



A visionary plan for
Kansas State University

K-STATE **2025**

2012–2013 PROGRESS REPORT



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

Graduate study

The Graduate School offers 70 master's degrees, 44 doctoral degrees and more than 30 graduate certificates in multiple disciplines across campus.

Extension

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

Students

More than 24,580 students from all 50 states and more than 100 countries

Degrees

More than 250 undergraduate majors and options

Athletics

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

Locations

Manhattan, Salina, Olathe and online

Letter from the President and the Provost and Senior Vice President



On Valentine's Day 2013, Kansas State University kicked off its sesquicentennial. This began a celebration of 150 years advancing education, research and service as the public land-grant university of Kansas and the first operational land-grant institution in the nation. Throughout our history, our faculty, staff, students, administrators, alumni, donors, partners and friends have made us the institution we are — a public student-centered research university working to build an educated citizenry on behalf of our communities, our state, our nation and the world. Today, they are helping the university embrace its future, pursuing excellence as we reach toward our goals defined in K-State 2025, our visionary plan for Kansas State University.



We invite you to read the K-State 2025 progress report for 2012-2013, our second annual progress report since the plan was launched in 2011. Thanks to the many people who are part of the K-State community, this has been a record-setting year

with all-time highs in private fundraising, new research grants and contracts, overall enrollment, diversity of our student body, alumni participation and championship performances by our student athletes.

As you will see, we made progress advancing our K-State 2025 goals and outcomes in all seven theme areas. Planning expanded from the university level to our colleges and major academic units and their departments as they engaged in their own strategic

planning efforts. The resulting plans, aligned with the university strategic plan, define where we are going together by 2025. We also initiated efforts to better measure our progress and hold ourselves accountable, which will continue to evolve in the coming year.

We recognized at the outset that achieving our goals will not be easy. K-Staters are working hard and working together to achieve success and answer strategic challenges along the way. Adapting to a changing funding model is just one of those challenges as public institutions in our state and across the country face declining public funding support.

Moving forward requires shared commitment at all levels and by all members of the K-State community, along with new ideas, plans, resources and ways of doing things.

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

Kansas State University had much to celebrate as we looked back this last year at our proud heritage. We also have much to celebrate as we look forward to a bold future. We are well on our way to K-State 2025! We invite your continued participation as we proceed on our path to be recognized as a Top 50 public research university by 2025.



Kirk H. Schulz
President



April C. 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.

THE VISIONARY PLAN

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

WHY IT MATTERS

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

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

WHERE WE STAND

This progress report outlines activities and accomplishments during the second year of implementing the K-State 2025 visionary plan. Academic year 2012-2013 was a record-breaking year for K-State with many advances made possible through the efforts of our faculty, staff, students, administrators, donors, alumni and partners. With 12 more years to go to reach 2025, the university is on a path to success.

THEMATIC GOALS

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

COMMON ELEMENTS

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



I. Research, Scholarly and Creative Activities, and Discovery

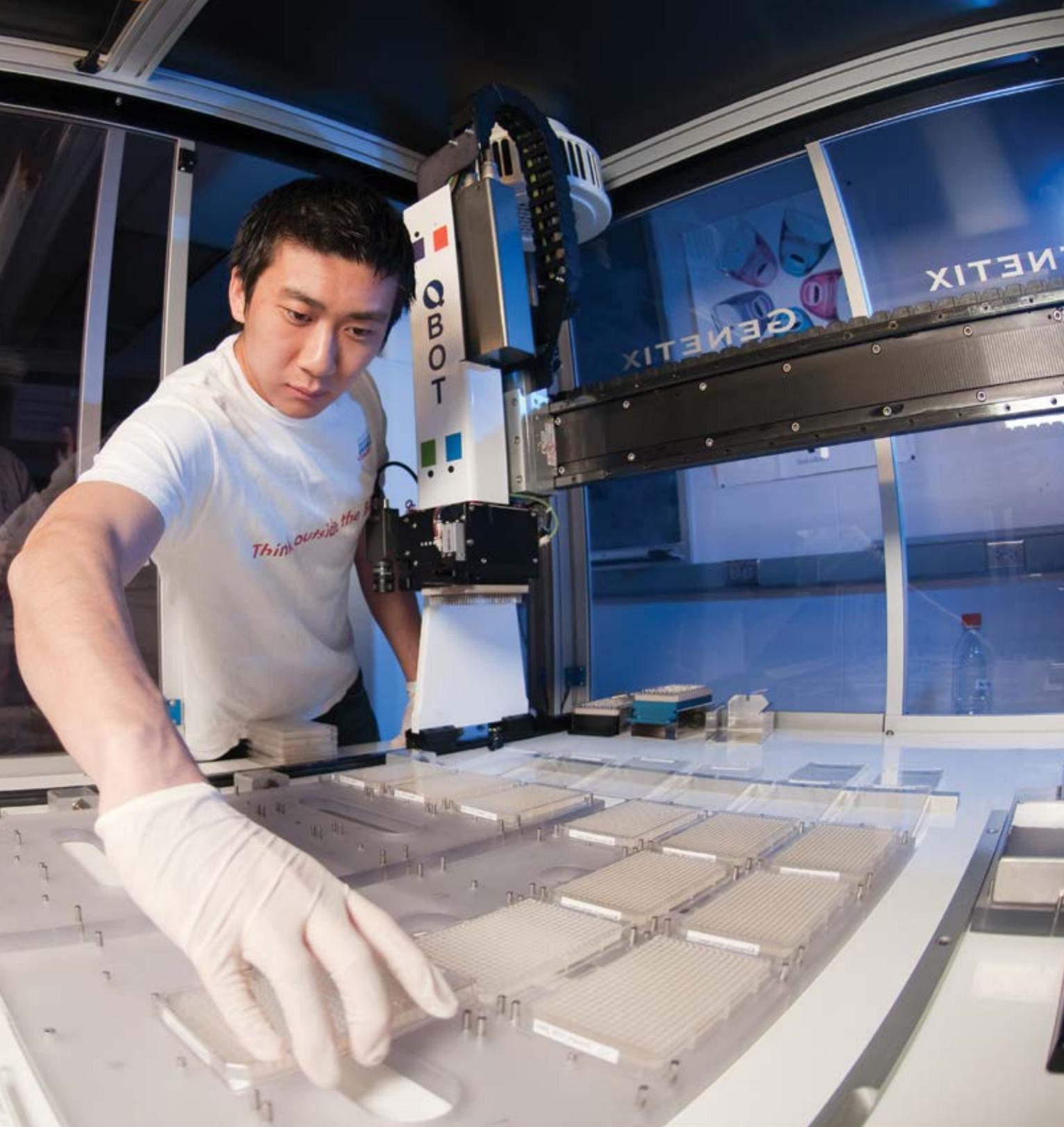
Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- Researchers were awarded 880 grants, totaling more than \$151 million in funding — the university's highest funding level ever received.
- An increasing number of major grant awards of more than \$1 million with an international and interdisciplinary focus were received from partner organizations.
- \$404 million was approved for the National Bio and Agro-Defense Facility and construction began in Manhattan.
- The Research Themes Task Force identified university strategic areas of research focus. The colleges are expanding the work by identifying college-level areas of research excellence during FY 2013-2014.
- The Undergraduate Research Task Force completed a plan to encourage, increase and measure the participation of undergraduates in meaningful research, and scholarly and creative activities.
- The associate deans for research initiated efforts to enhance research faculty development.
- The Biosecurity Research Institute becomes first non federal lab approved for livestock research and development for African Swine Fever and Classical Swine Fever.

For additional information, reference pages 26-29.



LEADING THE WAY

Big grants are empowering Kansas State University to make a difference with research on the world's great challenges, like food security.

In August, the National Science Foundation chose the university for the Industry/University Cooperative Research Center for wheat. It will focus on improving the food production and disease resistance of wheat and other crop plants, as well as serve as a training hub for graduate students and young researchers.

Most of the previous 61 National Science Foundation/University Cooperative Research Centers are devoted to engineering and electronics. This center is the first NSF-established research center for any crop plant, and the foundation chose K-State.

The center is largely based at K-State's Kansas Wheat Innovation Center, where scientists conduct research on wheat germplasm improvement, using the wheat gene bank of the university's Wheat Genetics Resource Center.



II. Undergraduate Educational Experience

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- The university set records once again for overall, multicultural and international student enrollments. The university remains the No. 1 choice for Kansas high school seniors.
- For the second year, \$3 million-plus more in scholarship aid was awarded to students.
- A highly-competitive First Scholars grant of \$850,000 was received from the Suder Foundation to support first-generation students.
- The inaugural new student convocation welcomed thousands of students to the university.
- The Honors House opened as a living/learning facility for our community of honors students.
- A joint Student Life and Undergraduate Studies Student Success Plan was completed and implementation began.
- The first Summer Undergraduate Advising Institute was held.
- The university's bachelor's degree completion programs expanded to 10 with the addition of a nutrition and health program.
- World culture/study abroad programs were integrated into 15 undergraduate degree programs.
- The number of students studying abroad grew by 40 percent during the last two years.

For additional information, reference pages 26-29.



LEADING THE WAY

On a residential campus like Kansas State University Manhattan, what a student calls home has a profound impact on the college experience.

University leaders understand that learning does not just happen in the classroom. The Honors House, which opened in August 2013, provides a focused living environment with an emphasis on community development and academic success and serves students in the University Honors Program. Study space and social space meld to help high-achieving students engage and collaborate outside of class.

The house is just the beginning of steps the university is taking to make living and learning occupy the same space. A new 450-bed residence hall planned for the Kramer Complex will feature academic spaces to encourage collaboration. The university envisions opportunities for tutoring, study sessions and academic involvement within this new home for students.



III. Graduate Scholarly Experience

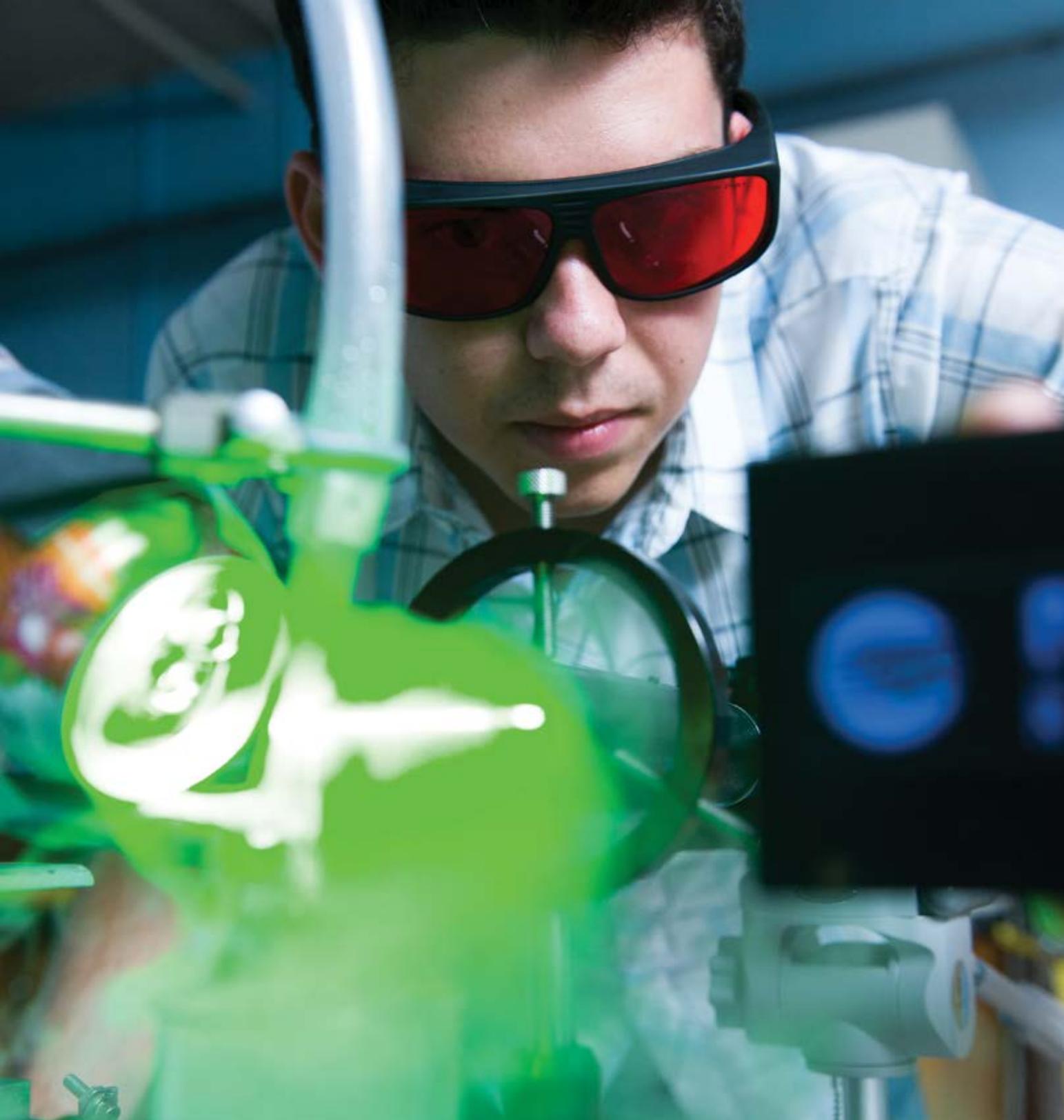
Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- The efficiency of the application and admissions process for domestic and international students increased by 12.5 percent and 63.2 percent respectively compared to fall 2012. Increased efficiencies and service improvements are expected for fall 2014 with new electronic applications using College Net.
- The Graduate Student Council completed a calling campaign to support new graduate students as they transition to the university.
- The Graduate School, in partnership with the Graduate Student Council, offered graduate students increased professional development workshops to develop transferable skills for future success.
- K-State Olathe's graduate degree program offerings expanded to six with the addition of a new graduate-level food science program. The first resident faculty member for K-State Olathe was hired.
- Online graduate degree programs increased to meet the needs of professionals with the addition of a Master of Science in family and community services and a Professional Master of Business Administration.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University's best and brightest doctoral students are getting a scholarly boost from some of the university's best and brightest professors.

