

Criterion 5. Institutional Effectiveness, Resources and Planning: The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

As a land-grant university, K-State's mission is always in the center to guide the university's administrative processes, with emphases on community, collaboration, and shared governance, to fulfill its mission. Major policies, procedures, and practices of the university are developed through gathering inputs from key constituent groups, such as the Faculty Senate, Student Governing Association, Staff Senate, and/or committees and councils. Surveys are also broadly used to collect feedback. The restructured office of institutional research and assessment serves as a main catalyst and key source of information to advocate and build a culture of using data to reach informed decision throughout the university.

With a budget over \$900M for FY22 and more than 4,200 full-time and 5,000 part-time and student employees, K-State's resource base supports its educational offerings and its plans for maintaining and strengthening their quality in the future. K-State Foundation, with its endowment over \$860M, also provides much needed support for institutional operations and student aid. The university has seen significant decline in in-state undergraduate student enrollment due to multiple factors (e.g., college-age population decline in Kansas, in-state competition, and protracted COVID-19 pandemic), while maintaining steady growth in online and graduate enrollment as well as enrollment on Salina campus and Olathe location. The implementation of Strategic Enrollment Management plan actions, coupled with the new Responsibility Centered Management budget model, which incentivizes growth, will begin to turn the overall enrollment trend around. The newly-launched Academic Program Review and Revitalization project will also serve as a venue for programs to focus on innovation and improvement.

Ongoing assessment of student learning, program review, and evaluation of operations have been a core part of daily lives of faculty, staff, and administration at K-State. K-State 2025 has been the guiding plan for the university in many aspects of planning, budgeting, and investing resources. As a public research university, K-State has built a strong research administration infrastructure to support its comprehensive research enterprise. Under President Myers, the new university leadership at that time continued the plan but with a more nimble and practical approach. The university recently announced a refresh to K-State 2025 along with four specific strategic initiatives. These new initiatives will further support the connections between K-State mission and planning and budgeting processes. It is worth noting that the 15th president of the university, Dr. Richard Linton, just started on February 14th, 2022. His new leadership, vision, and long-term experiences at multiple land grant institutions will undoubtedly take K-State to a new era.