



A visionary plan for
Kansas State University

2025

2013–2014 PROGRESS REPORT

K-STATE



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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.

Campuses

Manhattan, Salina, Olathe and Global Campus

Colleges

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

Graduate study

The Graduate School offers 70 master's degrees, more than 40 doctoral degrees and 38 graduate certificates in multiple disciplines across campus.

Extension

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

Students

More than 24,700 students from all 50 states and more than 100 countries

Degrees

More than 250 undergraduate majors and options are available

Athletics

Sixteen men's and women's teams compete in the Big 12 Conference

Letter from the President and the Provost and Senior Vice President



We are pleased to share the K-State 2025 progress report for 2013-2014 — our third annual report since the plan's 2011 launch. Throughout our history as the nation's first operational land-grant institution, students, faculty, staff, administrators, alumni, donors, partners and friends have made us the institution we are — a public, student-centered, research university working to build an educated citizenry on behalf of our communities, our state, our nation and our world. These citizens are helping the university embrace its future. We are pursuing excellence in education, research and service as we reach toward our goals defined in K-State 2025, our visionary plan for Kansas State University.



Thanks to the many people in the university community, once again this has been a record-setting year with all-time highs in private fundraising, research and development expenditures, major new research grants and contracts, overall student enrollment, student body diversity and freshman-to-sophomore retention rate.

We have made progress advancing our K-State 2025 goals and outcomes in all seven themes. Planning has expanded from the university level to our colleges, major academic units and departments as they completed their own strategic plans. The resulting plans align with the university's strategic plan and define where we are going together by 2025.

We also have continued efforts to hold ourselves accountable and better measure our progress. Aligning university planning at all levels is just one step. During the past year we began efforts to align our budgeting and fundraising goals with our planning and performance reporting. By mutually reinforcing these key processes, we can create a sustainable institutional framework.

K-Staters are working hard and working together to achieve success and answer strategic challenges. We know that achieving our goals will not be easy. Adapting to a changing funding model while ensuring an affordable, outstanding educational experience for our students is just one challenge. Public institutions in our state and throughout the country face declining public funding. For the first time, our funds generated through tuition, fees and private giving have exceeded state general fund support. We are building scholarship funds, creating endowed chairs and professorships, and investing in new academic facilities for the first time in many years, thanks in large part to the philanthropic giving of our alumni and friends.

Moving forward requires shared commitment at all levels of the university community, along with new ideas, plans and resources.

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

We have much to celebrate as we look forward. After three years, we can report we are well on our way to K-State 2025 with momentum growing each year. We invite your continued participation as we proceed on our path to become 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 Kansas State University helps recruit and retain top students, faculty and staff. Friends, alumni and corporate partners supporting Kansas State University want to invest in a university they perceive as moving upward to new heights of achievement.

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

WHERE WE STAND

This progress report outlines activities and accomplishments during the third year of implementing the K-State 2025 visionary plan. Academic year 2013-2014 was another record-breaking year for Kansas State University with many advances made possible through the efforts of our faculty, staff, students, administrators, donors, alumni and partners. With 11 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 submitted a record number of grant proposals and were awarded 954 grants, totaling more than \$140.5 million in funding.
- Total research expenditures — one of the key K-State 2025 benchmark metrics — increased to a record high of \$183.1 million for FY13.
- Kansas State University competed for and received four USAID Feed the Future Innovation Laboratories, continuing an increase in the number of major grant awards of more than \$1 million with an international and interdisciplinary focus. Only one other university in the nation received four of these innovation laboratories.
- Each college identified its strategic areas of research strengths to highlight to external stakeholders and potential partners the value and potential of their work in research, scholarly and creative activities, and discovery.
- The Office of Undergraduate Research & Creative Inquiry was established to facilitate, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities.

For additional information, reference pages 26-29.



LEADING THE WAY

Four historic grants have established Kansas State University as a leader in food research and addressing the world's emerging food challenges.

In the course of 14 months, Kansas State University won four highly competitive grants totaling nearly \$100 million from the U.S. Agency for International Development, or USAID. The grants establish four Feed the Future Innovation Laboratories.

Feed the Future Innovation Laboratories are a global collaboration among universities, industry and nongovernmental organizations. The laboratories focus on improving the resiliency and production of food crop plants in key, grain-producing countries in an effort to end global hunger. Laboratories address this goal through research, education and outreach.

Kansas State University's four laboratories are concentrating on sorghum and millet, wheat, reducing postharvest losses and sustainable intensification — increasing food production with limited resources and reduced stress on the environment.

- Biosecurity Research Institute (BRI) researchers collaborated on National Bio and Agro-defense Facility (NBAF)-funded transition projects, working on four of the five priority pathogens approved for study at BRI.
- A new vice president for research was hired as the previous vice president transitioned to full-time responsibilities as the K-State liaison for NBAF.



