



Innovation and Economic Prosperity Designation:

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Executive Summary

As the first public land-grant institution, K-State is a member of the Association of Public and Land-Grant Universities (APLU). The Commission on Innovation, Competitiveness, and Economic Prosperity (CICEP) created the Innovation and Economic Prosperity (IEP) Designation and Awards program to recognize universities that are leaders in spurring and promoting regional economic development.

With the recent changes in leadership at K-State and a commitment to becoming a top 50 public research institution as part of our [2010 strategic plan](#), the opportunity to embark on this self-study to leverage our many unique assets to improve our university was timely. Senior leadership at K-State along with local and regional leaders in the community endorse and support this initiative because innovation and economic prosperity are tenets of our institutional strategic plan; they complement the talents and strengths at our IEP designated peer, the University of Kansas; and they resonate with the people of the state of Kansas.

President Myers and Dr. Peter Dorhout, Vice President for Research submitted K-State's letter of intent to participate in the 2017 Innovation and Economic Prosperity (IEP) Universities Designation Program. As a participating institution, K-State conducted a rigorous self-study to identify three areas of accomplishments/strengths in economic engagement and three areas of improvement for a growth plan. The areas of accomplishments/strengths and improvements were identified through surveys, focus groups, and interviews with internal and external stakeholders. In addition, the process included cataloging programs, centers, institutes, and academic programs that impact economic development.

Designation as an Innovation and Economic Prosperity Institution will allow K-State to join only 60 institutions across the country who have this designation and will serve as a valuable process and step towards achieving our goal to be a Top 50 Public Research Institution. The Innovation and Economic Prosperity Steering Committee defined economic engagement as proactively involving stakeholders to create mutually beneficial partnerships that contribute to prosperity and advance society by realizing individual, industry, community, and regional human potential through our education, research, outreach, and service missions.

Economic engagement is an established priority for the university as evidenced by its designation as a major theme (Theme 4) in the K-State Strategic Plan: Vision 2025. Moreover, engagement is vital to achieving our goal to be recognized as a top 50 public research university by 2025. The IEP Designation process provided a means by which to quantify the multitude of ways K-State focuses on engagement, extension, outreach and service while identifying areas of improvement to ensure K-State remains an economic driver.

A steering committee with broad representation convened monthly to drive the process. Committee members reviewed the APLU survey tools and adjusted survey questions to align with language and terminology that was familiar to our stakeholders, analyzed survey and open forum data to identify accomplishments/strengths and areas of improvement in regards to economic engagement, and assisted with prioritizing the centers, institutes, and programs to be highlighted in the submission.

Stakeholders were identified and characterized as either internal (K-State employees or affiliates) or external (those without direct ties to the university, including alumni). Internal stakeholders were identified from nearly 300 centers and other units who have a connection to innovation or engagement. External stakeholder lists comprised people who had interacted with the university at one or more events, were customers of services, or were from local government or other organizations in or around Kansas.

Based on the survey results and the input received at the open forums, the committee consolidated the responses into themes that comprise our core areas of strength, align with the tenets of the land-grant mission, and resonate with the university strategic plan: Vision 2025. Those themes of *strength/accomplishment* are: local engagement, partnerships, and commitment to the land-grant mission. Both internal and external stakeholders indicated significant consonance regarding where K-State can focus its efforts to *grow and improve*: creating a culture of engagement, communicating a clear point of engagement and being more responsive to external constituents, and connecting teaching and research to 21st-century needs. These themes prevailed throughout the survey comments and during the open forum discussions.

The Innovation and Economic Prosperity self-study was one of discovery and enlightenment. Bringing diverse groups of stakeholders together in one room to discuss where we can improve can be a humbling and empowering experience. Our discovery process revealed that our stakeholders want K-State to be successful so that they can be successful. Their suggestions for improvement did not reveal many new challenges but did help us understand what a five-year plan could reveal when stakeholders are asked these same questions in 2022.

I. Economic Engagement Enterprise

Prior to conducting the self-study, the IEP Steering Committee defined economic engagement as: proactively involving stakeholders to create mutually beneficial partnerships that contribute to prosperity and advance society by realizing individual, industry, community, and regional human potential through our education, research, outreach, and service missions.

