

Questions from President and Provost Fall College/Major Unit Visits, 2014

Each fall, the President and Provost visit the colleges and major units and highlight progress in K-State 2025 themes and priorities for the coming year. Faculty and staff asked the following questions during these visits to their colleges/major units:

Administration and Finance/Human Capital Services – August 27, 2014

1. What is going to be happening with some of the functions formerly performed in Academic Personnel as it appears that some of those functions are not reflected in the new leadership positions?
2. VPAF has put a new performance evaluation system in place for the entire division. We have so much variance across campus in evaluation systems. What are your thoughts about centralized vs. decentralized performance appraisal system?
3. Both Administration and Finance and Human Capital Services are going through change and transformation. What would you like the focus be for each unit?
4. Are our policies competitive enough to recruit and retain Graduate Research Assistants (GRAs)? Is this something we need to address?
5. What are your thoughts about the University Support Staff being paid under a merit-based system?
6. Would we have enough funding in place to support a merit-based system for University Support Staff?
7. How do we in Human Capital Services acquire additional funding since we don't write research grants or charge for services?
8. Do we have enough people in technology with the skills needed to help us improve our services? We could do more if we added technology capacity?
9. We have a Thursday night football game on Sept. 18th. Are we going to be released early?
10. Can we do something to enhance the space around the Martin Luther King statue to give it the prominence it deserves?
11. Are there any plans to increase parking given the loss of parking resulting from building the new Business building?
12. Are shuttles now running on a regular basis and how often? Are they ATA or university? Are they free?

K-State Salina – August 28, 2014

1. I noticed that a redesign of the hiring process was included in the slides. What are the plans?
2. It seems that under the Wefald administration during its last six years, the approach was to decentralize and empower the units at the lower levels. It seems that in the past six years with this administration, the approach has been for more centralization. Are we going to move more in the direction of pushing the decision-making down with the hire of Vice President Johnson, who comes from private industry?
3. With the development of a possible executive master's degree at K-State Olathe, do we have the potential for overlap/duplication with our Professional Master's in Technology?
4. What is the status of the Regents policy on social media?
5. Do we need to rebrand K-State 2025 as we are now getting closer to 2025?
6. Should we have any concerns about how the November elections will impact the university?

7. Can you comment on whether K-State Salina County Extension might move to the Salina campus?
8. With the sale of King Air, what are we doing to ensure our students have access to what was a differentiator for us? How does the need for an airplane fit into fund-raising priorities?

Alumni Association – August 29, 2014

1. Why does higher education use a “6 year graduation rate”?
2. As campus grows, what is being done to address the parking issues?
3. Is the burying of power lines to be done campus-wide? Any consideration to smart/solar roads?
4. What is the approximate timeline on the Foundation construction project?
5. Any talks about updating Anderson Hall?
6. As state support decreases and private funds increase, where are other potential areas to bring in revenue (revenue streams)?

Research/Communications and Marketing/Offices of President and Provost – August 29, 2014

1. Are there themes you have heard in the first three sessions?
2. Next to parking, space is a big issue. How are we going to allocate space with all the new buildings coming up in the next couple years?
3. Is there a conscious plan to include the vision for space planning to include healthy living, green space, etc.? That would make for an exciting vision.
4. Global Food Systems – can you share something about the plan and how you are going to promote it across campuses, i.e., what it is?
5. What about 2025 has surprised you?
6. Is revisiting the strategic plan part of the process?
7. What is the one thing you would like us to do within the next 12 months in each of our units?
8. Would you please comment on enrollment this fall?
9. Could you share a little about where we are heading in regards to budgeting?
10. Will 2025 college/major unit update PowerPoint presentations be available online for those who could not attend today?
11. Is there any concern that with the increasing reliance on private funding that strings may be attached to private donations?
12. What are we doing about corporate outreach?
13. When referring to the middle class doubling by 2030 in the Global Food Systems slide, does this refer to the whole world?
14. Is there someplace to look to know when we are at Top 50? How will we know when we’re there?
15. In looking at retention data, is there a way to know why students have left before graduation?
16. What’s the score going to be at tomorrow’s football game?

Graduate School – September 5, 2014

1. Could Vice President Johnson give some information on the anti-discrimination training – when we will get it?
2. Will the Graduate School have a presence in the Welcome Center?

