



STRATEGY FOR THE FUTURE
K-STATE
2025



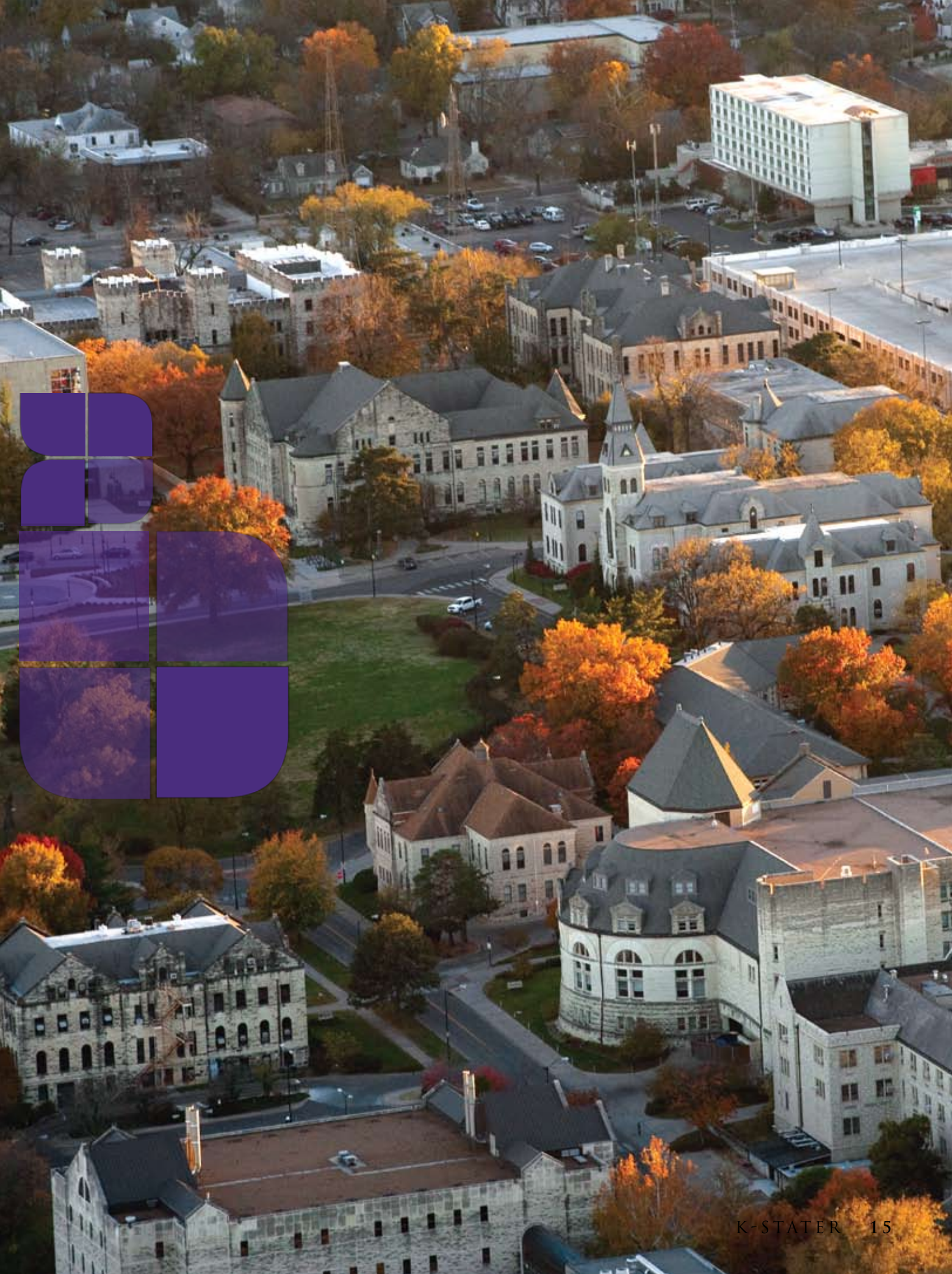
TIM LINDEMUTH '77
PHOTOS BY DAVID MAYES '96

K-Staters, from each entering freshman class to alumni living throughout the nation and world, will be hearing about the university's 2025 plan for the next several years. It is the vision of third-year K-State President Kirk H. Schulz and the university community to become a top 50 public research university by 2025.

“The ranking and prestige of K-State is of critical importance to our graduates as they seek jobs, our students as they apply to top tier graduate programs, our doctoral students as they look for career opportunities in the research world and our faculty members as they compete with better funded and ranked universities on a daily basis,” Schulz said.

The intent of K-State 2025 is not to rewrite the university's mission based on the historic, honored land-grant tradition.

