

2030

# Strategic Plan

**KANSAS STATE**  
UNIVERSITY

Office of the Vice President for  
Administration and Finance





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# Introduction

The Administration and Finance unit at K-State is integral to the university's operations, providing the infrastructure, systems and resources needed to support the bold vision of becoming a next-generation land-grant institution.

As critical enablers of the university's mission, we are committed to streamlining, modernizing, securing and integrating essential infrastructure, business processes and policies. By promoting efficiency, effectiveness and collaboration, we aim to create an environment where faculty, staff and students can thrive.

Through investments in modern infrastructure, responsible resource management and innovative process improvements, we align our work with K-State's strategic goals to advance enrollment, research and community engagement. Guided by the principle of continuous improvement, we ask ourselves at every step: "What is best for K-State?"

By 2030, this strategic plan will position Administration and Finance to deliver exceptional operational support, empowering K-State to achieve its ambitious goals and solidify its role as a leader in higher education.

## MISSION

We collaboratively lead, guide and serve the university community across all operations, driving innovative solutions to optimize physical, digital, financial, safety and human resources.

## VISION

We lead through operational excellence to advance the university's mission and vision of becoming the next-generation land-grant university.

VALUES	
CONNECTION	<b>We are stronger together</b> — cultivating trust and building relationships to connect our K-State community with our state, nation and world.
COURAGE	<b>We lead with bold conviction</b> — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.
IMPACT	<b>We listen, adapt and challenge the status quo</b> — leading change through learning and discovery that transforms lives and creates shared prosperity for all.
LEARNER-FOCUSED	<b>We welcome all who seek to learn and grow</b> — providing an accessible, inclusive and exceptional experience that helps them achieve their potential.
PEOPLE-CENTERED	<b>We are everything because of our people</b> — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.
STEWARDSHIP	<b>We are committed to our future</b> — using our resources responsibly to leave a positive, lasting legacy.

# GUIDING PRINCIPLES

## **Engaging and Collaborating with the Campus Community**

Our success depends on meaningful engagement and collaboration across the entire campus. By building partnerships with colleges, units and departments, we leverage shared expertise, diverse perspectives and innovative ideas to solve challenges and seize opportunities. Open communication and transparency are central to nurturing trust and creating productive relationships that strengthen operations, services and outcomes for everyone.

## **Delivering Exceptional Customer Service**

We are committed to providing exceptional service to all members of the K-State community by prioritizing responsiveness, accessibility and quality. Every role within our unit contributes to meeting the needs of faculty, staff, students and stakeholders. By improving processes, empowering staff at all levels and focusing on collaboration and innovation, we deliver solutions that create value, build trust and reinforce our role as a partner in advancing K-State's vision and mission.

## **Continuous Improvement and Innovation**

We are dedicated to cultivating a culture of continuous improvement and operational excellence. By embracing change, seeking feedback and leveraging data-driven insights, we adapt our processes, policies and infrastructure to meet the evolving needs of K-State. This commitment ensures we consistently deliver better services, streamline operations and contribute to the university's success as a next-generation land-grant institution.

## **Accountability and Transparency**

We hold ourselves accountable to the highest standards of integrity, stewardship and transparency. Through clear communication, ethical decision-making and open processes, we build trust with the K-State community and ensure alignment with institutional goals. This shared sense of responsibility enables us to deliver meaningful results and fulfill our mission with integrity and purpose.



# PRIORITY 1:

## Stewarding Resources with Integrity and Impact

We will responsibly allocate, manage and steward university resources to support institutional goals and ensure long-term sustainability. By aligning financial, infrastructure and staffing resources with institutional goals and fostering sustainability, we ensure impactful and transformative outcomes.

### Related Next-Gen Imperatives

- **Imperative 7:** Stewardship of resources directly supports economic prosperity for Kansas, ensuring resources are used efficiently to maximize impact statewide.
- **Imperative 8:** Operational excellence in resource management strengthens the university's ability to act as "One K-State."
- **Imperative 10:** Effective resource stewardship amplifies fundraising outcomes, enabling K-State to achieve ambitious philanthropic goals.

# Goals and Strategies

## Optimize the Use of University Assets

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- Implement strategic purchasing and sourcing strategies to maximize value, enhance efficiency and support consistent asset management practices across the university.
- Review and analyze all university space and property using advanced tools and analytics to assess current usage, maintenance costs and opportunities for optimization and consolidation.
- Strengthen asset management processes by standardizing practices that enhance resource security, operational efficiency and lifecycle sustainability, ensuring alignment with institutional goals.
- Ensure ERP systems are central to meeting university needs by optimizing and aligning our IT portfolio.

## Pursue Creative Strategies to Maximize and Diversify Revenue Streams

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- Regularly review existing revenue streams to ensure that maximum value is achieved for the university.
- Maximize the impact of significant investments and projects by strategically combining available resources, ensuring alignment with institutional goals and priorities.

