional community visits

Goal: *Demonstrate our collective commitment as the state’s land-grant university who cares about Kansans and their communities. We are “people who care about people and their communities.” K-State is a special place, we offer an amazing student experience, and we want Kansans to know about it and feel it.*

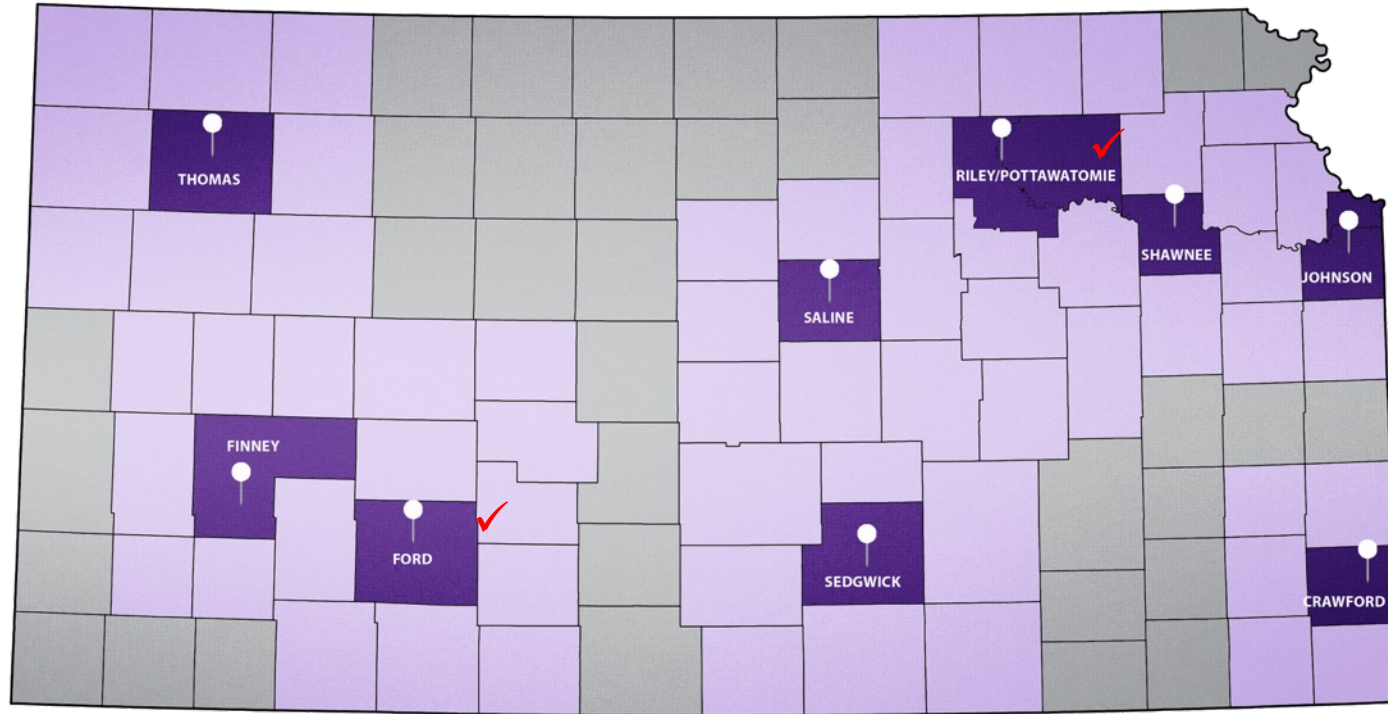
Outcomes: Re-build relationships around the state, strengthen our Extension network and increase student enrollment.

What?	Who?	Why?	When?
<ul style="list-style-type: none"> • Strategic visits to KS regions and communities with student market potential and/or in areas that we lack engagement and/or there is a strategic student enrollment opportunity. • Consistent core messaging with visits planned around the unique circumstances of the region/communities. 	<ul style="list-style-type: none"> • President • Provost or designee • Extension Director • 2 Students (from the region) • Potentially faculty or extension staff • Other stakeholder group representatives. 	<ul style="list-style-type: none"> • Demonstrate and reinforce our value to Kansans as their land-grant university. • Raise visibility and presence across the state. • Increased student recruitment in-state. • Build relationships within communities we serve. • In tandem with strategic planning effort. 	<ul style="list-style-type: none"> • Once a month during the academic year (9 visits per year). • Launch initiative in our own backyard in the Flint Hills Region ahead of presidential inauguration activities (9/2).