Economic engagement is an established priority for the university as evidenced by its designation as a major theme (Theme 4) in the K-State Strategic Plan: Vision 2025. Moreover, engagement is vital to achieving our goal to be recognized as a top 50 public research university by 2025. Theme 4 focuses on engagement, extension, outreach, and service. For continuous fulfillment of our land-grant mission, we are recognized by the Carnegie Foundation as engaged locally, statewide, and globally with industry and other organizations to stimulate economic growth and prosperity.

Many K-State units focus on external engagement to create economic growth. In addition, outreach and economic engagement are infused throughout the institution within college, department, center, and programmatic activities. The self-study exercise cataloged more than 300 programs, centers, and institutes that are connected with economic engagement. The success of the institution and the community and region at large depend heavily upon our critical partnerships. People across the institution and among our stakeholders understand the need to collaborate and pool resources to benefit economically while creating regional prosperity, which the university leadership is committed to promoting.

The steering committee involved university leadership during the entire IEP self-study process, which ensured that the areas of strengths/accomplishments and areas of growth were understood and accepted by university leaders. The process served as a means to gain valuable feedback and input from stakeholders who benefit from and grow through engagement. This process reiterated the commitment to economic engagement at all levels of the institution and complemented the areas of strength/accomplishment and improvement that have been identified by units across campus through their own strategic planning exercises since 2010.

II. Advancing University Economic Engagement

K-State is extremely involved in economic engagement and propagating our best practices within the APLU community and other university engagement forums. K-State has representation on the Commission on Innovation, Competitiveness and Economic Prosperity (CICEP) Executive Committee and participated in the creation of the Innovation and Economic Prosperity (IEP) Designation process, as well as the ongoing evolution and organization of the program. K-State has also presented at previous CICEP meetings to share best practices in economic engagement.

K-State is involved in several other organizations promoting economic engagement. K-State has been a [University Economic Development Association](#) (UEDA) board member, a multiple-year award finalist and winner, and a conference presenter. In addition, K-State is the recipient of multiple [State Science and Technology Institute](#) (SSTI) awards. In 2013, K-State Olathe was named an [Economic Development Administration University Center](#) and has received \$250,000 annually to support the creation and infrastructure of the Innovation Accelerator. K-State is a founding member of the [University Industry Demonstration Partnership \(UIDP\)](#), are a regular presenter at conferences, and have partnered to offer other institutions our [“Working With Industry Bootcamp.”](#) K-State is an active member of the [Network of Academic Corporate Relations Officers](#) (NACRO). Finally, K-State has been invited to present industry engagement practices at University Industry Innovation Network (UIIN) conferences.

K-State continues to focus on communicating the impact it has on the state and regional economies. Each year, the university publishes our *University Expressions of Strength* for our legislative delegations and other elected officials. In 2016, K-State conducted its first economic impact study, which it will update annually. The results from the first impact study were presented at a joint university and city leadership meeting in November 2016 and at the Manhattan Area Chamber of Commerce Regional Leaders event in January 2017.

III. Summary of Accomplishments

A recurring theme throughout the self-study is our institutional commitment to the land-grant heritage and mission, which is evident in its historic and ongoing dedication to supporting the economic vitality of Kansas and its people. K-State has a presence in all 105 counties in Kansas and serves as a vital and engaged partner who understands the challenges many Kansans face and identifies how K-State can ameliorate those challenges.

As we strive to achieve the goal to be a top 50 public research university by 2025, research expenditures must continue to increase, which is only achievable through partnerships. In FY 2015, research expenditures were \$189 million. More than 1000 research grants were awarded in FY 2016; 37 patents were realized from 2014-2016, totaling 220 active patents. K-State has more than 90 centers and institutes that support research, teaching, service, and engagement and has more than 185 faculty appointed as fellows of their professional organizations. Increasing these numbers propels the flywheel to create economic prosperity through intellectual and innovative vitality.

As previously mentioned, K-State conducted an economic impact study for the region. In FY 2015, \$882 million in economic impact was generated by the university in the three-county region comprising Riley, Geary, and Pottawatomie counties. In addition, \$25.2 million in tax revenue to state and local governments was attributed to K-State, and K-State employee compensation and expenditures support an additional 1,713 jobs in the region.