## Enhance Management and Decision-Making

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- Transition to a unified, transparent budget model that aligns resources with institutional priorities, supported by adaptive financial planning for colleges and central units.
- Leverage advanced analytics, dashboards and dynamic planning tools to provide timely, data-driven insights for decision-makers.
- Develop a comprehensive long-range financial plan aligned with the university's strategic priorities, supported by a debt management framework to optimize borrowing strategies and ensure financial health through regular analyses.

## *Metrics for Success*

- **Cost savings achieved through strategic sourcing and procurement (annual % or \$)**
- **Percentage of space utilized efficiently (based on space analytics)**
- **Frequency of long-range financial plan updates (annual or biannual)**



# PRIORITY 2:

## Investing in Talent and Growth

We will build a resilient and engaged workforce by attracting and retaining top talent, developing employee skills and aligning workforce growth with the university's evolving needs. Our focus includes promoting professional development, enhancing well-being, offering competitive compensation and benefits and cultivating a collaborative and accountable culture that drives K-State's future success.

### Related Next-Gen Imperatives

- **Imperative 9:** This priority is foundational to becoming an employer of choice by fostering a culture of well-being, engagement, and professional growth.
- **Imperative 8:** Enhancing workforce engagement ensures seamless collaboration across "One K-State."
- **Imperative 7:** Supporting a strong, inspired workforce helps the university drive positive economic and social impact for Kansans.

# Goals and Strategies

## Attract and Retain Top Talent through Strategy and Innovation

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- Develop a sourcing strategy that expands recruitment marketing reach and broadens candidate pools.
- Establish a comprehensive onboarding program to enhance employee experience through the development of resources and streamlining of systems access requests.
- Enhance talent development by building clear internal career pathways and succession plans, supported by experiential learning opportunities and partnerships that grow future talent.
- Establish a compensation philosophy that ensures competitiveness, supports retention and aligns with employee performance and growth objectives.

## Build an Agile and Thriving Workforce

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- Establish a robust faculty and staff well-being plan to support a healthy and thriving workforce.
- Establish a culture of community, accountability and operational excellence through strategic partnerships, modernization of processes and community engagement.
- Promote a culture of business process awareness by developing tools and practices that support documentation, knowledge transfer and operational continuity.
- Leverage advanced technologies to optimize workflows, increase operational efficiency and provide data-driven insights that support informed decision-making.
- Develop a flexible workforce model to support year-round university operations.

## Empower Employees Through Learning and Development

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- Conduct a needs assessment and develop a talent and organizational development strategy that aligns with university needs and workforce priorities.
- Provide employees with career development opportunities that enable advancement through career pathways.
- Develop opportunities to enhance management and leadership development that assists with achieving organizational effectiveness.
- Optimize productivity and employee retention through promoting a culture of continuous growth and development.

## Metrics for Success

- **Employee retention rate (annual %)**
- **Participation rate in professional development and training programs**
- **Employee engagement score (via survey)**



# PRIORITY 3:

## Advancing Sustainable and Modern Infrastructure

We will transform K-State's physical infrastructure to support the student, faculty and staff journey. By creating sustainable, adaptable and accessible spaces, we will enhance retention, research, interdisciplinary learning, applied learning, campus safety and the overall campus experience. Guided by the Campus Master Plan and aligned with the Next-Gen Strategic Plan, we will address factors like space utilization, transportation, utilities, building conditions, accessibility and security to create a vibrant, inviting environment that nurtures success and collaboration across the university.

### Related Next-Gen Imperatives

- **Imperative 4:** Modernized infrastructure supports growth in research expenditures by providing state-of-the-art facilities and technology.
- **Imperative 8:** Efficient, sustainable infrastructure is critical to operational excellence and aligning campus operations.
- **Imperative 7:** Enhanced infrastructure contributes to economic impact and prepares the university to address Kansas's challenges and opportunities.

# Goals and Strategies

## Modernize and Maintain Campus Facilities to Meet Evolving Needs

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- Renovate and modernize facilities to meet safety, sustainability and academic standards, ensuring alignment with the Campus Master Plan.
- Incorporate advanced technology into classrooms, laboratories and research spaces to support academic and research excellence.
- Address deferred maintenance through proactive planning, use of data-driven tools and targeted investments that extend the lifespan and usability of aging infrastructure.

## Enhance the Campus Environment to Foster Community and Collaboration

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- Develop standards for adaptable, accessible and welcoming campus environments that meet the needs of students, faculty and staff.
- Create interdisciplinary spaces and research hubs to encourage collaboration and innovation and support academic growth.
- Enhance landscaping, pedestrian pathways, and signage to enhance safety, aesthetics and navigation.

## Align Infrastructure Planning with Strategic Sustainability and Growth

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- Drive sustainable construction and renovation projects guided by the Campus Master Plan, aligning infrastructure with institutional priorities.
- Optimize space utilization and infrastructure planning through data-driven tools to ensure alignment with institutional needs and community growth.
- Expand multimodal transportation options, including improved parking, bike lanes, transit systems and pedestrian infrastructure to meet the needs of a growing campus population.