“Connected Cats”

Regional community visits: Year 1 (9 visits/9 months)



**72/105
Counties in
2022/2023**

Community visit #1 — Flint Hills



New leadership



Ethan Erickson, Vice President,
Administration and Finance



Chris Culbertson, Interim Dean,
College of Arts and Sciences



Mary Tolar, Dean,
School of Leadership



Ben Wolfe, Dean and CEO,
K-State Olathe

Ongoing and upcoming searches

- Vice President for Diversity, Equity, Inclusion and Belonging
- Vice President for Communications and Marketing
- Vice President for Executive Affairs, University Engagement and Partnerships, and Chief of Staff
- Dean of the College of Health and Human Sciences
- Dean of the College of Architecture, Planning & Design
- Dean of the College of Arts and Sciences

University community engagement

- Celebrating the arts, post-COVID.
 - **McCain** Performance Series
 - **Beach** Museum
- Engaging with community through technology and innovation.
 - **Sunderland Foundation** Innovation Lab
- Engaging alumni.
 - Intentional outreach and engagement through **numerous alumni events** on-campus, in Kansas and nationally



Alumni Association impact

- **Ranks No. 6** among the Power Five conferences for the percentage of graduates who are members.
- **203,666 living alumni**, 98,024 in the state of Kansas.
- The Alumni Association sponsored events and activities for more than **70,000 K-Staters** last year.
- K-State has the **No. 1 license plate program** in the state (by far) with more than 11,000 plates in Kansas.



Athletics



- One of 22 athletic departments in the nation that is **self-sustaining**.
- **Top-rated APR (Academic Progress Rates) stats** among Big 12 schools:
 - Men's/Women's Cross Country
 - Men's/Women's Golf
 - Women's Rowing
 - Women's Tennis
 - Women's Volleyball
- **Super fun!**

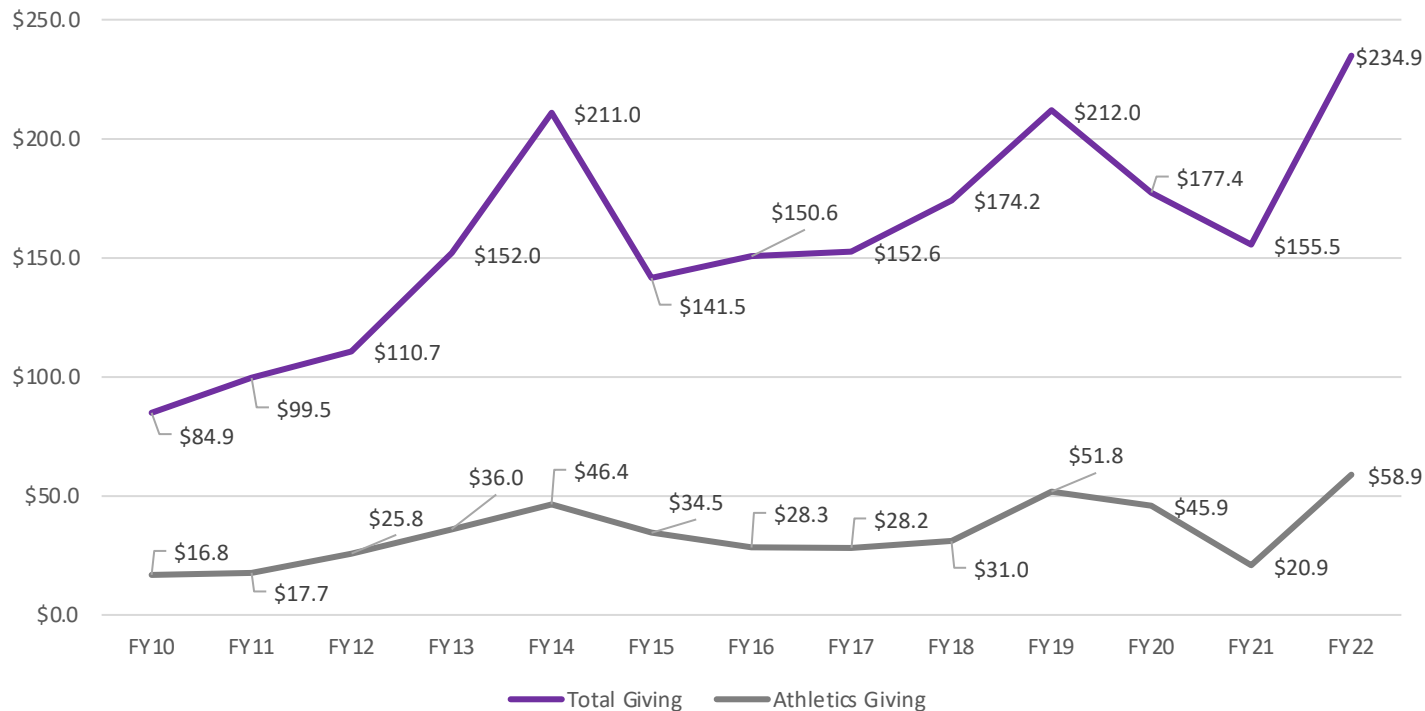
We are moving K-State forward.