II. Undergraduate Educational Experience

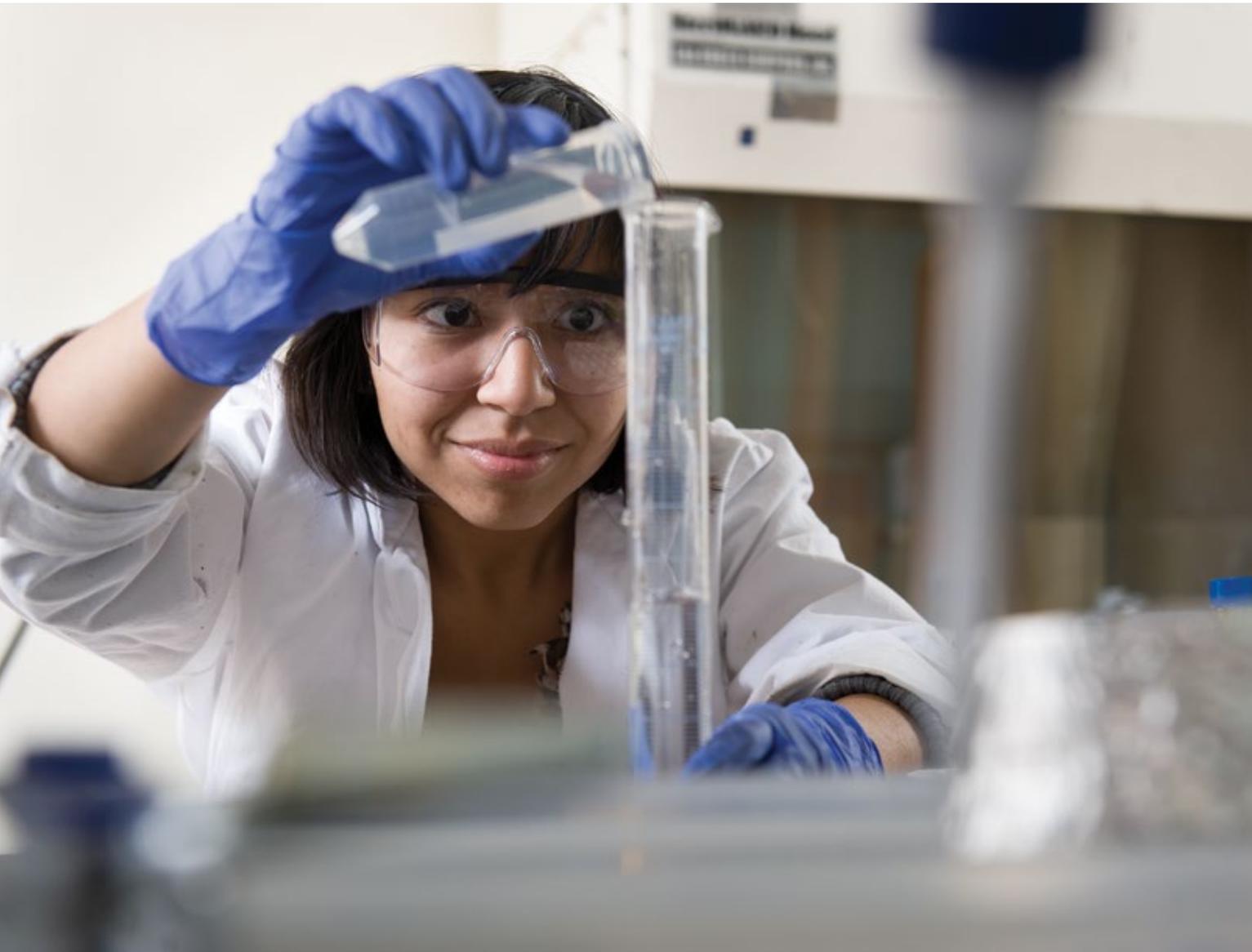
Goal

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

- With a significant increase in a key K-State 2025 benchmark metric, the university achieved its highest ever freshman-to-sophomore retention rate of 83.27 percent. This was more than 2 percent higher than the 2013 rate of 81.2 percent.
- The university remained the No. 1 choice among Kansas high school seniors and set records once again for overall, multicultural and international student enrollments, as well as its highest ever freshman ACT average.
- Scholarship awards increased by an additional \$1 million to support students.
- New investments were made in programs promoting student success, including expanded tutoring, academic advising, diversity, honors and undergraduate research programs.
- The First Scholars program was launched with funding from the Suder Foundation to better support first-generation students — college and university students whose parents or guardians have not earned a bachelor's degree.
- An effort was initiated to further develop a substantial, integrated living-learning community system at K-State by expanding the number and type of residential Connecting Across Topics, or CAT Communities.
- Enrollment in programs that enhance student success continued to grow. For example, participation of students in K-State First programs has grown from 788 in 2011 to 1,453 during the past year.

For additional information, reference pages 26-29.



LEADING THE WAY

If actions speak louder than words, Kansas State University's First Scholars program shouts the university's claim as a student-centered research institution.

The new program is empowering first-generation college students with personalized support, development and leadership opportunities, and a \$20,000 renewable scholarship award over four years.

First-generation students — 40 percent of K-State's student population — may enter college with less support or knowledge of higher education and the opportunities available — making the adjustment to college life difficult.

To help students be successful and engage in their education, the program has a theme for each year: freshman year, connect to campus; sophomore year, optimize your college experience; junior year, expand career and community opportunities; and senior year, transition into future opportunities.

The First Scholars program at K-State is one of seven national affiliates of the First Scholars Network of the Suder Foundation.

- World culture/study abroad programs have been integrated into the curriculums of 80 percent of undergraduate degree programs during the past two years.
- The number of students studying abroad grew to 15 percent, meeting our 2015 goal.



III. Graduate Scholarly Experience

Goal

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

ACTIVITIES AND ACCOMPLISHMENTS

- The number of doctorate degrees awarded, a university benchmark metric, increased from 158 in 2012-2013 to 166 in 2013-2014.
- The implementation of CollegeNet, an online application and admission system, increased the efficiency of the application and admissions process for domestic and international graduate students.
- The interdisciplinary Master of Public Health Program received full accreditation, offering a degree in four areas of emphasis — food safety and biosecurity, infectious diseases and zoonoses, public health nutrition and public health physical activity — as well as a graduate certificate in public health core concepts.
- Since opening in 2011, K-State Olathe's graduate degree program offerings have grown to eight, including horticulture; food science; biological and agricultural engineering with emphasis in biotechnology; agribusiness with emphasis in animal health; veterinary biomedical science; adult education (master's, Ph.D., Ed.D.); and a graduate certificate in adult education and leadership.
- Online graduate programs increased to meet the needs of professionals with the addition of financial therapy and teaching English as a second language for adult learners graduate certificates.
- An external review of the Graduate School resulted in recommendations to further advance graduate programs and the K-State 2025 vision, and work began to address the recommendations in spring 2014.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University is taking an interdisciplinary approach to addressing health issues on local, state, national and international levels.

The newly accredited Master of Public Health program involves faculty from eight departments in four colleges and three support units. The program helps graduate students build knowledge in the five core concept areas of public health: biostatistics, epidemiology, environmental health, health services administration, and social and behavioral sciences.