K-State is committed to providing the best possible environment to enable our students to achieve their highest potential. Since 2011, K-State has invested \$429 million in new building construction (College of Business, College of Engineering expansion, Wefald Hall, and the Berney Family Welcome Center). These building renovations and infrastructure improvements contribute to local economic vitality and support the strengths/accomplishments highlighted below.

The K-State Institute for Commercialization (KSU-IC) manages licenses for patents and technology transfer for K-State. According to the Association of University Technology Managers (AUTM), KSU-IC ranks 16th out of 102 public universities for license revenue per active license and ranks 33rd out of 113 universities for total license revenue. KSU-IC currently has \$5.2 million in equity in client companies on behalf of KSU-IC and the university, and it facilitated 316 unique faculty interactions in FY16 to advance commercialization and economic development opportunities. KSU-IC client companies have created 381 jobs with an average salary of \$67,200.

This self-study process revealed three areas of strength/accomplishment that are unique to K-State and were reiterated through evaluating and cataloging of more than 300 programs, centers,

and institutes. These strengths/accomplishments are the vehicles through which we create economic vitality and prosperity. Specifically, our three areas of strength comprise:

1. Local Engagement: Stakeholders recognize how our many activities connect to the community.

Internal and external stakeholders recognize the many ways that K-State is connected to the local community, particularly the economic impact of this local engagement. The Beach Museum of Art, our Big XII athletics programs, and the McCain Performance Series bring people from outside of the community onto campus, which creates local economic impact, as evidenced by our economic impact studies. In addition, these entities provide engagement and outreach programs. K-State Athletics has played a major role in creating new infrastructure in Manhattan and surrounding areas to support tourism as well as the success of our student athletes. In addition to these programs, the Center for Rural Enterprise Engagement focuses on helping small businesses succeed and engages locally across the state to make small business resources available to people who otherwise wouldn't have access to them.

2. Partnerships: Stakeholders appreciate the broad base of programs that partner locally, regionally, state-wide, and globally.

Referring to our self-study, K-State is a recognized leader in promoting public-private partnership, and K-State possesses an attitude of cooperation and collaboration that is far superior to near-peer organizations across the United States. A significant partnership milestone is the relocation of the National Bio-Agro-Defense Facility (NBAF) from Plum Island, NY to Manhattan, KS. This \$1.25 billion facility will be a biosafety level-4 laboratory that will serve the U.S. Department of Homeland Security (DHS) as an anchor for research into the most significant food-animal diseases. Specifically, university leadership heard that the scientific talent on campus, as well as the partnerships that exist between K-State, Manhattan, and the region, were largely the motivating factors to select Manhattan for the relocation. During a Blue-Ribbon Study Panel on Biodefence in January, 2017, K-State was recognized as the [“Silicon Valley for Biodefense.”](#) The relocation of this major facility has already significantly affected the regional economy and will continue to do so with projections indicating that [NBAF](#) and K-State will create 5,000 jobs by 2035.

The Knowledge Based Economic Development (KBED) partnership is another example of how K-State leverages partnerships to create economic prosperity. KBED is a unique partnership of civic, academic and private sector entities working together to attract knowledge-based companies to the region. In 2016, [KBED received the Enhancing Prosperity Through Competitive Industries](#) award from the State Science and Technology Institute. Since its creation in 2008, the organization has created 343 jobs in the region.

3. Commitment to Land-Grant Mission: Centers, programs, institutes related to this mission are viewed as critical strengths by all stakeholders.

Emphasizing and expanding on this theme we heard repeatedly, stakeholders recognized and are proud of our heritage as a [land-grant university](#). Given the breadth of programs, centers, and institutes related to our commitment to this mission, four subcategories of strengths are being held up as exemplars.

3.1 Advancing agriculture, animal health, and nutrition

Global population estimates suggest the earth will be home to 9.6 billion people by 2050. By 2030, the global middle class will grow from 2 billion people to 4.9 billion, adding \$3.5 trillion in annual consumer food-related spending. K-State has taken the responsibility to lead the charge in addressing the global food shortage through our [Global Food Systems Initiative](#) by leveraging our agricultural heritage, food systems expertise, and world-class research facilities, which all play a role in advancing agriculture, animal health, and nutrition. In 2012, the state of Kansas awarded K-State \$5 million in state funding in support of the Global Food System initiative.