K-State Libraries – September 5, 2014

1. Can you explain what “discovery” is as it relates to research, scholarly and creative activities, and discovery?
2. What will be the relationship, if any, between K-State and NBAF – between our researchers and their researchers, our library resources and theirs?
3. How will we continue to provide access to first generation and other students as we look at strategic enrollment management?
4. If primary sources of funding are tuition and private giving, what will it mean if we don’t continue to grow or add students?
5. How are decisions going to be made about how vacant space will be reallocated?

College of Education – September 8, 2014

1. Is there any conversation about the replacement of the Director for Sustainability and who is accountable for leading progress on the 2025 Sustainability Strategic Plan?
2. I am concerned about faculty awareness about what’s going on with Title IX? Are we doing enough to communicate our responsibilities as reporters?
3. There was a recent article in the Collegian about the success of the alternative textbook initiative. Are we going to continue to invest in that initiative and are we looking at other ideas like that to help students save money?
4. As we progress on 2025, I haven’t seen any numbers on where we want to grow enrollment. If we continue to grow, where is the space going to come from?
5. Do we have any strategies to increase student completion rates?

College of Architecture, Planning and Design – September 11, 2014

1. How should we measure research or scholarly output for tenure and promotion?
2. Service learning – need to help faculty make smart selections.
3. Is there a more formal way for college to use campuses as a laboratory?
4. Retention and graduation: How do you marshal resources to give students what they need?
5. We lost our Sustainability Director – please explain the process for replacing him.
6. How do we address burden of increased costs/tuition on students?
7. Please talk about the increased trajectory of costs for basic infrastructure.

College of Engineering – September 12, 2014

1. Will something be done to keep students from declaring they are Engineering majors in final semester in order to avoid increased fees?
2. Would differential tuition adjust with changes in tuition?
3. How will funding gaps be filled for the North Campus Corridor?
4. Surcharge goes into salary with no cost-of-living built in; would it make sense to have salary tied into differential tuition?
5. Is there some way we can increase number of faculty beyond the 15? They will be heavily-teaching (teaching load here is higher than other institutions).
6. What will happen with Nichols Hall when CIS moves here?

College of Veterinary Medicine – September 12, 2014

1. How can we leverage having Jim here to get some of our people into the Academy? What is the process to get them in?
2. What is the status of the search for the new Dean?
3. What is the timetable for the lark expansion and large animal facility?

Intercollegiate Athletics – September 15, 2014

1. How do we avoid having revenue generation paying for everything?
2. Please talk about KBOR admissions policy changes and how do we prepare (Qualified Admissions). There is the potential for students meeting NCAA requirements, but not Qualified Admissions.
3. What was KBOR's logic for this change and was any thought given to land grant mission?
4. Will you look at data for 2014 class to see numbers to see how big the exception pool may be?
5. Will there be exceptions for those with diagnosed learning disabilities?
6. How does this change impact transfers?
7. Is there anything in place to help athletes who find themselves short? Will there be a resource to make recommendations where they can fulfill requirements (e.g., community college) the summer before they start?
8. What is the status of the restructuring of the NCAA governance structure?
9. Has the Penn State reversal (sanctions) been cooking for a while?
10. Moving forward, what is coming up with the NCAA (e.g., climate, etc.)?
11. Is the Big 12 going to sponsor an autonomy proposal or are we?
12. Whose idea was it to move NCAA conference to a Saturday/Sunday in January in Washington DC?
13. Comment: I have been here since 1989 – I wish we could have had a plan like this then with everyone working together.
14. Virtual tour for undergraduate students – where is this on the project list?
15. How will you deal with reaching capacity in academic programs?
16. Is the Jardine project complete or is there more work to be done?
17. Is there a reason our athletics employees cannot participate in the Climate Survey?
18. Is the area of student-athlete research development specifically addressed in the 2025 plan?

Global Campus – September 22, 2014

1. How do we incorporate distance students into research goals? How do we bring research to all of these students?
2. Discussion regarding 12 month vision – what would it look like to revitalize campus in the summer?
3. Need a single online site for professional development (non-credit modules). Are we developing strategies?
4. I am a grad student and also an employee of Global Campus. Will I receive two Climate Survey invites?