In June 2014, the Council on Education for Public Health accredited K-State's program, making it one of two accredited programs in the state of Kansas.

Through education, research and service across multiple disciplines, K-State's Master of Public Health program is improving human, animal and community health.



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

- In addition to securing four USAID Feed the Future Innovation Laboratories, the university launched a major interdisciplinary Global Food Systems Initiative to leverage its land-grant heritage and strengths with opportunities provided by the construction of the National Bio and Agro-defense Facility (NBAF) in Manhattan. The state of Kansas provided \$5 million to support global food systems.
- The university became the home of the nation's first National Science Foundation-funded Industry/University Cooperative Research Center on Wheat Genetic Resources.
- With the fifth anniversary of the creation of the Johnson County Education Triangle Authority (JCERTA), K-State Olathe celebrated by expanding public and private sector partnerships advancing education, research and outreach in the Kansas City metropolitan area. New research initiatives announced in 2013-2014 include the Microbial Surveillance Laboratory through a Merck Animal Health award to the K-State Veterinary Diagnostic Laboratory and postharvest quality and shelf-life studies funded by a \$1 million U.S. Department of Agriculture award to a K-State Olathe team with K-State Research and Extension and University of Florida partners.
- Ten startup ventures were helped by the Launch a Business (LAB) Program, a new program delivering courses, research and mentorship to new ventures in Kansas.
- The Division of Continuing Education was renamed the K-State Global Campus to acknowledge its role in building the university's distance education programs to serve nonresident students in our state, nation and around the world.
- Our first MOOC (Massive Online Open Course) was launched with more than 1,200 participants worldwide.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University is building on its 150-year land-grant heritage, research capabilities and outreach to address the world's changing food demands from a growing population.

K-State's Global Food Systems Initiative builds on the university's strengths in crop production and protection, animal health, food safety and food security. K-State and its industry partners are leveraging innovation, talent, professional training and the numerous current and planned global food systems facilities at the Manhattan, Olathe and Salina campuses to address emerging food challenges and opportunities.

Work that benefits the global food system also benefits the agriculture and food industry in Kansas and the U.S. New research, techniques and education developed through the initiative will help keep America's farmers the most productive in the world.

The Global Food Systems Initiative aligns with K-State 2025 and can serve as a model for subsequent initiatives.

- K-State's Go Teacher program with the Ecuadorian government continued to grow as more than 100 Ecuadorian students completed the program and more than 40 started a master's degree at K-State.
- Engagement with Australian partners expanded with the launch of the Oz-to-Oz program to support travel for faculty developing working relationships with Australian counterparts, active student exchange programs, inclusion as an international partner in the Plant Biosecurity Cooperative Research Center, and sponsorship of two Fulbright scholarships for an Australian Fulbright Distinguished Chair and a Senior Scholar.
- Alumni engagement expanded as the K-State Alumni Association retained the No. 1 ranking in the Big 12 for the 18th consecutive year for percentage of graduates who are members.



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 university made investing funds in faculty and staff a strategic priority. More than \$13 million out of \$16.9 million in new base budget investment was approved for faculty and staff compensation and positions.
- Ten new endowed faculty funds were established in FY14 through private giving, bringing the total to 27 created since 2010.
- The university implemented the first year of a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff.
- The number of faculty in full-time professor to instructor ranks increased by 115 between FY12 and FY14.
- International visiting scholars increased by 20 percent during the past year.
- Classified staff voted to leave the state classified system to become unclassified university support staff and developed plans to facilitate the transition.
- The university's first vice president for human capital services was hired and planning was initiated to consolidate and transform university HR-related structures, processes and services to improve effectiveness and efficiency.
- Planning for the first-ever university climate survey for all employees and students was completed with implementation in fall 2014.

For additional information, reference pages 26-29.



LEADING THE WAY

A vital component of K-State 2025 is ensuring a welcoming and inclusive university climate characterized by openness, fairness and equal access for everyone. Creating and maintaining a university community that respects individual needs, abilities and potential is critically important.

To assess the current climate, K-State is conducting its first-ever comprehensive climate survey inviting faculty, staff and students from all campuses to participate. A university planning committee worked over the past year to design the survey, which was conducted fall 2014. Results will be available in spring 2015.

The results will be used to determine how our climate is currently perceived by our faculty, staff and students, informing us of what we do well and what needs to be improved. Actions will be taken to address areas needing improvement. Periodic follow-up surveys will allow K-State to assess the impact of these actions to help ensure a university environment that promotes success for all.



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 \$89.4 million in academic facilities and infrastructure for capital improvements and deferred maintenance over the past two years. \$167.1 million is planned for investment in academic facilities in FY15.
- Development of a North Campus Master Plan was initiated with the city of Manhattan to provide a road map for future growth and capital investment in our North Campus Corridor.
- The state of Kansas provided \$1.5 million for the Seaton Complex revitalization for our College of Architecture, Planning & Design.
- The Mosier Hall Research Center construction was completed to house the Institute of Computational Comparative Medicine and the Nanotechnology Innovation Center.
- Groundbreaking ceremonies were held on the Manhattan campus for the new \$40 million wing on the Durland Hall engineering complex as well as the new College of Business Administration building. A groundbreaking ceremony also was held in Salina for the new 13,000-square-foot Bulk Solids Innovation Center.
- At K-State Salina, a new Welcome Center was dedicated in September. On the Manhattan campus, planning and work proceeded for a Welcome Center and the Purple Masque Theater in the renovated Memorial Stadium; the new 540-bed Wefald residence and dining hall; renovations to Kramer dining hall, Marlatt and Goodnow residence halls; the K-State Student Union; and the new Equine Performance Testing Center.
- The Division of Facilities reorganized with a new customer service center and implemented a new Web-based facilities maintenance management system to improve services and efficiency.

For additional information, reference pages 26-29.



LEADING THE WAY

Kansas State University Salina is building upon the university's welcoming atmosphere.

The new K-State Salina Welcome Center, a 5,700-square-foot facility, officially opened Sept. 4, 2014. The center offers a central location for students and families to learn about the university and get assistance while serving as an asset to recruiting new students and providing a welcoming first impression of campus life.

Though the Welcome Center is new to the campus, the building is not. Administrators embraced the campus' history as the former Schilling Air Force Base, keeping the majority of building's original structural components and revitalized it to fit student needs.

The center has a classroom for up to 40 students, a computer lab, a conference room and office space for several student services as well as many new energy-efficient amenities.

- The Justin Hall expansion, dedicated in 2012, received the prestigious Leadership in Energy and Environmental Design (LEED) Gold certificate for positive impact on the environment and the building's occupants.



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

- All teams exceeded the NCAA multiyear standard for Academic Progress Rating (APR). Women's golf, men's golf, women's cross country and men's cross country recorded marks in the top 10 percent nationally. The football team's four-year APR was the best among Big 12 schools.
- 260 student-athletes were named to the Fall 2013 Big 12 Commissioner's Honor Roll, the most for K-State since 2008.
- Powercat Mentor Program connected 68 student-athletes with a faculty member to facilitate interaction and guidance for future success in sport, academics and life.
- Introduced the Powercat P.A.L.S. (Positioning Athletes for Lifelong Success) Program to provide opportunities for minority student-athletes to enhance their transition into future careers.
- New facilities completed include the West Stadium Center at Bill Snyder Family Stadium, the Intercollegiate Rowing Center, the Basketball Training Facility and the Mike Goss Tennis Stadium.
- The Ahearn Fund, K-State's national fund for student-athlete excellence, reached record membership for the fifth year in a row, exceeding 10,000 members for the first time in its history.
- Total giving to Athletics reached \$46.4 million in 2014, a 21 percent increase from the previous year.
- \$1.6 million in annual direct university support has been eliminated since February 2010, with a goal to receive no direct or indirect university support by the end of FY15.

For additional information, reference pages 26-29.



LEADING THE WAY

Through service learning, Kansas State University student-athletes are partnering with Special Olympics athletes in an engaging classroom experience called “Be a Fan.”

“Be a Fan” starts with K-State students and student-athletes attending two Special Olympics softball games to build connections with Special Olympics athletes.

The culminating experience happens in the summer. In July 2014, more than 40 student-athletes developed stations at the football indoor practice facility. More than 50 Special Olympics athletes participated in activities such as warm-ups, passing drills and cheering. The activities helped all the athletes learn how to build teamwork and self-confidence.

The experience provides student-athletes with leadership opportunities and helps Manhattan Special Olympics athletes connect with K-State student-athletes.

“Be a Fan” began in 2013 as a service-learning project for students in the Staley School of Leadership Studies’ Introduction to Leadership Concepts course.



Measuring our Progress

The vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels.

Realizing the vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels. We continued building a sustainable framework during the past year that will enable doing just that.

Aligning our plans and directions with budgeting, fundraising, and performance reporting processes is critical to moving forward as a university to meet our vision and goals. We began to align college/similar units and departmental plans with the K-State 2025 visionary plan in fall 2012. All academic colleges, major units, and associated departments have defined their K-State 2025 goals, activities and measurable outcomes in strategic action plans, which are available online.

With the completion of these plans, K-State 2025 is supported not just by a university strategic plan, but also by nearly a hundred plans that together define where we are going and how we will get there. Defining these plans, however, will not be enough. In the coming year, we will further align our internal budgeting processes and fundraising goals with all of the K-State 2025 plans as well as refine our processes for reporting progress.

Measuring and reporting progress is integral to holding ourselves accountable. Eight key metrics and seven comparison universities were chosen early in the planning process to measure progress toward our visionary goal to become a Top 50 public research university by 2025. Three additional universities were recently added and data for the most recent rankings are shown beginning on page 22.

The university will need to continue to make progress against a very competitive set of schools — all of which are trying to increase their national rank and stature at the same time.

These national measures are important, but are not the only measures of our success. We have identified additional university metrics for tracking progress on our seven thematic goals and associated outcomes. We are continuing to refine these metrics and develop a more robust reporting methodology.

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

Our Peers

Land-grant institutions without medical or law schools



NC STATE UNIVERSITY

IOWA STATE UNIVERSITY

UMASS
AMHERST

OUR BENCHMARKS

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

Benchmarks of Excellence

(Based on the most recent data available)

Institution	Total Research Development Expenditures ^b		
	FY 2010	FY 2011	FY 2012
Kansas State University	\$160,679,000	\$169,167,000	\$176,141,000
Auburn University	\$145,115,000	\$163,335,000	\$133,013,000
Clemson University	\$174,693,000	\$166,350,000	\$142,096,000
Colorado State University	\$302,896,000	\$330,784,000	\$375,919,000
Iowa State University	\$250,120,000	\$267,641,000	\$260,995,000
Louisiana State University, Baton Rouge	\$289,872,000	\$287,841,000	\$285,395,000
North Carolina State University, Raleigh	\$360,795,000	\$378,154,000	\$404,225,000
Oklahoma State University, Main Campus	\$147,094,000	\$162,786,000	\$166,523,000
Oregon State University	\$216,595,000	\$228,814,000	\$240,507,000
University of Massachusetts, Amherst	\$169,143,000	\$181,297,000	\$194,775,000
Washington State University	\$304,352,000	\$388,974,000	\$335,930,000

a from IPEDS Data Center - most recent available comparative data

b from NSF 2014 annual report - most recent available

c from NACUBO annual report - most recent available

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

e from National Academies membership lists - accessed 8/4/2014 (<http://www.nationalacademies.org/>)

f from ASU "Top American Research Institutions" 2013 provisional data - most current

	Endowment Pool ^c			National Academy Members ^e			Faculty Awards ^f		
	FY 2011	FY 2012	FY 2013	2012	2013	2014	2010	2011	2012
	\$337,460,000	\$329,240,000	\$364,675,000	1	1	1	9	5	2
	\$471,851,000	\$461,727,000	\$522,145,000	2	1	1	5	4	3
	\$473,748,000	\$482,866,000	\$528,697,000	1	2	1	6	6	6
	\$221,231,000	\$225,362,000	\$245,887,000	5	5	5	7	4	5
	\$612,283,000	\$604,897,000	\$673,515,000	9	7	4	10	5	11
	\$672,790,000	\$665,764,000	\$721,198,000	2	3	2	2	3	5
	\$617,632,000	\$635,326,000	\$769,404,000	17	19	19	11	14	12
	\$681,744,000	\$675,030,000	\$817,625,000	3	3	3	3	5	4
	\$411,964,000	\$403,606,000	\$443,826,000	4	4	4	7	7	15
	\$529,262,000	\$565,092,000	\$664,240,000	9	9	11	8	6	8
	\$722,717,000	\$737,409,000	\$777,628,000	9	9	7	8	6	9

Benchmarks of Excellence (Cont.)