The newly established University Distinguished Professors Graduate Student Award provides \$10,000 to a resident doctoral student who is entering the last year of his or her program, and who has made exceptional achievements in scholarship.

Funding comes from the office of the vice president for research and from contributions by university distinguished professors themselves — those faculty who have received K-State's highest honor for their contributions to teaching, research and service.

The recipient is selected by an interdisciplinary committee of graduate faculty and a member of the university distinguished professors group. The funds are to be expended at the recipient's discretion. Stephanie Pearson, doctoral student in curriculum and instruction, was selected as the award's first recipient.



IV. Engagement, Extension, Outreach, and Service

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- K-State Olathe was named a U.S. Economic Development Administration University Center to support the creation of the K-State Olathe Innovation Accelerator.
- The university's animal health corridor and NBAF-related activities expanded with the Institute for Computational Comparative Medicine.
- K-State became the first U.S. educational institutional partner of the Australian-American Fulbright Commission.
- Ground was broken for a new Kansas Department of Agriculture building in K-State's Research Park.
- The K-State 2025 Internationalization Plan was completed to ensure K-Staters are prepared to live, learn and work in the global community.
- Reciprocal agreements with the Top 200 global universities increased from two in 2011 to six in 2013.
- International noncredit programs continued to grow, including Go Teacher, the Korean Summer Institute and the Engineering Summer Institute.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University has a multimillion-dollar tool to meet the challenge of feeding 9 billion people by 2050. The U.S. Agency for International Development, or USAID, awarded K-State \$13.7 million to help end poverty and increase food supplies in semiarid Africa.

The five-year grant establishes the Feed the Future Innovation Lab for Collaborative Research on Sorghum and Millet. With it, the university will be the nation's leading center for international sorghum and millet research, as well as a key part of Feed the Future's mission to advance solutions to hunger, poverty and undernutrition in developing countries.

Through a research network led by the university, leading U.S. scientists will focus on improving the productivity, disease resistance, agronomy and value of sorghum and millet crops in Ethiopia, Senegal and Niger. The researchers will help train scientists in those countries and will develop improved crop varieties that will benefit other countries in sub-Saharan Africa.

- K-State Research and Extension's 4-H program launched a bilingual program in southwest Kansas.
- The university established an engagement incentive seed grant program.
- More than 118,000 alumni participated in university activities in 2013 compared to 55,923 in 2010.



V. Faculty and Staff

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- The Faculty Compensation Task Force completed a report with recommendations to improve faculty salaries.
- The university adopted a three-year compensation improvement plan with investments to advance our goal for competitive compensation for faculty and staff.
- The university increased full-time professor-to-instructor ranks by 72 for academic year 2012-2013.
- Classified staff considered voted in favor of a move from the state classified system to university unclassified support staff.
- An independent consultant completed an assessment of the university human capital services and recommended transformational change in HR-related structures, processes and services for improved effectiveness and efficiency.
- The first All-University Awards Ceremony honored the outstanding work of the faculty and unclassified staff.
- Planning began for the first-ever university climate survey for all employees.

For additional information, reference pages 26-29.



LEADING THE WAY

Faculty and unclassified staff receive awards regularly, but sometimes with fanfare barely above a whisper. The university turned up the volume in May 2013 with the inaugural All-University Awards Ceremony.

Recognizing the awards are prestigious and well-deserved, the All-University Awards Ceremony provided the faculty and staff the recognition they deserve by offering a larger, more visible venue.

Awards presented at the event included: Coffman Chair for Distinguished Teaching Scholars; K-State Mentoring Fellowship; Presidential Awards for teaching, advising and department head; University Outstanding Department or Unit for Enhancing Diversity, Big 12 Faculty Fellowships, K-State Excellence in Engagement Award, Putting Students First Award for Outstanding Service to Students, Commerce Bank Outstanding Teaching Award and other awards from the president's and provost's offices.

Giving award-winning faculty and staff their due is an achievement worth celebrating.



VI. Facilities and Infrastructure

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- The university invested \$53.1 million in academic facilities and infrastructure.
- The Manhattan and Salina campus master plans were completed, charting the path for future growth and renewal.
- The College of Human Ecology acquired a Research Park facility to include laboratory, office and classroom space in the new Mary and Carl Ice Hall.
- The O.H. Kruse Feed Technology Innovation Center was completed.
- The state of Kansas provided planning funds for the Seaton complex revitalization for the College of Architecture, Planning & Design.
- Planning and fundraising took place for the new \$40 million wing on the Durland Hall engineering complex, part of the University Engineering Initiative Act, and a new College of Business Administration building.
- Planning continued for the new Welcome Center, Purple Masque Theatre, a new 450-bed residence hall and dining center, renovations for Marlatt and Goodnow residence halls and renovation of the K-State Student Union.
- The new position of associate vice president for campus planning and facilities management was filled to advance K-State 2025 facilities and infrastructure goals.