## *Metrics for Success*

- **Reduction in deferred maintenance backlog (year-over-year \$)**
- **Number and/or percentage of projects advanced in alignment with Campus Master Plan priorities**
- **Stakeholder satisfaction with campus environment (survey-based)**



# PRIORITY 4:

## Driving Transformation Through Technology

We will modernize digital infrastructure and streamline processes to create secure, efficient systems that support administrative efficiency, academic success, research and community engagement. By leveraging advanced technologies and protecting sensitive data, we will ensure operational excellence, safeguard our community and position the university as a next-generation land-grant leader.

### Related Next-Gen Imperatives

- **Imperative 8:** This priority fully embodies the focus on operational excellence and “One K-State” in all processes and systems.
- **Imperative 5:** Digital transformation enables the university to adapt to the evolving needs of learners, employers and society.
- **Imperative 6:** Streamlined administrative processes make partnerships seamless and efficient.
- **Imperative 4:** Grow research enterprise.

# Goals and Strategies

## Transition the Multiple Legacy ERP (Enterprise Resource Planning) Environments into a Modern Cloud-First ERP Platform

- Create governance policies for information technologies with the priority to migrate academic and administrative systems to scalable cloud-based solutions and provide faculty and students cloud resources that enhance teaching, learning and research while supporting flexibility and future growth.
- Integrate advanced identity management systems to streamline authentication, improve user experience and onboarding, enhance compliance, empower research and ensure proper system and data security.
- Re-envision finance, HR and student ERP systems into integrated, cloud-based platforms to improve efficiency and decision-making.

## Enhance Cybersecurity Measures to Safeguard Data and Ensure Compliance

- Implement NIST-aligned cybersecurity standards to safeguard institutional data and ensure compliance.
- Enhance the university-wide cybersecurity awareness program to educate faculty, staff and students on best practices for data protection.
- Work with our university partners to refine business services, practices and procedures to reinforce a security first approach.
- Conduct regular risk assessments and audits to ensure compliance with state, federal and institutional data security regulations.
- Collaborate with HR and others to ensure security training is included in consolidated training dashboards and is consistent with other training processes for maximum success.

## Strengthen IT Infrastructure to Support Academic and Administrative Needs

- Modernize IT infrastructure to handle increased academic and administrative demands while improving system reliability and scalability.
- Coordinate services, support and training around usability and accessibility to ensure consistent student experience and effective implementation.
- Develop and implement a business continuity and disaster recovery plan to ensure critical university operations continue during unexpected/unplanned disruptions.
- Regularly evaluate IT organizational structure and information technology governance model to strengthen integration, support unit-specific needs and ensure alignment with university priorities through coordinated support and collaboration.
- Develop strategies for coordination of academic hardware and software lifecycles and fragmented licenses across the institution to maximize fiscal and operational efficiency.

## Metrics for Success

- **Number of systems or processes shifted toward as-designed functionality**
- **Number of manual processes shifted toward digital solution**
- **User satisfaction score for new platforms (survey-based)**



# PRIORITY 5:

## Cultivating a Safe and Resilient Campus

We are dedicated to supporting a secure, resilient and supportive environment across the K-State system. Through proactive risk management, dedicated law enforcement, emergency preparedness and strong environmental health and safety practices, we will safeguard the well-being and accessibility of our community. By balancing innovation with compliance through dynamic risk assessment and adaptive management, we will ensure K-State remains safe, responsive and prepared to meet evolving needs.

### Related Next-Gen Imperatives

- **Imperative 1:** A safe and supportive environment attracts learners, contributing to enrollment growth.
- **Imperative 2:** Safety and resilience are critical to improving retention and graduation rates by fostering a secure environment for learning.
- **Imperative 7:** Proactive risk management ensures the university remains a reliable and positive force for Kansans, addressing statewide needs effectively.

# Goals and Strategies

## Enhance Campus Resilience and Emergency Preparedness

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- Strengthen emergency preparedness by establishing coordinated leadership to lead planning, training and response efforts.
- Develop and implement a comprehensive emergency response and business continuity plan to ensure operations during disruptions.
- Leverage technology for emergency notifications, situational awareness and streamlined reporting of safety concerns.

## Promote Environmental Health and Safety Across Campus

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- Create an integrated Environmental Health and Safety (EHS) framework to support the needs of expanding research and operational activities.
- Develop and implement enhanced training programs for faculty, staff and students focused on risk awareness, safety practices and compliance.
- Use digital platforms to improve tracking and reporting of EHS activities and incidents.

## Advance Campus Safety and Risk Mitigation

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- Establish an enterprise risk management program to nurture a culture of risk mitigation, enhance resilience and enhance decision making.
- Launch targeted programs to educate the campus community on safety best practices, personal responsibility and crime prevention.
- Leverage best practices and advanced technologies to enhance both university police response and physical security posture on campus, including a modern badge access and security camera system.

## *Metrics for Success*

- Number of safety trainings and drills conducted annually
- Campus safety perception score (via community survey)
- Number of physical security building enhancements (badge access, cameras, etc.)

**KANSAS STATE**  

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**U N I V E R S I T Y**

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