



# K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Arts & Sciences

Department: Johnson Cancer Research Center

**1. What are your Department’s mission and vision and how does your organization contribute to achieving the University’s and your College’s/Major Unit’s vision for K-State 2025?**

Our missions and vision statements were adopted almost ten years ago. **Mission:** The mission of the Johnson Cancer Research Center at Kansas State University is to further the understanding of cancers by funding basic cancer research, and by supporting higher education, training and public outreach. **Vision:** The Kansas State University Johnson Cancer Research Center will take a leading role in conquering cancers in our time.

Virtually every aspect of the center’s activities supports the University’s 2025 vision. Firstly, our function is largely dependent on development. We have ca. \$12M in endowed funds. Interest from those funds plus new non-endowed gifts give us a current operating budget of > \$700K/yr. That is greatly inadequate, and a major aspect of our 2025 plan is to enhance these values. We have a number of competitive award programs presently in place. Undergraduates in the health sciences receive >\$70K/yr in Sherrid Scholarships that are funded by a particular endowed fund. Unlike other categories, this award program will be continued but not significantly increased through 2025. We are also currently providing \$100K/yr to support undergraduate research in cancer laboratories, as well as ca. \$10K for student and postdoctoral travel to meetings and almost \$90K for graduate student summer stipends

The JCRC has over 90 affiliated faculty members in 17 departments. We award seed money grants (currently ca. \$480K/yr) and equipment grants (ca. \$50K). Over a seven year period, affiliates have indicated a leveraging factor of >25X with respect to extramural funding. In addition, support affects faculty productivity and university recognition, and anecdotal evidence indicates that award availability and center affiliation has a positive impact on faculty recruitment. For both the educational and faculty programs listed, plans are in place to enhance developmental success and the amount awarded.

In addition to funding, the center acts to promote both intramural and extramural collaboration. Collaborations with other institutions to promote clinical trials have been and will be a particular focus. Further, the center engages in local outreach, which not only enhances understanding of cancer but also increases recognition of cancer research at K-State.

**2. What are your Department’s key strategic activities and outcomes?**

**3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)**

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
T1-A – Increased intellectual and financial capital to support RSCAD <ul style="list-style-type: none"> <li>Recruit existing faculty to undertake cancer research and aid in recruitment of new faculty in that area</li> <li>Partially fund and aid in the recruitment of a named</li> </ul>	Center affiliated faculty increase by 10% to 100. Consistent with history for previous 5 years. [College T1A] Hire a distinguished faculty member in Biology who is a NAS or potential NAS member [College T1A, T1B, T2D, T3D] Increase endowed funds by 10% to \$13M [College T2E]	110 center faculty affiliates [College T1A]  \$16M in endowed funds [College T2E]	120 center faculty affiliates [College T1A]  \$20M in endowed funds

<p>distinguished faculty appointment</p> <ul style="list-style-type: none"> <li>• Increase development activities for both endowed and expendable funds</li> <li>• Attract programmatic extramural funding</li> <li>• Increase faculty funding which leverages into increased publications and extramural funding</li> </ul> <p>T1-B – More clusters/centers of collaborative RSCAD focus</p> <ul style="list-style-type: none"> <li>• Stimulate additional intramural and extramural research collaborations</li> </ul> <p>T1-F – Enhanced and systematic approach for undergraduate research</p> <ul style="list-style-type: none"> <li>• Expand existing program of undergraduate research (also T2-C)</li> </ul> <p>T1-H – Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p> <ul style="list-style-type: none"> <li>• Enhanced description of achievements of affiliated scientists through center publications and presentations</li> </ul> <p>T3-1&amp;2 – Increase number of graduate students funded</p> <ul style="list-style-type: none"> <li>• Increase level of support for existing program for graduate summer stipends</li> <li>• Increase level of support for graduate student/postdoc travel to meetings</li> </ul>	<p>Increase annual non-endowed gifts by 10% to \$173K [College T2E]</p>	<p>\$190K in annual non-endowed gifts [College T2E]</p>	<p>\$209K in annual non-endowed gifts [College T2E]</p>
	<p>Achieve at least one center programmatic award [College T2A]</p>	<p>Maintain at least one center programmatic award [College T2A]</p>	<p>Maintain at least one center programmatic award [College T2A]</p>
	<p>Increase annual research and equipment awards to affiliated faculty by 10% to \$500K [College T2A]</p>	<p>\$550K awarded to affiliated faculty [College T2A]</p>	<p>\$600K awarded to affiliated faculty [College T2A]</p>
	<p>Increase collaborative projects with KU Cancer Center to 10 (currently 8); participate in at least one clinical trial</p>	<p>12 collaborative projects with KUCC and participation in at least two clinical trials</p>	<p>14 collaborative projects with KUCC and participation in at least three clinical trials</p>
	<p>Initiate an annual retreat to encourage interaction among affiliates</p>	<p>Annual retreat for affiliates</p>	<p>Annual retreat for affiliates</p>
	<p>Expand support of undergraduate cancer research experiences to 55 students annually (presently 50)</p>	<p>60 annual awards for undergraduate cancer research</p>	<p>65 annual awards for undergraduate cancer research</p>
	<p>Increase frequency and recipients of electronic newsletters featuring K-State cancer researchers (inaugural newsletter just distributed)</p>	<p>Publish at least two electronic newsletters featuring researchers annually and expand recipient list</p>	<p>Publish at least two electronic newsletters featuring researchers annually and expand recipient list</p>
	<p>Increase annual funding for graduate student summer stipends by 10% to \$88K</p>	<p>\$96K annual support for graduate student summer stipends</p>	<p>\$105K annual support for graduate student summer stipends</p>
	<p>Increase annual funding for graduate student/postdoctoral travel to meetings by 10% to \$12K</p>	<p>\$15K annual funding for graduate student/postdoctoral travel to meetings</p>	<p>\$19K annual funding for graduate student/postdoctoral travel to meetings</p>