For additional information, reference pages 26-29.



LEADING THE WAY

The 2025 visionary plan is groundbreaking — literally.

The O.H. Kruse Feed Technology Innovation Center is a world-class feed mill that will broaden educational opportunities. The new feed mill will address the urgent needs of the livestock feed industry. It officially opened in October 2013.

Also in 2013, Mary and Carl Ice Hall was dedicated. The building, located in K-State's research park, provides 20,000 square feet for research, development, outreach and innovation for the College of Human Ecology.

Kirmser Hall, formerly McCain 204, was also renovated this year. The project provided state-of-the-art technology and acoustics for students' classroom and performance experiences. The room is used for lectures, recitals and rehearsals. A major part of the renovation went toward making the room acoustically sound and versatile.

Construction is forthcoming on three new projects — the new College of Business Administration building, the College of Engineering expansion and a new residence hall, the first to be constructed on the Manhattan campus in nearly 40 years.



VII. Athletics

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- Renovations to the West Stadium Center of Bill Snyder Family Stadium were completed on time and within budget.
- A new Intercollegiate Rowing Center opened in fall 2013.
- The Ahearn Fund, Kansas State University's national fund for student-athlete excellence, once again reached record membership, expanding from 7,866 to 9,000-plus in the past year.
- Total athletics giving reached \$36.8 million in 2013, a 125 percent increase from \$16.8 million in 2010.
- The annual university subsidy to athletics was fully eliminated effective June 30, 2013, making those funds available for critical academic needs.

For additional information, reference pages 26-29.



K-STATE®

LEADING THE WAY

In 2013, Manhattan earned the nickname Titledown. Three varsity sports earned Big 12 championships, and Kansas State University Athletics showed that student-athletes can find success in the classroom and on the field, court or baseball diamond.

The football team was Big 12 champion for the first time since 2003 and only the second crowning since 1934. Head coach Bill Snyder was named the Chuck Neinas Big 12 Coach of the Year and the Bobby Dodd National Coach of the Year.

The men's basketball team earned its first Big 12 championship and first regular-season conference title since winning the Big Eight in 1977. Head coach Bruce Weber was named the Phillips 66 Big 12 Coach of the Year.

The baseball team earned the program's first Big 12 title and first league title since 1933, and was the first non-Texas school to win the conference championship in baseball since Nebraska in 2005. For the second time in his career, head coach Brad Hill was named American Baseball Coaches Association/Diamond Midwest Region Coach of the Year.



Measuring our Progress

The vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels. During the past year, we undertook three important initiatives to enable doing just that.

The first of these efforts began in fall 2012: aligning college/similar units and departmental plans with the K-State 2025 visionary plans. All of our academic colleges, major units and associated departments engaged in strategic action planning to define their K-State 2025 goals, activities and measurable outcomes. Our college and academic major units, as well as 74 associated departmental plans, were completed and are available online. The remaining plans will be completed by May 2014.

Aligning our plans at all levels is critical to moving forward together as a university to meet our vision and goals. With the completion of these plans, K-State 2025 is no longer supported by a single university strategic plan, but by nearly 100 plans that together define where we are going and how we get there.

Measuring and reporting progress is integral to holding ourselves accountable. Early in the planning process, we chose eight key metrics and seven comparison universities to measure 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 2012-2013, are shown on pages 22-24.

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.

For additional information, reference pages 26-29.



These national measures are important but not the only measures of our success. During the past year, we identified additional university metrics that could be used to track progress on our seven thematic goals and associated outcomes. The colleges, major unit and departments considered these metrics in their planning, and incorporated them with measurable targets where appropriate. During the coming year, we will further refine these metrics and develop a reporting methodology to provide more quantitative reporting and tracking.

Last year, we issued the first K-State 2025 progress report covering 2011-2012 as an important initial step in reporting our progress annually. We also expanded the K-State 2025 website to share news and progress as it happens. Both the annual report and K-State 2025 website will evolve in the coming years to provide a more robust picture and “report card” of our progress.