(Based on the most recent data available)

Institution	Doctorates Granted ^{a, d}			Freshman-to-Sophomore Retention ^a			Six-year Graduation Rate by Cohort ^a		
	2010 – 2011	2011 – 2012	2012 – 2013	Fall 2010	Fall 2011	Fall 2012	2005	2006	2007
Kansas State University	162	162	158	81%	82%	81%	56%	58%	60%
Auburn University	204	247	237	87%	89%	89%	66%	68%	68%
Clemson University	192	220	187	89%	90%	92%	80%	82%	83%
Colorado State University	203	235	230	83%	83%	86%	64%	63%	64%
Iowa State University	358	394	349	86%	88%	87%	68%	71%	68%
Louisiana State University, Baton Rouge	255	322	305	84%	84%	82%	62%	65%	67%
North Carolina State University, Raleigh	395	446	488	88%	89%	83%	72%	71%	74%
Oklahoma State University, Main Campus	187	212	238	78%	80%	79%	62%	62%	60%
Oregon State University	172	206	204	83%	81%	84%	61%	61%	61%
University of Massachusetts, Amherst	258	268	295	89%	89%	89%	67%	70%	73%
Washington State University	197	203	268	82%	84%	80%	67%	67%	65%

For additional information, reference pages 26-29.

Top Public Research Universities

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

Institution	Total Research Development Expenditures Control Rank**		Endowment Pool Control Rank**		National Academy Members Control Rank**		Faculty Awards Control Rank**		Doctorates Granted July 1 to June 30 Control Rank**	
	2010	2011	FY 2011	FY 2012	2011	2012	2011	2012	2010 - 2011	2011 - 2012
Kansas State University	71	71 ↔	75	78 ▼	137	136 ▲	67	122 ▼	75	81 ▼
Auburn University	79	73	59	57	78	99	87	101	63	53
Clemson University	78	83	53	53	100	81	59	64	67	62
Colorado State University	44	43	95	95	57	58	87	73	64	57
Iowa State University	50	50	41	43	44	49	67	35	35	34
Louisiana State University, Baton Rouge	47	47	68	70	78	81	105	73	51	41
North Carolina State University, Raleigh	32	33	40	40	31	30	28	30	31	26
Oklahoma State University, Main Campus	75	72	57	58	63	65	67	84	69	65
Oregon State University	59	55	63	67	63	65	52	21	71	71
University of Massachusetts, Amherst	68	67	98	92	38	46	59	54	55	48
Washington State University	46	37	34	32	38	37	59	44	65	68

*Based on Arizona State University – Measuring University Performance: Top American Research Universities provisional data for 2013.

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

Are in the Top 25

Are in the Top 50

K-State 2025 Progress Report for 2013–2014

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 submitted a record number of grant proposals and were awarded 954 grants, totaling more than \$140.5 million in funding.
- Total research expenditures — one of the key K-State 2025 benchmark metrics — increased to a record high of \$183.1 million for FY13.
- Kansas State University competed for and received four USAID Feed the Future Innovation Laboratories, continuing an increase in the number of major grant awards of more than \$1 million with an international and interdisciplinary focus. Only one other university in the nation received four of these innovation laboratories.
- Each college identified its strategic areas of research strengths to highlight to external stakeholders and potential partners the value and potential of their work in research, scholarly and creative activities, and discovery.
- The Office of Undergraduate Research & Creative Inquiry was established to facilitate, increase and measure the participation of undergraduates in meaningful research and scholarly and creative activities.
- Biosecurity Research Institute (BRI) researchers collaborated on National Bio and Agro-defense Facility (NBAF)-funded transition projects, working on four of the five priority pathogens approved for study at BRI.
- A new vice president for research was hired as the previous vice president transitioned to full-time responsibilities as the K-State liaison for NBAF.

Expected Outcomes by 2015

- 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.
- 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.

Expected Outcomes by 2020

- 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.
- Recognized for prominent and productive placement of our graduates.
- Increased participation by undergraduates in expanded opportunities in research.

Expected Outcomes by 2025

- 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.

- With a significant increase in a key K-State 2025 benchmark metric, the university achieved its highest ever freshman-to-sophomore retention rate of 83.27 percent. This was more than 2 percent higher than the 2013 rate of 81.2 percent.
- The university remained the No. 1 choice among Kansas high school seniors and set records once again for overall, multicultural and international student enrollments, as well as its highest ever freshman ACT average.
- Scholarship awards increased by an additional \$1 million to support students.
- New investments were made in programs promoting student success, including expanded tutoring, academic advising, diversity, honors and undergraduate research programs.
- The First Scholars program was launched with funding from the Suder Foundation to better support first-generation students — college and university students whose parents or guardians have not earned a bachelor's degree.
- An effort was initiated to further develop a substantial, integrated living-learning community system at K-State by expanding the number and type of residential Connecting Across Topics, or CAT Communities.
- Enrollment in programs that enhance student success continued to grow. For example, participation of students in K-State First programs has grown from 788 in 2011 to 1,453 during the past year.
- World culture/study abroad programs have been integrated into the curriculums of 80 percent of undergraduate degree programs during the past two years.
- The number of students studying abroad grew to 15 percent, meeting our 2015 goal.