College of Arts & Sciences – September 23, 2014

1. How do we encourage young faculty who are being published nationally but not being recognized here with awards in areas such as undergraduate research?
2. Are you developing plans for more central technical support? This is critical if you are serious about growing research here.
3. I am working on part of several large scale proposals and working through the summer. Wouldn't it be better if we planned ahead? Planning now for a major proposal in 2017 instead of working on them for 2014 would show we are not pulling our team together for a proposal the night before.
4. Our space is compromised – are you developing plans to ensure the critically needed space for our research work and equipment?
5. Given the current budgetary environment, is it a good time to be adding new minors, programs, etc.?
6. Are we making plans to raise the graduate student stipends? It is also important to get out the message that we can only get the best GTAs to teach our students if we raise our compensation.
7. We need to align Global Campus with tuition remission policies. Why do our graduate students have to pay a premium? Why shouldn't tuition waivers for graduate students include Global Campus courses?
8. With the new business building coming, what are the plans for Calvin Hall?
9. What do you envision to carry on the three-year compensation improvement plan? How can we fund it? Doing it through callbacks is not sustainable.
10. When we talk about K-State being accessible, we spend a lot of time talking about tuition and fees. Cost is much more. In thinking about the "right" pricing", don't we need to look at the whole picture and be holistic in messaging about costs?

K-State Olathe – September 25, 2014

1. Could you speak a little more about the Global Food Systems grant proposal process?
2. Is there anything you can do to speed up the process for the School and Executive Master's degree?
3. How do you envision the current programs working with the new School?
4. How do we look at administrative bloat?

K-State Research and Extension – October 17, 2014

1. It is problematic to have our 2025 Extension plan align with the COA/KSRE plan given that Extension is broader than the College of Agriculture, yet when we submitted our plan, we were told that we needed to show any alignment with the joint COA/KSRE plan. Can we have our own Extension plan align directly to the university rather than the COA/KSRE plan?
2. We need to better clarify the metrics so we can distinguish between research and extension – this is a matter of coding differently. Are we going to do anything that will allow us to better count and quantify extension/public service work? This is a bigger issue than just Extension.
3. How can we do better to convince people of the value of higher education brings to Kansas?
4. Are we looking at what our peers with higher retention rates, such as Clemson, are doing so we can learn from them? What are they doing that we are not doing?
5. We are leaving some of the research expenditures on the table when we report to NSF. Are we going to do something to better account for our research expenditures, given that this is a key benchmark for 2025?
6. Can you please explain the push back we get in terms of access and acceptance rates? Do those with higher admission standards have it wrong or right? Why don't people agree with increasing admission standards?

College of Agriculture – October 17, 2014

1. Did the Regents take any action with regard to the proposed Agriculture and Food Building project?
2. What's the vision for the budget reallocation process this year?
3. What's the vision for international student growth?
4. How do you see programs such as Horticulture fit into your future vision for K-State Olathe and its School?
5. Your data on the faculty salary slides show a larger increase in non-tenure track faculty. Do you know what's behind that? Are Colleges adopting a strategy of hiring non-tenure rather than tenure-track faculty?
6. Continual enrollment growth is not sustainable. This is probably true for tuition growth as well. Do you talk about these issues in the Deans Council – how much tuition can grow, how large or small our faculty will be by 2025 if we continue on the same path?
7. Do you see more staff support for grant and post-award management as we go out and get these larger grants? Are you having any discussion about that – it is becoming a bigger and bigger challenge?
8. Is it final that the NCAA is dropping equestrian competition as a sport?
9. The approval process for interdisciplinary graduate degree/certificate programs is incredibly slow and cumbersome. Is there any chance that the Provost's Office can work with Faculty Senate to address this?

Student Life – October 30, 2014

1. Technology is very important in our jobs. During the last 2-3 years, ISO has been challenged. Are we going to support technology as it needs to be to meet our needs?
2. In addition to the need for enhanced technology staff, we have a need for more testing staff in our offices to test software upgrades and changes. That work is done in the offices instead of ITS. Will there be any plans to address this need?
3. We are most concerned about the cost for our students. Our students, especially those from out-of-state, are struggling. How do you see the future?
4. Several years ago when we had a large tuition increase, we agreed to set aside a percentage to support needs-based financial aid. Is it possible to do something like that if we have to continue tuition increases?
5. As we try to be more efficient, we need data for decision-making and we don't have people who can do data-gathering and sharing of data. We also have more and more federal compliance responsibilities. Are there any plans for more people to help us address these areas?
6. A concern for having any data warehouse is whether we have agreement on what data definitions are. How could we address that?
7. What are we trying to achieve with shared services?
8. We understand that new funding from the State is coming as earmarks for College projects. It is frustrating to deal with more and more students without additional resources. How can this be addressed?
9. Is there any movement within the administration to pay attention to the need to add more staff in student services if we are going to continue to grow our student population? For example, if we grow international students, we need additional student services to support them.
10. We need to recruit more diverse faculty and staff to serve our more diverse student population, yet the university and State does not provide benefits for same-sex couples. This will be a challenge for the future unless this changes. Are there any actions that will be taken?
11. How do you see the 2015 qualified admission standards impacting programs such as PILOTS that are specifically targeted to support at-risk students?