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

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

- Total research and development expenditures
- Endowment assets
- Number of National Academy members
- Number of faculty awards
- Number of doctorates conferred annually
- First-year retention rate
- Six-year graduation rate
- Percentage of undergraduate students involved in research

Benchmarks of Excellence

(Based on the most recent data available)

Institution	Total Research Development Expenditures ^b		Endowment Assets ^c		National Academy Members ^e	
	FY 2010	FY 2011	FY 2011	FY 2012	2012	2013
Kansas State University	\$160,679,000	\$169,167,000	\$337,460,000	\$329,240,000	1	1
Auburn University	\$145,115,000	\$163,335,000	\$471,851,000	\$461,727,000	2	1
Clemson University	\$174,693,000	\$166,350,000	\$473,748,000	\$482,866,000	1	2
Colorado State University	\$302,896,000	\$330,784,000	\$221,231,000	\$225,362,000	5	5
Iowa State University	\$250,120,000	\$267,641,000	\$612,283,000	\$604,897,000	9	7
North Carolina State University, Raleigh	\$360,795,000	\$378,154,000	\$617,632,000	\$635,326,000	17	19
Oklahoma State University, Main Campus	\$147,094,000	\$162,786,000	\$681,744,000	\$675,030,000	3	3
Oregon State University	\$216,595,000	\$228,814,000	\$411,964,000	\$403,606,000	4	4

a from IPEDS Data Center - most recent available comparative data

b from NSF 2013 annual report - most recent available

c from NACUBO annual report - most recent available

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

e 2012 data from ASU "Top American Research Institutions" 2011 report and 2013 data from National Academies membership list - accessed July 17, 2013

f from ASU "Top American Research Institutions" 2012 provisional data - most current

	Faculty Awards ^f		Doctorates Conferred ^{a,d}		First-year Retention ^a		Six-year Graduation Rate by Cohort ^a	
	2010	2011	2010 – 2011	2011 – 2012	Fall 2010	Fall 2011	2004	2005
	9	5	162	162	81%	82%	59%	56%
	5	4	204	247	87%	89%	66%	66%
	6	6	192	220	89%	90%	76%	80%
	7	4	203	235	83%	83%	64%	64%
	10	5	358	394	86%	88%	70%	68%
	11	14	395	446	88%	89%	72%	72%
	3	5	187	212	78%	80%	59%	62%
	7	7	172	206	83%	81%	60%	61%

Top Public Research Universities

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

Institution	Total Research Development Expenditures Control Rank**		Endowment Assets Control Rank**		National Academy Members Control Rank**		Doctorates Conferred July 1 to June 30 Control Rank**		Faculty Awards Control Rank**	
	2009	2010	2010	2011	2010	2011	2009 - 2010	2010 - 2011	2010	2011
Kansas State University	75	71 ▲	76	75 ▲	137	137 ↔	83	75 ▲	46	67 ▼
Auburn University	77	79	61	59	79	78	61	63	77	87
Clemson University	68	78	57	53	98	100	70	67	69	59
Colorado State University	42	44	97	95	57	57	60	64	60	87
Iowa State University	54	50	42	41	38	44	38	35	44	67
North Carolina State University, Raleigh	26	32	43	40	30	31	23	31	37	28
Oklahoma State University, Main Campus	87	75	45	57	65	63	58	69	99	67
Oregon State University	61	59	63	63	61	63	69	71	60	52

*Based on Arizona State University – Measuring University Performance: Top American Research Universities provisional data for 2012.

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

Are in the Top 25

Are in the Top 50

For additional information, reference pages 26-29.

Benchmarks of Excellence

Land-grant institutions without medical schools



AUBURN
UNIVERSITY

CLEMSON[®]
UNIVERSITY



Colorado
State
University

K-STATE
2025

Oregon State
UNIVERSITY OSU

IOWA STATE UNIVERSITY

NC STATE UNIVERSITY

K-State 2025 Progress Report for 2012–2013

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 and Accomplishments</p>	<ul style="list-style-type: none"> • Researchers were awarded 880 grants, totaling more than \$151 million in funding — the university's highest funding level ever received. • An increasing number of major grant awards of more than \$1 million with an international and interdisciplinary focus were received from partner organizations. • \$404 million was approved for the National Bio and Agro-Defense Facility and construction began in Manhattan. • The Research Themes Task Force identified university strategic areas of research focus. The colleges are expanding the work by identifying college-level areas of research excellence during FY 2013-2014. 	<ul style="list-style-type: none"> • The Undergraduate Research Task Force completed a plan to encourage, increase and measure the participation of undergraduates in meaningful research, and scholarly and creative activities. • The associate deans for research initiated efforts to enhance research faculty development. • The Biosecurity Research Institute becomes first non federal lab approved for livestock research and development for African Swine Fever and Classical Swine Fever.
<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 RSCAD.
<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.