Fundraising: Private giving



Private Giving (millions)

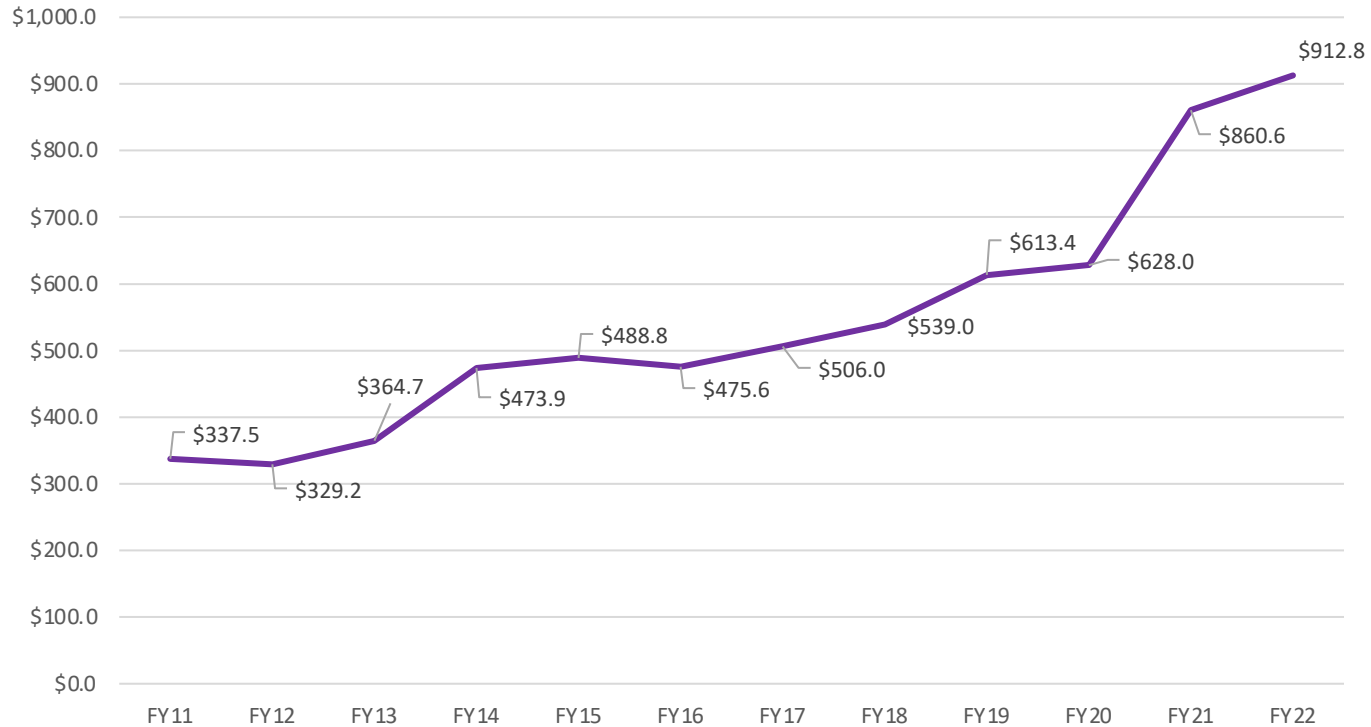


All time highs

Fundraising: Endowment



Endowment (millions)

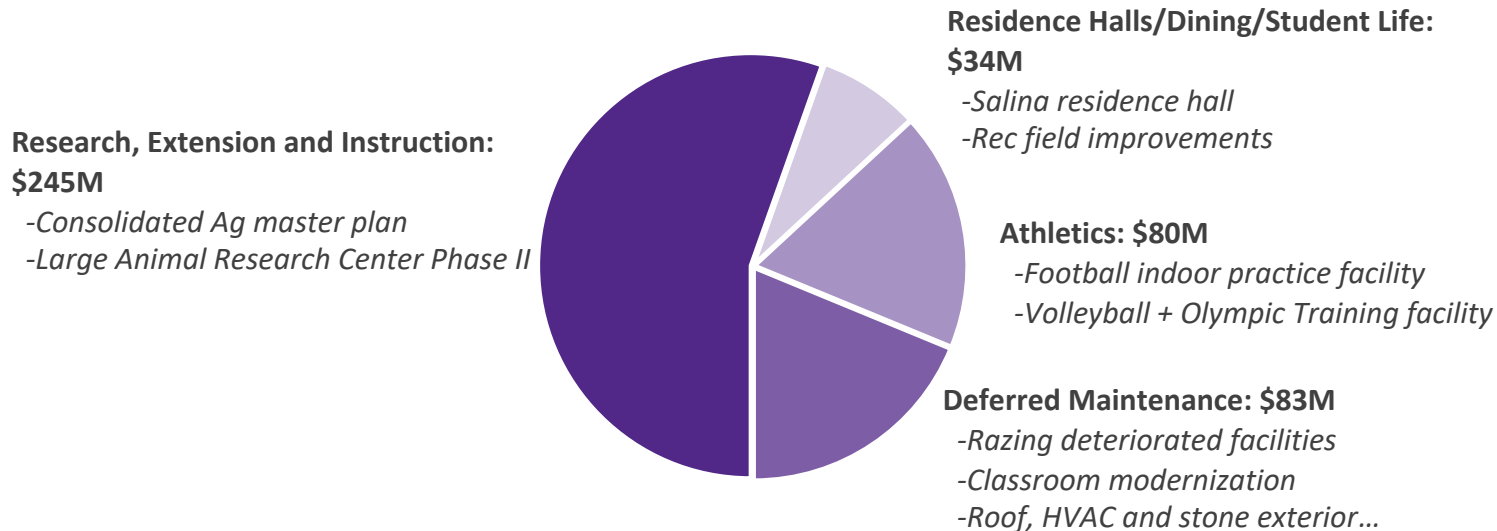


Facilities and infrastructure



Capital investments and deferred maintenance challenges

- 27 projects totaling ~\$450M projected over the next five years



- 70% of construction funded through philanthropic gifts, housing fees, Athletics revenue
- \$430M “mission-critical” deferred maintenance – and growing ...

Decision-making framework: Renovate or re-build?

Strategic Questions

- Is the existing infrastructure suitable for 21st century needs?
- What is the functionality and current utilization?
- Can we create opportunities for interdisciplinary connections?
- Does it preserve the architectural heritage of our university?
- What are the cost considerations for achieving goals?