The U.S. Agency for International Development (USAID) has invested a total of over \$100 million to establish four [Feed the Future Innovation Labs](#) at the university. K-State is home to 622,530 seeds in the Wheat Genetics Resource Center and 30,000 strains of fungi in the Fungal Genetics Stock Center. We track 77,450 dairy cows monthly and have been awarded \$1.93 million in grants to research and develop training to improve feed safety. The interdisciplinary Food Science Institute coordinates much of the training and education regarding food safety. The International Grains Program trains people from all over the world about U.S. grains and oilseeds, and 407 individuals were trained using FDA-certified curricula developed by our researchers. K-State also conducts research and impacts agriculture, animal health, and nutrition through the Dairy Unit, Poultry Unit, Swine Unit, and Beef Cattle Institute.

3.2 Facilitating workforce development and accessibility to knowledge and learning

Our stakeholders acknowledge our land-grant mission-aligned commitment to facilitating workforce development and accessibility to knowledge and learning. These tenets are infused throughout the colleges, departments, and programs across the university. K-State prides itself on our strength of being accessible and willing to share knowledge to make advancements for the common good.

The Center for Risk Management Education and Research (CRMER) seeks to enhance the understanding of economic risks inherent in our global society. Since the center's creation in 2012, students have been afforded opportunities to work directly with private industry through research projects. By May of 2017, CRMER Fellows will have completed 11 industry-sponsored research projects.

The Center for the Advancement of Entrepreneurship enhances the entrepreneurial environment by supporting innovative business leaders who create economic and social value. K-State has

105 entrepreneurship majors (juniors and seniors), 52 minors, and 558 students enrolled in entrepreneurship classes. In addition, 10 entrepreneurs in residence have completed more than 62 hours of mentoring. As a function of its engagement mission, the Center helps entrepreneurs start companies and has awarded \$179,000 in grants to entrepreneurs.

3.3 Unique research centers that collaborate with industry and government

K-State ensures our researchers and partners have the tools they need to solve global challenges by providing unique research centers. Stakeholders distinguish K-State from its peers by acknowledging the one-of-a-kind research that can be conducted at K-State. The Applied Aviation Research Center, Bioprocessing and Industrial Value Added Products Innovation Center, and Biosecurity Research Institute are a few of the unique research centers that enjoy robust research partnerships, collaboration, and funding with industry and government partners.

These centers promote the land-grant mission by fostering opportunities for cutting-edge interdisciplinary research addressing complex challenges. Creating, promoting, and improving facilities and infrastructure is a theme of the Vision 2025 strategic plan. Although the research centers highlighted are critical to becoming a top 50 public research university, K-State leaders also understand the importance of maintaining and growing facilities and infrastructure to continue providing unique research centers that collaborate with industry and government.

3.4 Innovation in extension and engagement

As noted earlier, K-State has a presence in all counties in Kansas facilitated by 16 districts and 60 county offices and five research-extension centers. With more than 150 years of research and more than 100 years of extension, K-State has been improving the quality of life and standard of living by deploying faculty and staff across the state engaging our citizens in creating solutions and responses to complex challenges. Stakeholders realize and appreciate the impact that research and extension have on the state, nation, and world. Educators involved in extension and engagement share practices that are grounded in fundamental research focused on agriculture, youth development, family life, healthy living, business development, and economics.

[Engagement, extension, and service](#) are key components of the themes in the Vision 2025 strategic plan. Stakeholders confirm these as strengths, and university leaders state that these tenets are core to our value and identity as a public research land-grant university.

IV. Summary of Growth/Improvement Plan

Our current strategic plan, Vision 2025, was created and launched in 2010 after an extensive and inclusive process led by the president's office. Following this, units across campus developed complementary strategic plans aimed at supporting our institutional goal of becoming a top 50 public research university. These top-down and bottom-up processes not only allowed K-State to identify strengths/accomplishments, but also rejuvenated units across campus and encouraged them to think anew. The IEP self-study was an important complement to the strategic planning process that enabled the institution to focus on one of the main themes of the strategic plan – Engagement.