- Excellent, customized academic advising and services available to all students to support their success and degree completion.
- Engaged students benefiting from high-impact educational practices used by excellent faculty and staff across the university.
- Increased participation by undergraduates in expanded opportunities for meaningful research.
- Successful integration of undergraduate education and meaningful research is standard practice.
- Effective evaluation practices that recognize and reward teaching, advising and lifelong learning/professional development.
- Effective system in place that supports and promotes teaching excellence.
- Successful recruitment and retention strategies that address our entire student population.
- Improved six-year graduation rates and retention ratios.

- Integrated learning communities experienced by students, faculty and staff that promote student success within a culture of excellence.
- Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social and personal lives.
- Superior and diverse faculty recognized for teaching excellence.
- All undergraduate students engaged in a diversity of experiences that expand their viewpoint.
- Increased undergraduate contributions in the creation of scholarship through research.
- Ongoing improvement of six-year graduation rates and retention ratios.

- An undergraduate educational experience recognized as one of the best among the nation's Top 50 public research universities.
- Faculty teaching and advising awards comparable to benchmark institutions.
- Freshman-to-sophomore retention ratios comparable to benchmark institutions.
- Six-year graduation rates comparable to benchmark institutions.

III. Graduate Scholarly Experience

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

- The number of doctorate degrees awarded, a university benchmark metric, increased from 158 in 2012-2013 to 166 in 2013-2014.
- The implementation of CollegeNet, an online application and admission system, increased the efficiency of the application and admissions process for domestic and international graduate students.
- The interdisciplinary Master of Public Health Program received full accreditation, offering a degree in four areas of emphasis — food safety and biosecurity, infectious diseases and zoonoses, public health nutrition and public health physical activity — as well as a graduate certificate in public health core concepts.
- Since opening in 2011, K-State Olathe's graduate degree program offerings have grown to eight, including horticulture; food science; biological and agricultural engineering with emphasis in biotechnology; agribusiness with emphasis in animal health; veterinary biomedical science; adult education (master's, Ph.D., Ed.D.); and a graduate certificate in adult education and leadership.
- Online graduate programs increased to meet the needs of professionals with the addition of financial therapy and teaching English as a second language for adult learners graduate certificates.
- An external review of the Graduate School resulted in recommendations to further advance graduate programs and the K-State 2025 vision, and work began to address the recommendations in spring 2014.

- Competitive compensation and support available for GRAs, GTAs and GAs.
- Tuition waivers for all GRAs.
- Engaged graduate students integrated in university life with enhanced visibility and appreciation.
- Outstanding mentoring for our graduate students.
- Expectation of excellence for the graduate scholarly experience.
- Increased capacity to secure funding for graduate research and teaching.
- Broader spectrum and greater overall number of courses offered at the graduate level and especially at the Ph.D. level.
- Expanded partnerships with industry and government to provide high-level learning and experiential training opportunities for graduate students.

- Increased participation by our graduate students in unique high-level learning and experiential training.
- Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment.
- Increased funding for graduate research and teaching.
- Increased number of nationally and internationally recognized award-winning graduate faculty.
- Increased number of doctorates awarded.

- National and international reputation for outstanding graduates with demonstrable career success.
- World-class reputation as a preferred destination for outstanding graduate students.
- Stable funding for graduate research and teaching competitive with benchmark institutions.
- Doctorates awarded comparable to benchmark institutions.

IV. Engagement, Extension, Outreach, and Service

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

V. Faculty and Staff

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

Activities and Accomplishments

- In addition to securing four USAID Feed the Future Innovation Laboratories, the university launched a major interdisciplinary Global Food Systems initiative to leverage its land-grant heritage and strengths with opportunities provided by the construction of the National Bio and Agro-defense Facility (NBAF) in Manhattan. The state of Kansas provided \$5 million to support global food systems.
- The university became the home of the nation's first National Science Foundation-funded Industry/University Cooperative Research Center on Wheat Genetic Resources.
- With the fifth anniversary of the creation of the Johnson County Education Triangle Authority (JCERTA), K-State Olathe celebrated by expanding public and private sector partnerships advancing education, research and outreach in the Kansas City metropolitan area. New research initiatives announced in 2013-2014 include the Microbial Surveillance Laboratory through a Merck Animal Health award to the K-State Veterinary Diagnostic Laboratory and postharvest quality and shelf-life studies funded by a \$1 million U.S. Department of Agriculture award to a K-State Olathe team with K-State Research and Extension and University of Florida partners.
- Ten startup ventures were helped by the Launch a Business (LAB) Program, a new program delivering courses, research and mentorship to new ventures in Kansas.
- The Division of Continuing Education was renamed the K-State Global Campus to acknowledge its role in building the university's distance education programs to serve nonresident students in our state, nation and around the world.
- Our first MOOC (Massive Online Open Course) was launched with more than 1,200 participants worldwide.
- K-State's Go Teacher program with the Ecuadorian government continued to grow as more than 100 Ecuadorian students completed the program and more than 40 started a master's degree at K-State.
- Engagement with Australian partners expanded with the launch of the Oz-to-Oz program to support travel for faculty developing working relationships with Australian counterparts, active student exchange programs, inclusion as an international partner in the Plant Biosecurity Cooperative Research Center, and sponsorship of two Fulbright scholarships for an Australian Fulbright Distinguished Chair and a Senior Scholar.
- Alumni engagement expanded as the K-State Alumni Association retained the No. 1 ranking in the Big 12 for the 18th consecutive year for percentage of graduates who are members.

- The university made investing funds in faculty and staff a strategic priority. More than \$13 million out of \$16.9 million in new base budget investment was approved for faculty and staff compensation and positions.
- Ten new endowed faculty funds were established in FY14 through private giving, bringing the total to 27 created since 2010.
- The university implemented the first year of a three-year compensation improvement plan to advance our goal for competitive compensation for faculty and staff.
- The number of faculty in full-time professor to instructor ranks increased by 115 between FY12 and FY14.
- International visiting scholars increased by 20 percent during the past year.
- Classified staff voted to leave the state classified system to become unclassified university support staff and developed plans to facilitate the transition.
- The university's first vice president for human capital services was hired and planning was initiated to consolidate and transform university HR-related structures, processes and services to improve effectiveness and efficiency.
- Planning for the first-ever university climate survey for all employees and students was completed with implementation in fall 2014.