<p>T6-A – Responsive, timely, and strategic facilities aligned with campus operational needs as well as future planning and implementation</p> <ul style="list-style-type: none"> <li>• Expand existing program for competitive funding of equipment</li> </ul>			
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**4a. What resources and/or opportunities exist for your Department to achieve its vision and outcomes?**

The center currently enjoys university support for personnel salaries and OOE. This is crucial for our development activities, as it allows us to state that all gifts funds are used for cancer research and not overhead (except for the University Enhancement Fee). This dramatically distinguishes us from cancer philanthropic organizations such as the American Cancer Society.

The center has a dedicated half-time development officer.

The center offers an existing and successful program for most of the goals proposed, so that effort will concentrate on expansion rather than creation. For example, the center already has over ninety faculty affiliates who generated over \$12M in extramural funding last year and are widely recognized for their existing research programs and productivity.

**4b. What resources and/or opportunities are needed for your Department to achieve its vision and outcomes?**

A continuation of existing university financial support is critical. We also anticipate that the addition of a Distinguished Professor will not only directly result in more recognition of the university through that individual's additional publications and extramural funding, s/he will serve as a catalyst for important new collaborations and programmatic funding. Thus the university's support for this position is highly important. Our interaction with Communications and Marketing has been strongly beneficial, in the former case though enhanced recognition of the university and in the latter through aid in making our publications more effective for development and center recognition. On retirement of the current Director, we feel that it is very important to fill that position via a national search. The significance of the center to college and university goals argues for hiring a position with the specific set of professional skills to maximize the centers productivity. Such an individual does not presently exist on campus. This investment would pay off in terms of enhanced center activities.

**5. How do you propose to acquire the resources needed for your Department to accomplish its vision and outcomes?**

Basically, we need to expand the success of our development efforts. Several approaches are in progress. A concerted effort is being made to strengthen our contacts in the Kansas City philanthropic community, in part finding appropriate people to join our Advisory Council. We are also looking to fill other present and upcoming vacancies on the council with people who are potential major donors and/or in a position to promote us to a significant constituency. We have also been searching unsuccessfully for sources of programmatic support, and will continue that effort. As stated earlier, the hire of a distinguished professor of cancer biology is anticipated to pay off significantly in terms of university recognition, publication and direct extramural funding, and this person is expected to establish a new research cluster that will enhance the productivity of colleagues and result in programmatic support as well.

**6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)**

**6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics**

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-3 - Number of national academy members B-4 - Number of faculty awards B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-4 - External Constituents CE-5 - Funding CE-7 - Sustainability CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b></p> <p>T1-1 - # of interdisciplinary research projects, institutes, and centers</p> <p>T1-2 - Total sponsored extramural funding expenditures</p> <p>T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-B - More clusters/centers of collaborative RSCAD focus</p> <p>T1-C - Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-F - Enhanced and systematic approach for UG research</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</p> <p>T1-K - Nationally and internationally recognized research centers</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-N - Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies</p> <p>T1-O - Extramural funding competitive with our benchmark institutions</p> <p>T1-P - Research and development expenditures competitive with benchmark institutions</p> <p>T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</p>
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b></p> <p>T2-2 - # and % of undergraduate students completing an experiential learning experience</p>	<p>T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research</p>		<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p>
<p><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></p> <p>T3-1 - # and % of graduate students</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p>		

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
with assistantships, endowed scholarships, and fellowships T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships			
<b>T6 - Facilities and Infrastructure</b>  <b>Theme 6 Metrics:</b> T6-2 - Total expenditures for physical facilities and infrastructure projects T6-4 - Total funding available to support facilities and infrastructure needs	T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation		