

For more than 150 years, Kansas State University – the nation’s first operational land grant institution – has delivered on its mission to educate the citizenry and advance the well-being of our communities and our state. Today, we boldly and intentionally commit to extending that mission – to advancing the economic prosperity of Kansas families, Kansas businesses, and Kansas communities.

Our Plan is bold and it’s audacious. It should be. It must be. The needs and opportunities are too great, and the time is right. Our state is asking, “What asset can we rely upon to drive individual and state prosperity?” The answer to that question is Kansas State University.

By remaining laser-focused as a university and with support from the state of Kansas and our private sector partners, we will create 3,000 new jobs and bring \$3B into Kansas in the next 10 years. We call this our “3K/3B” plan.

Through public and private investments in K-State’s researchers, facilities, and students – the workforce of tomorrow – the university will deliver increased prosperity to the communities, businesses, and hard-working citizens of Kansas.

This investment will pay off in huge ways, addressing challenges our leaders have grappled with for decades: lower wages than our neighboring states, out-migration of young people due to lack of employment opportunities, and failure to attract outside investment in new and existing businesses.

Kansas State University will craft, execute, and deliver on a new land grant mission – for the 21<sup>st</sup> century – in which increased prosperity is achieved through research and innovation, public-private partnerships, and workforce development – all aligned with the world’s 21<sup>st</sup> century needs.

K-State – with its land grant mission to reach, serve, and lift citizens, families and communities – is the very best vehicle for innovation and education in Kansas today.

We will activate our assets as a major public research university. We will leverage our strengths, our capacities, and our global leadership in critical areas. And we will drive Kansas to a place of global competitiveness in fields that make the most sense for Kansas, for our nation, and for the world: food, agriculture, and biosecurity.

No other university has the talent and specialized assets to contribute to our state’s economic prosperity and respond to the world’s critical needs for advances in food production, agricultural innovation, and biodefense.

K-State is the world's food laboratory, working to solve problems across the entire agriculture chain – production, processing, packaging, distribution, and food safety – creating a unique innovation ecosystem. We will activate those assets.

K-State is also the world's biosecurity incubator, the only university in the world with biosafety level-3 and biosafety level-3 agricultural facilities located in our campus, and biosafety level-4 facilities located directly adjacent to campus at the National Bio and Agro-Defense Facility (or NBAF). These high-containment research facilities give our scientists (and those that will come to work with us) a secure location to study high-consequence pathogens that affect plants, animals, and human health. We will activate those assets.

Now let me get to some specifics. K-State's Economic Prosperity Plan (our 3K/3B Plan) is focused on four areas:

One. **Food and agriculture systems innovation.** K-State will work with producers to transform, sustain and adapt food and agriculture systems to create jobs and bring investments to Kansas.

Two. **Digital agriculture and advanced analytics.** K-State will be a leader in the application of advanced technologies in agricultural methods and practices – including big data and data analytics, predictive analytics and forecasting, artificial intelligence and machine learning, robotics and autonomous systems, and digital and precision agriculture – leading the way in the agricultural revolution that lies in front of us.

Three. **Biosecurity and biodefense.** K-State will become the foremost U.S. resource for private-public research collaboration on pathogens of global significance – those creating the greatest and most immediate risks to animal and human health, agricultural production and food chains, and national security – securing its position as a national and global leader in biosecurity, biodefense, and bio-manufacturing.

And four, something we are calling “**K-State 105: Every Town to Gown.**” K-State will provide individuals, businesses, and communities with streamlined methods to access K-State's innovation, talent, and training through local liaisons and coordinated resources.

With K-State 105, we will enhance our presence – and our impact – in all 105 counties in Kansas. K-State will deploy leading edge research and development, educational programs, and workforce development initiatives to support community and economic development and build connections between urban and rural areas across the state.

Yes, our Economic Prosperity Plan is bold, and audacious, but it's also built around Kansas values and Kansas sensibilities. The Plan's goals are relatively simple: (1) to drive economic prosperity for Kansans, Kansas families, and Kansas communities; and (2) to propel Kansas to a place of global competitiveness – for jobs, businesses, technology creation, and wealth creation – in critical areas: food, agriculture, and biosecurity.

How will K-State do this?

By creating new, high-paying jobs across the state.

By bringing investments into the state from across the country and around the world.

By attracting mature companies to Kansas and developing emerging companies.

By creating and incubating new businesses.

By growing our research enterprise in strategic areas, directly aligned with the Plan.

By developing strategic corporate partnerships.

And by engaging with global industries and government agencies.

These efforts will support the creation of 3,000 new jobs and \$3B in direct investment into the state in the next 10 years. We will be laser-focused as a university, we will benchmark and report our progress, and we will fulfill our mission – and achieve our vision – as one of the nation’s top land grant universities. For K-State, for Kansans, and for Kansas.

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