Aspirations for capital funding (~\$125M project)

Kansas State University's Grain, Food, Animal and Agronomy Research and Innovation Centers



\$ 25M – no match
\$100M – 3:1 match (\$75M:\$25M)
\$125M

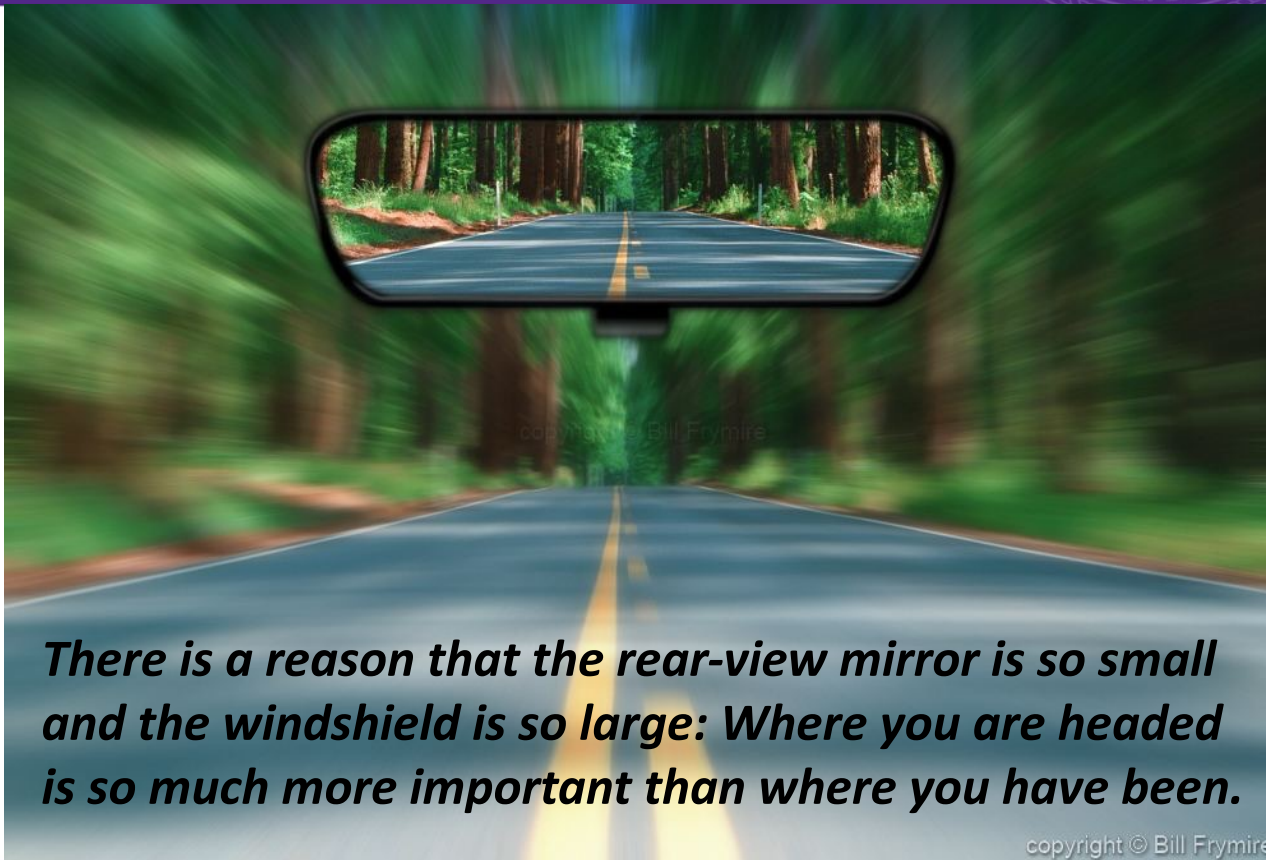


Becoming a next-generation land-grant



NextGen
K-STATE®

Overall mindset: Looking forward but appreciating our past



There is a reason that the rear-view mirror is so small and the windshield is so large: Where you are headed is so much more important than where you have been.


copyright © Bill Frymire

Get involved and follow our progress

Kansas State University Sign in Browse A-Z

Next-Gen K-State

Process and Timeline | Get Involved | News and Updates | Related Initiatives | FAQ



PROCESS AND TIMELINE

A comprehensive and inclusive process to strategic planning and engagement.