“Rather, it is to capitalize on what K-State already excels at and to lead the university toward even greater recognition — to be in the top 50,” he said.



He recalled a recent meeting with out-of-state alumni where he explained K-State 2025.

“One alumnus came up to me afterward and said, ‘This is a huge mistake. Take out the research part.’” Schulz said. “I explained that last year, alone, we were awarded more than \$150 million to perform research. We won’t be undermining undergraduate education. We’re enhancing teaching with research.”

So far-reaching is this plan that it has taken more than 500 students, faculty, staff, alumni and friends at more than 70 meetings during the past 18 months to develop. It contains seven strategic themes and associated goals that touch every aspect of Kansas State University:

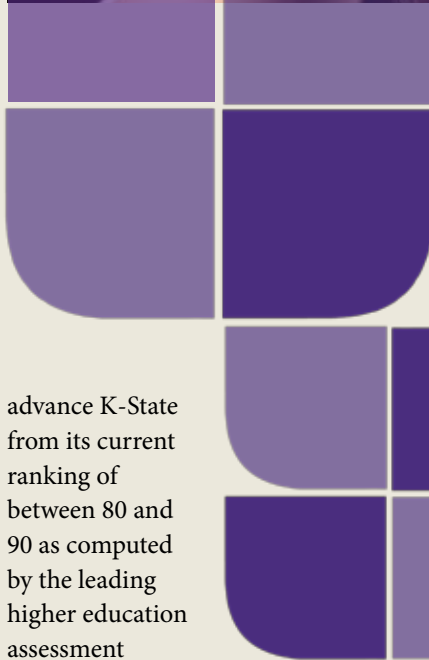
- Research, scholarly and creative activities and discovery
- Undergraduate educational experience
- Graduate scholarly experience
- Engagement, extension, outreach and service
- Faculty and staff
- Facilities and infrastructure
- Athletics

Schulz said some may question why athletics is included in what is essentially an academic vision.

“When we visit with alumni, what do people associate with K-State?” he said. “When they live outside of the area, it’s athletics they associate us with and take pride in. We didn’t think it made sense to leave athletics out of K-State 2025.”

These seven themes were made public in December 2010. After more discussion and refinement of the plan, K-State 2025 was formally launched in September as the president and April Mason, provost and senior vice president, met with faculty and staff in all the colleges and support units on K-State’s three campuses — Manhattan, Salina and Olathe.

These themes now will be used in every college, department and support unit to write their own specific goals to better the university and aggressively



advance K-State from its current ranking of between 80 and 90 as computed by the leading higher education assessment organization — the Center for Measuring University Performance at Arizona State University.

“This will not be a strategic plan that gathers dust in a binder on a shelf,” Mason said at an assembly of College



of Engineering faculty and staff. “K-State 2025 will be a living document that will be used annually for goal setting, budget determination and performance evaluation.”

HOW DOES K-STATE COMPARE?

“The way K-State will accomplish this overall goal is by the great work



which when totaled and compared result in university rankings.

Schulz and members of his cabinet selected eight metrics to be used to determine both K-State's current ranking and to measure progress against the top 50 goal. These metrics include:

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

"We will need to move up 35 spots or so against a very competitive set of schools — all of which are also trying to grow programs and increase their national rank and stature at the same time," Schulz said.



of our faculty and students, both graduate and undergraduate," Mason said. "The teaching by our faculty, the learning measured in our students, the research that can lead to change and the outreach that assists communities are all reflections of the quality of our university."

The university will use quantifiable measures — known as metrics —

DEFINING AND FUNDING SUCCESS

Schulz and Mason acknowledge achieving these goals will not be easy. Many of the initiatives will take several years to accomplish and may raise additional strategic questions and challenges along the way. Moving forward requires shared commitment, as well as new ideas, new plans, new

resources and new ways of doing things.

"Measuring our success and recognizing our accomplishments will be important," Mason said. "We will report our progress annually, reviewing the plan each year to consider unanticipated challenges or opportunities and adjust accordingly. Every fifth year, we will revise the full plan to reflect our progress on our short-, mid- and long-term outcomes."

Making K-State a better university is their definition of success.

"If we're number 49 of the top 50 public research universities, but students, faculty and staff are not happy here, then we didn't succeed," Schulz said.

"If in 2025, K-State ranks 65th and we are a better university, students like to come here and faculty and staff like to work here, then I would say we succeeded," he said.

They said everyone at the institution has a role to play in moving K-State toward this visionary goal. Schulz added he recognizes it's going to take extra resources to become a top 50.

K-State 2025 will guide allocation of funds, as well as the creation of new revenue income streams.

"We need this plan to seek resources from state and federal funds, and as we seek private support from individuals and corporations," Schulz said. "We will not take university dollars from one under-funded area and give it to another under-funded area."