College of Business – October 31, 2014

1. There is a real need for dual career support for our faculty. For example, one spouse has been searching for three years and we are possibly in danger of losing a great faculty member. What can be done to better assist dual career situations?
2. What grade would you give the University's performance towards the goals of K-State 2025? What will it take to improve?
3. Many students leave the University because of financial difficulties. Business Administration asks the Cashier's Office to run a report on every student with a balance so the College knows before there is a problem. What are other efforts to improve student retention?
4. North Carolina State has a high number of National Academy members. Is this because they have friends in the right places?
5. What are the future plans for addressing parking issues?
6. What about the amount of land around the University campus? Are there are plans to acquire more for expansion?

College of Human Ecology – October 31, 2014

1. Animal research facility space is getting tighter. Has the administration considered building facilities on campus that will be appropriate for covered species?
2. There have been efforts to make small rodents covered by adding provisions last minute to the Farm Bill. Can we do something proactive to protect this on the main campus?
3. What is the university interest in human clinical research (food, physical activity)? What is the best approach to take the next steps to make us competitive?
4. What do we do to make sure we are talking to the correct corporations and that we are doing the correct things to make us attractive for partnerships. Is Richard Potter still the person to contact?
5. With push for undergraduate education to get them into labs, they have to go through research compliance with 15 modules. Research assistants are spending 25-35% of their time overseeing compliance. It would be helpful to have a designated central 3-4 computers for research compliance completion of IRB and IACUC.
6. Is the policy on indirect costs on contracts going to change or is central administration going to insist on full indirects (instead of cutting deals)?
7. How can we make changes to give credit to all departments/people who are doing collaborative work (currently lead gets all the credit)?
8. Are there future reallocation and salary plans for unclassified staff?
9. What is your vision of growth of university when upper division sections are already full when juniors have yet to register? Students are being forced to take Global Campus courses to graduate instead of using as just an option. Is there a master plan to manage enrollment?
10. How close are we to hiring a new Sustainability Director?
11. The State revenue line will drop regardless of who becomes governor. Are there plans in place to deal with state funding cuts and tax breaks that start in January 2015?
12. Are the budgets separate at the three different campuses?
13. Can you talk about policy with coaches making political endorsements?
14. What we share graduate students with different units, credit is given to only one department. Can we set up a dual credit system?
15. How do you plan to make the Diversity planning process more inclusive?
16. The Extension plan did not go through a similar process as Diversity and Internationalization. Why not?

KSU Foundation – November 7, 2014

1. Since we are your last visit, what have you heard from the colleges and other units?
2. We live and breathe the Campaign. From where you are, is there awareness of the Campaign on the main campus?
3. What are the two top areas for improvement at the Foundation that you hear as we have a change in leadership?
4. We still hear about the University Advancement Fee from Deans – it is still fresh. What do you think about this?
5. Evaluation of development officers now is based on performance metrics and it is not up to us to discuss this with deans. This should be done by the development officers. There needs to be some consistency whether the dean is involved in choosing the metrics. Should we set

competencies now before spring? Who gives input? The current contract includes old language regarding COLA.

6. Is the message getting through to donors and faculty about what an increased endowment can do?
7. What percentage of our students are dual majors compared to 10 years ago?
8. What are the post-graduation employment rates for our students? Do most stay in the region? What can be done to encourage them to have a more international outlook?
9. Is the university going to set goals for sustainable research expenditures? Will there be goals for the number of endowed positions and fellowships, e.g., a certain number and how much funding is needed to get there?
10. Is anyone else at the Foundation in discussions with prospects regarding endowed chairs?
11. What are the questions you get regarding the Endowment and how that impacts 2025 goals?
12. Can you share the timeline for completion of various facilities so we can share this information with donors?
13. When Wefald Hall opens, will there be vacancies in the older dorms that will naturally occur? Are there plans for remodeling the older ones?
14. Did we miss an opportunity at trustees dinner for education of how endowed positions impact graduate students? Is it possible to create an elevator pitch or 30 second marketing video regarding endowment?
15. How do we find the theme letters to campus?
16. Tuition/fees slide in presentation is haunting. Besides the Foundation raising more money, what can be done to bring that back down?
17. Will there ever come a time when the funds in savings is called into the Provost's office?
18. What is the university looking for in the next CEO of the Foundation?