About the Next-Gen K-State Initiative

Our future vision, priorities, and goals must be heavily informed and driven by our K-State community. That is why comprehensive and inclusive engagement is integral to each phase of our strategic planning process. We want to hear from all K-Staters and our many stakeholders, reaching far and wide across our university community, our state and beyond to gather input, ideas and perspectives about how we can become the next-generation land-grant university.


[View committees and task forces >](#)

[Lend your voice to the process >](#)

Kansas State University Sign in Browse A-Z

Next-Gen K-State

Process and Timeline | Get Involved | News and Updates | Related Initiatives | FAQ



GET INVOLVED

Be part of building the next-generation land-grant university at K-State.

Engage with the Planning Process

We want to hear from you! Our Next-Gen K-State strategic planning process is designed to focus heavily on engaging all members of our K-State community.

- We will soon launch surveys designed specifically to gather anonymous input from our faculty, staff, students and alumni, with links to these surveys available on this page. Please check back soon for more details.
- Join us for one of our community forums at an upcoming regional community visit. [See a full schedule of these visits and events.](#)
- For more details on our planning process, email nextgen@k-state.edu.
- Do you have feedback and want to share it now? Complete the [short form below](#). All responses will go to our planning team.

k-state.edu/strategic-planning

Next-Gen K-State: Original charge

- **Core values, mission, and collective vision** as a Next-Generation Land-Grant University.
 - **Programmatic priorities and strategies** to support teaching, research, outreach/engagement, international activities and economic development.
 - **Strategic, effective and efficient structures, and best practices** to support programmatic priorities.
 - **Effective fiscal and investment strategies** addressing our recurring and non-recurring funds and new resource opportunities (i.e., competitive research, new partnerships, philanthropy) to support priorities.
-
- **Marketing and branding connecting our core values, collective vision, and strategic direction with the unique K-State experience** so it can be embraced and marketed across all levels of the university and our affiliated organizations.

Strategic planning structure

President's Cabinet and Deans Council

Responsibilities:

Receives regular reports, serves as focus group for input and ideas.

Task Force Topics

- Strategic plan theme areas.
- Branding.
- Others TBD.

Advisory Committee

Responsibilities: Review progress, provide input, discuss findings, make recommendations.

Task Forces

Responsibilities: Topic specific; provides recommendations to the advisory groups.

Other Groups:

- Faculty Senate
 - USS Senate
 - SGA
 - Foundation Trustees
 - Alumni
 - Athletics
 - Extension
- Internal*
- EDOs
 - Counties
 - Legislators
 - Industry partners
 - KBOR
- External*

Planning timeline



	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY	JUNE	JULY
Phase 1: Strategic Planning Launch	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Phase 2: Where Are We Now?	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Phase 3: Establishing Vision, Values, Key Themes	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Phase 4: Setting Goals and Priorities	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Phase 5: Completing the Plan	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active
Phase 6: Plan Launch	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active	Active

Personal goals for the president (KBOR)



1. Improvement in ***Strategic Enrollment Management***.
2. Improved Relationship Building and University ***Engagement***.
3. Development of a New University-Level ***Strategic Plan***.
4. Continued Success and Growth of University ***Fundraising***.
5. Hire and Build my ***Leadership Team***.

(Facilities Repair & Renovation; Diversity, Equity, Inclusion & Belonging; Economic Development; Research Capacity & Grant Funding; Connection of on-campus efforts with Olathe and Salina campuses)

Something to think about ...



If WE don't change (to adapt to our future) ... Don't expect K-STATE to change (to prepare us for the future).



David Beasley

Executive director, U.N. World Food Programme

Presents “Kansas’ Legacy in Global Food Security”

- 10:30 a.m., Thursday, Nov. 3
- Forum Hall, K-State Student Union
- Doors open at 10 a.m.

Thank you for all that you do for K-State





Go 'Cats 

KANSAS STATE
UNIVERSITY