- The university set records once again for overall, multicultural and international student enrollments. The university remains the No. 1 choice for Kansas high school seniors.
- For the second year, \$3 million-plus more in scholarship aid was awarded to students.
- A highly-competitive First Scholars grant of \$850,000 was received from the Suder Foundation to support first-generation students.
- The inaugural new student convocation welcomed thousands of new students to the university.
- The Honors House was opened as a living/learning facility for our community of honors students.
- Excellent, customized academic advising and services available to all students to support their success and degree completion.
- Engaged students benefiting from high-impact educational practices used by excellent faculty and staff across the university.
- Increased participation by undergraduates in expanded opportunities for meaningful research.
- Successful integration of undergraduate education and meaningful research is standard practice.
- Integrated learning communities experienced by students, faculty and staff that promote student success within a culture of excellence.
- Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social and personal lives.
- Superior and diverse faculty recognized for teaching excellence.
- An undergraduate educational experience recognized as one of the best among the nation's Top 50 public research universities.
- Faculty teaching and advising awards comparable to benchmark institutions.
- Freshman-to-sophomore retention ratios comparable to benchmark institutions.
- Six-year graduation rates comparable to benchmark institutions.
- A joint Student Life and Undergraduate Studies Student Success Plan was completed and implementation began.
- The first Summer Undergraduate Advising Institute was held.
- Our bachelor's degree completion programs expanded to 10 with the addition of a nutrition and health program.
- World culture/study abroad programs were integrated into 15 undergraduate degree programs.
- The number of students studying abroad grew by 40 percent during the last two years.
- Effective evaluation practices that recognize and reward teaching, advising and lifelong learning/professional development.
- Effective system in place that supports and promotes teaching excellence.
- Successful recruitment and retention strategies that address our entire student population.
- Improved six-year graduation rates and retention ratios.
- All undergraduate students engaged in a diversity of experiences that expand their viewpoint.
- Increased undergraduate contributions in the creation of scholarship through research.
- Ongoing improvement of six-year graduation rates and retention ratios.

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 efficiency of the application and admissions process for domestic and international students increased by 12.5 percent and 63.2 percent respectively compared to fall 2012. Increased efficiencies and service improvements are expected for fall 2014 with new electronic applications using College Net.
- The Graduate Student Council completed a calling campaign to support new graduate students as they transition to the university.
- The Graduate School, in partnership with the Graduate Student Council, offered graduate students increased professional development workshops to develop transferable skills for future success.
- 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 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.
- 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.
- K-State Olathe's graduate degree program offerings expanded to six with the addition of a new graduate-level food science program. The first resident faculty member for K-State Olathe was hired.
- Online graduate degree programs increased to meet the needs of professionals with the addition of a Master of Science in family and community services and a Professional Master of Business Administration.
- 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 number of nationally and internationally recognized award-winning graduate faculty.
- Increased number of doctorates awarded.

IV. Engagement, Extension, Outreach, and Service

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

V. Faculty and Staff

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

Activities and Accomplishments

- K-State Olathe was named a U.S. Economic Development Administration University Center to support the creation of the K-State Olathe Innovation Accelerator.
- Our animal health corridor and NBAF-related activities expanded with the Institute for Computational Comparative Medicine.
- K-State became the first U.S. educational institutional partner of the Australian-American Fulbright Commission.
- Ground was broken for a new Kansas Department of Agriculture building in K-State's Research Park.
- The university established an engagement incentive seed grant program.
- The K-State 2025 Internationalization Plan was completed to ensure K-Staters are prepared to live, learn and work in the global community.
- Reciprocal agreements with the Top 200 global universities increased from two in 2011 to six in 2013.
- International noncredit programs continued to grow, including Go Teacher, the Korean Summer Institute and the Engineering Summer Institute.
- K-State Research and Extension's 4-H program launched a bilingual program in southwest Kansas.
- More than 118,000 alumni participated in university activities in 2013 compared to 55,923 in 2010.

- The Faculty Compensation Task Force completed a report with recommendations to improve faculty salaries.
- The university adopted a three-year compensation improvement plan with investments to advance our goal for competitive compensation for faculty and staff.
- The university increased full-time professor-to-instructor ranks by 72 for academic year 2012-2013.
- Classified staff considered voted in favor of a move from the state classified system to university unclassified support staff.
- An independent consultant completed an assessment of the university human capital services and recommended transformational change in HR-related structures, processes and services for improved effectiveness and efficiency.
- The first All-University Awards Ceremony honored the outstanding work of the faculty and unclassified staff.
- Planning began for the first-ever university climate survey for all employees.

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

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 invested \$53.1 million in academic facilities and infrastructure.
- The Manhattan and Salina campus master plans were completed, charting the path for future growth and renewal.
- The College of Human Ecology acquired a Research Park facility to include laboratory, office and classroom space in the new Mary and Carl Ice Hall.
- The O.H. Kruse Feed Technology Innovation Center was completed.
- The state of Kansas provided planning funds for the Seaton complex revitalization for the College of Architecture, Planning & Design.
- Planning and fundraising took place for the new \$40 million wing on the Durland Hall engineering complex, part of the University Engineering Initiative Act, and a new College of Business Administration building.
- Planning continued for the new Welcome Center, Purple Masque Theatre, a new 450-bed residence hall and dining center, renovations for Marlatt and Goodnow residence halls and renovation of the K-State Student Union.
- The new position of associate vice president for campus planning and facilities management was filled to advance K-State 2025 facilities and infrastructure goals.