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 \$89.4 million in academic facilities and infrastructure for capital improvements and deferred maintenance over the past two years. \$167.1 million is planned for investment in academic facilities in FY15.
- Development of a North Campus Master Plan was initiated with the city of Manhattan to provide a road map for future growth and capital investment in our North Campus Corridor.
- The state of Kansas provided \$1.5 million for the Seaton Complex revitalization for our College of Architecture, Planning & Design.
- The Mosier Hall Research Center construction was completed to house the Institute of Computational Comparative Medicine and the Nanotechnology Innovation Center.
- Groundbreaking ceremonies were held on the Manhattan campus for the new \$40 million wing on the Durland Hall engineering complex as well as the new College of Business Administration building. A groundbreaking ceremony also was held in Salina for the new 13,000-square-foot Bulk Solids Innovation Center.
- At K-State Salina, a new Welcome Center was dedicated in September. On the Manhattan campus, planning and work proceeded for a Welcome Center and the Purple Masque Theater in the renovated Memorial Stadium; the new 540-bed Wefald residence and dining hall; renovations to Kramer dining hall, Marlatt and Goodnow residence halls; the K-State Student Union; and the new Equine Performance Testing Center.
- The Division of Facilities reorganized with a new customer service center and implemented a new Web-based facilities maintenance management system to improve services and efficiency.

- 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.

- All teams exceeded the NCAA multiyear standard for Academic Progress Rating (APR). Women's golf, men's golf, women's cross country and men's cross country recorded marks in the top 10 percent nationally. The football team's four-year APR was the best among Big 12 schools.
- 260 student-athletes were named to the Fall 2013 Big 12 Commissioner's Honor Roll, the most for K-State since 2008.
- Powercat Mentor Program connected 68 student-athletes with a faculty member to facilitate interaction and guidance for future success in sport, academics and life.
- Introduced the Powercat P.A.L.S. (Positioning Athletes for Lifelong Success) Program to provide opportunities for minority student-athletes to enhance their transition into future careers.
- New facilities completed include the West Stadium Center at Bill Snyder Family Stadium, the Intercollegiate Rowing Center, the Basketball Training Facility and the Mike Goss Tennis Stadium.
- The Ahearn Fund, K-State's national fund for student-athlete excellence, reached record membership for the fifth year in a row, exceeding 10,000 members for the first time in its history.
- Total giving to Athletics reached \$46.4 million in 2014, a 21 percent increase from the previous year.
- \$1.6 million in annual direct university support has been eliminated since February 2010, with a goal to receive no direct or indirect university support by the end of FY15.

- 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.

- 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.

- 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.