Instead, he told faculty he would be looking for opportunities for reallocation that make sense, such as recent redistribution of funds from athletics to academics.

"Over the next three years, we will phase out the state funds appropriated to the operation of K-State Athletics and redistribute those dollars to academic needs," he said.

He also pointed to Pennsylvania State University as a model for financing K-State operations in the future.



“Private universities have many income sources. Look at Penn State with 13 to 15 income streams, while K-State has four or five. We have to be more entrepreneurial,” he said.

Locating more income streams will keep K-State affordable and accessible to students in the years to come.

WHAT WILL K-STATE LOOK LIKE IN 2025?

To best answer that, one needs to examine some of the outcomes associated with the seven themes for a clue to the future K-State. These outcomes define what the university expects to be accomplished in one to five years, in six to 10 years and in 11 to 15 years.

This comprehensive plan for change is available at www.K-State.edu/2025, but here are a few outcomes colleges,

departments and other units will consider in planning how to move toward the 2025 vision:

- Integration of undergraduate education and meaningful research is standard practice.
- Nationally and internationally recognized research centers.
- Fifty nationally recognized K-State researchers, many of whom are members of the national academies.
- Expanded partnerships with industry and government to provide high-level learning and training for graduate students.
- Increased funding for graduate research and teaching.

- Nationally and internationally recognized for engagement on a global scale, as well as reaching rural and urban communities.
- Well-maintained buildings, utilities, information technology and grounds. 🏡

"K-State 2025 has been well received by the faculty — perhaps more so than previous plans. Our challenge is to help transform its lofty goal, clear themes and tangible outcomes into a reality. Faculty are involved in that process now at the department, college and university levels."

*Tom Vontz
President, Faculty Senate*

"The term K-State 2025 to graduate students means an overall improved learning and graduate education experience through highly-competitive student funding, outstanding facilities for research, the latest technology, support and top ranking professors."

*Matthew Sellner
President, Graduate Student Council*

"The KSU Foundation unites charitable giving with university priorities. K-State 2025 will define the wants, desires and needs for the university, allowing the Foundation to focus on the highest needs. Combining these efforts ensures K-State receives resources from alumni, friends and corporations to continue on its path of excellence."

*Fred Cholick
President and CEO, KSU Foundation*

"K-State 2025 provides a framework for charting a continued trajectory of excellence for the students, faculty and staff of architecture, planning and design. The shared goals of K-State 2025 allow us to build on our traditional strengths while forging inventive applications of design research."

*Tim de Noble, AIA
Dean, College of Architecture,
Planning and Design*

"ALUMNI HAVE BEEN INVOLVED WITH EVERY PHASE OF DEVELOPING K-STATE 2025. THE ASSOCIATION STAFF AND BOARD WILL USE THIS VISIONARY PLAN AS A GUIDE TO INITIATE NEW ALUMNI PROGRAMS AND OTHER INITIATIVES THAT HELP ADVANCE THE UNIVERSITY TO A NATIONAL TOP 50 STATUS."
**AMY BUTTON RENZ '76, '86
PRESIDENT AND CEO,
K-STATE ALUMNI ASSOCIATION**

WHAT OTHERS SAY ABOUT K-STATE 2025

"MOST IMPORTANT TO ALUMNI LIKE ME, AS THE ACADEMIC STANDING AND REPUTATION OF K-STATE INCREASES, SO TOO DOES THE VALUE OF MY DEGREE. THIS CAN ONLY BENEFIT MY CHANCES AS I ADVANCE THROUGHOUT MY CAREER.

K-STATE 2025 IS A STEP IN THE RIGHT DIRECTION."

**MATT KING '07
WICHITA, KAN.**

"We're building on the foundation where every K-State classified employee has the satisfaction of being a part of the desire to strive toward a goal where we will, in the end, be a better university because of the journey."

*Lesa Reves
President, Classified Senate*

"In a word, opportunity. To be a top 50, we must provide resources supporting an excellent and responsive research library that has the collections, services and personnel to recruit the best and the brightest students and faculty to K-State and help them succeed when they get here."

*Lori Goetsch
Dean of libraries*

"Our vision of becoming a model intercollegiate athletics program is buoyed by the tremendous K-State 2025 plan. Becoming a top 50 public research institution further enhances our outreach to prospective student-athletes and will allow us to build upon the success we have maintained on the field and in the classroom."

*John Currie
Director of athletics, K-State Athletics*

"K-State 2025 is an exciting opportunity for students to collaborate with administration, faculty and staff in shaping the future of Kansas State University ... an opportunity to give back to our institution and combine longstanding tradition with the campus' vision for tomorrow."

*Nate Spriggs
Student Body President*