- 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.

- Renovations to the West Stadium Center of the Bill Snyder Family Stadium were completed on time and within budget.
- A new Intercollegiate Rowing Center opened in fall 2013.
- The Ahearn Fund, Kansas State University's national fund for student-athlete excellence, once again reached record membership, expanding from 7,866 to 9,000-plus in the past year.
- Total athletics giving reached \$36.8 million in 2013, a 125 percent increase from \$16.8 million in 2010.
- The annual university subsidy to athletics was fully eliminated effective June 30, 2013, making those funds available for critical academic needs.

- 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.

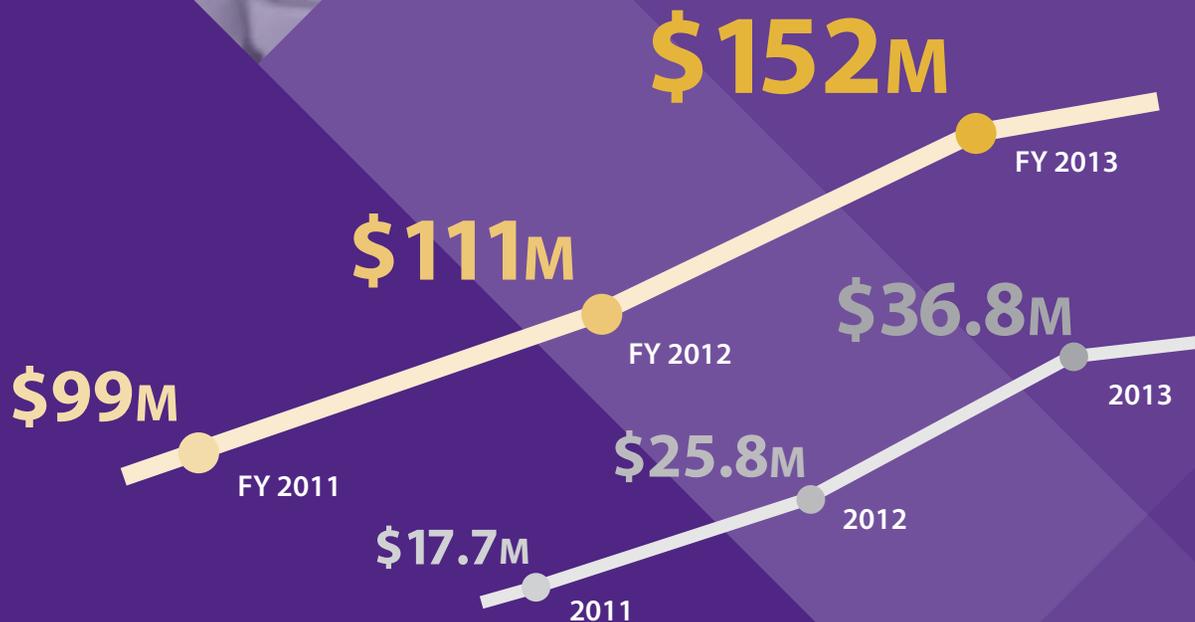
Snapshots of Success 2011–2013



2010-2011 2011-2012 2012-2013

\$ Total Research Awards

K-STATE 20



Increased Fundraising

- Total Giving
- Athletics Giving

K-STATE 25



Growing Enrollment

24,581



Fall 2013

23,863



Fall 2011

24,378

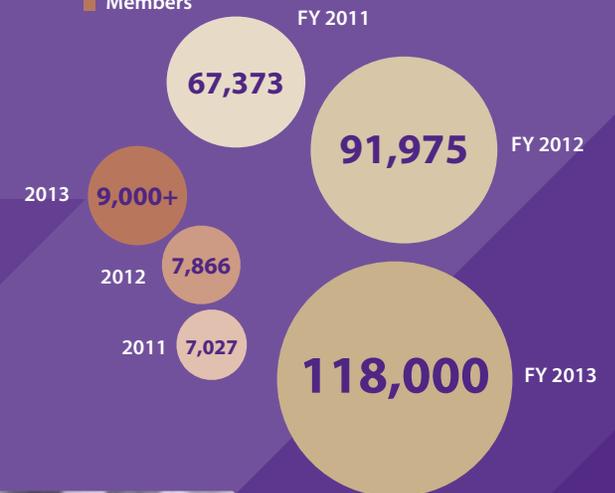


Fall 2012

Alumni Participation

Total

Ahearn
Members



Snapshots of Success 2011–2013



Inaugural New Student Convocation



Australian Initiative



No. 1 plant pathology ranking



Opened Honors House and expanded program



Wheat Genetics Resource Center



First All-University Awards Ceremony



First National Academy member hired



West Stadium Center