K-State 2025: Snapshots of Success

Freshman-to-Sophomore Retention

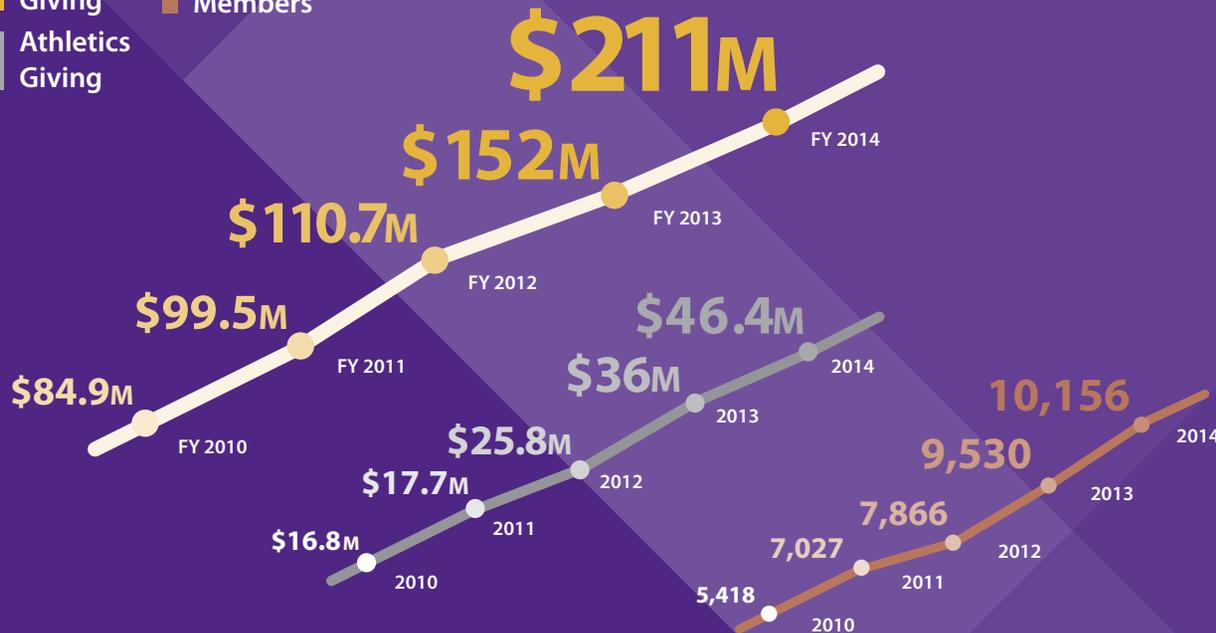


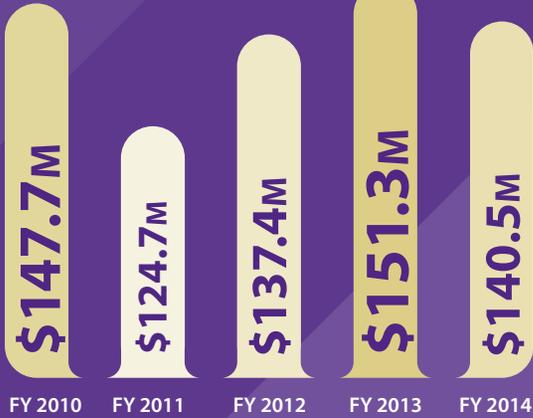
Growing Enrollment



Increased Fundraising

- Total Giving
- Athletics Giving
- Number of Ahearn Members



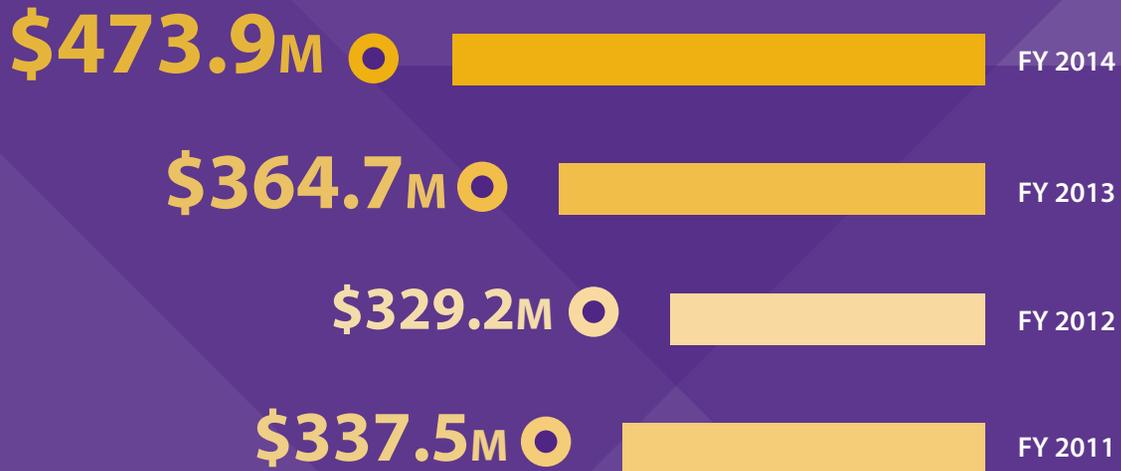


Total Research Awards



Total Research Expenditures

Increased Endowment



New Endowed Faculty



2014



2013



2012



2011

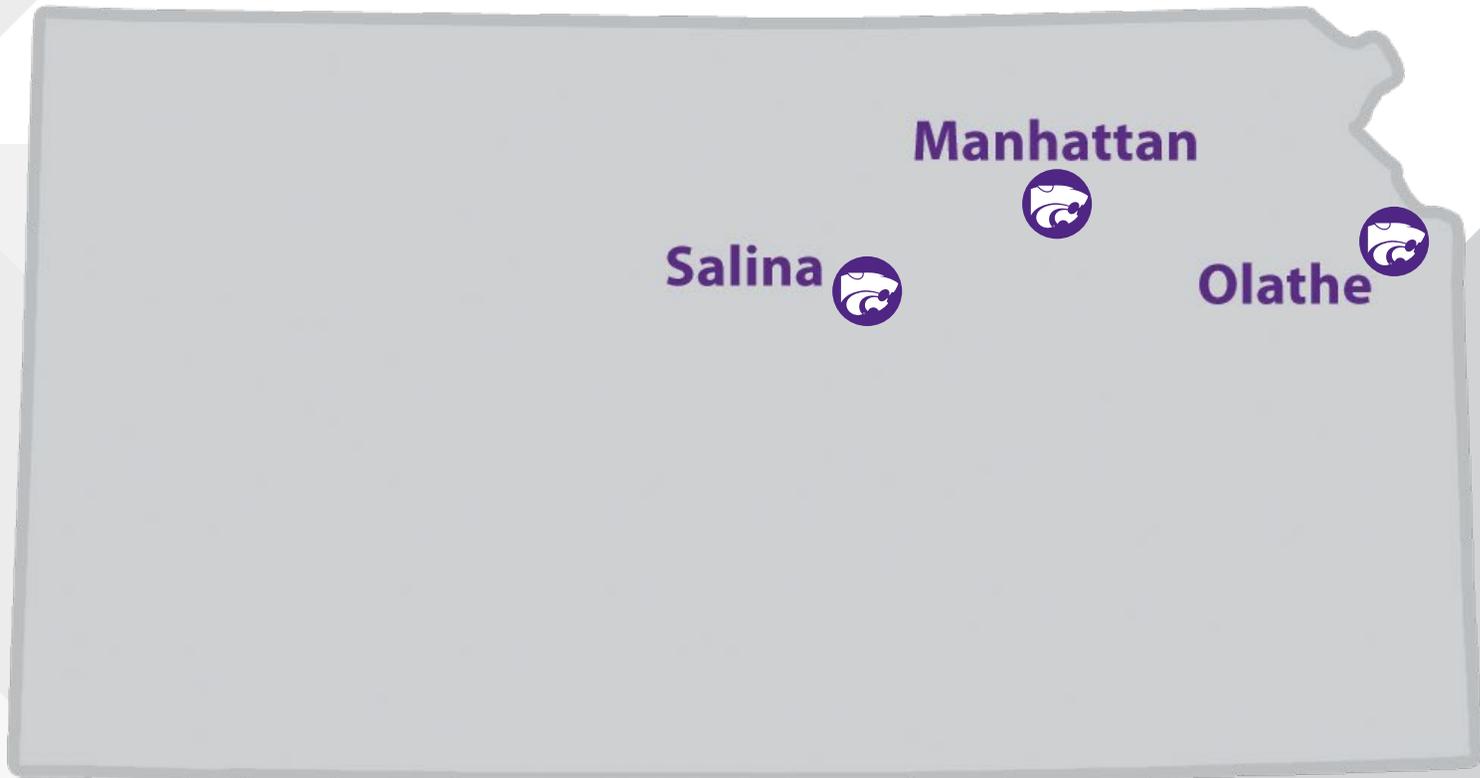


2010

Kansas State University Campuses



Global Campus



Salina



Manhattan



Olathe





KANSAS STATE
UNIVERSITY

k-state.edu/2025