Areas of improvement were identified through a rigorous analysis of survey data, by conducting interviews, and from discussions and input during the two open forums. Through active participation in this designation process, institutional leaders have also demonstrated their commitment to this improvement/growth plan, as this exercise has been recognized as an important step forward to achieving K-State's vision of becoming a top 50 public research university. Our areas for growth and improvement include the following.

1. Create a Culture of Engagement

It was broadly acknowledged that faculty and staff are not rewarded or recognized equally across the academy for their work in engagement that advances economic prosperity. Historically, K-State has been engaged, and many faculty and staff have related expectations written into their job descriptions, but this is not a universal option. Moreover, partnering with industry, large or small, has not always been viewed through the same lenses as partnerships with government funding agencies or private foundations. Nevertheless, recent shifts in funding and opportunities for sponsored research funded through diversified sources have made engagement with local or regional partners vital for supporting a research program at the university. This diversity of funding sources has increased economic prosperity and vitality, but there have not been the concomitant changes in promotion and tenure, along with other recognition, to match this change. Our Center for Engagement and Community Development will be a resource for this project.

K-State has conducted a “Working with Industry Bootcamp” that has recently been expanded and tailored to specific university faculty audiences. This series of workshops has been a nationally-recognized strength and a critical tool and training mechanism for faculty, students, and staff to better understand how to engage with external partners, which, in turn, facilitates economic impacts. In addition to this type of training, our stakeholders recognized the value of a mentoring program for new faculty and staff. Creating a mentoring program will help institutionalize engagement and lead to more widespread recognition of the value of these activities. Our improvement plan builds on our assets in Knowledge Based Economic Development, KSU-IC, and the Center for Advancing Entrepreneurship and will require that

leaders and faculty engage with academic units together to promote a re-evaluation of promotion and tenure expectations that could include recognizing engagement, economic development, and industry partnerships as valuable mechanisms to impact a given profession or area of knowledge.

Building successful connections within and outside the university organization will require that we provide mechanisms for identifying, tracking, and reporting engagement. K-State is currently evaluating software packages that will enable faculty, staff, and students to identify opportunities for engagement as well as mechanisms for tracking workflow of MOUs, contracts, and budgets. Complementing internal systems are external systems that help connect potential partners with subject matter experts, and they are successful only if integrated. Although this challenge is mostly internally focused, this and our next challenge have some common ground in tracking our talents and communicating our successes. We launched a study in late 2015 to evaluate our needs and develop an IT plan for workflow investments, and we are midway through realizing that plan. Although nothing can substitute for personal interactions, first contact through intelligent systems can often mean the difference between a successful engagement or a lost partner. All stakeholders in our process have recognized this as an important step toward improvement.

2. Communicate Economic Engagement Successes, Capacities, and Resources

Stakeholders identified the need for K-State to be more responsive to external constituents and reiterated the need for a clear or single entry point for those who want to work with K-State. Communications and marketing are common elements through the strategic plan, Vision 2025, as well as communicating and promoting research as a pillar of the VPR strategic plan. Leaders at all levels, units across campus, and external stakeholders understand the need to invest in enhancing our research and engagement communications.

It was clearly articulated throughout our self-study that K-State needs to communicate better with the external stakeholders that we are “open for business” by showcasing how stakeholders can engage with the university.

Building on this theme of self-reflection and embracing best practices, we plan to continue to engage stakeholders in workshops to focus on communication using our strengths on our Innovation Campus in Olathe, our Advanced Manufacturing Institute, and our Knowledge Based Economic Development programs. These workshops will create a shared understanding of language to be used to ensure consistency with our stakeholders. An enhanced web presence is warranted for easy access and understanding.

The implementation of a Customer Relations Management (CRM) tool was identified as a method to track interactions with external stakeholders. This tool and associated intelligence will enable us to identify how external stakeholders are engaged with the university and how we can build on and enhance relationships.

Communication is also focused on telling our compelling story. K-State realizes the value in telling the story of economic engagement to position us for recognition as a major driver of economic prosperity, engagement, and vitality. Our communication infrastructure, which we have worked to improve recently, will be vital to engaging internal and external stakeholders in the progress being made following our self-study and how K-State plans to move forward. We will create consistent marketing messages, an intelligent web portal with language recognized by external stakeholders, and an engagement community network, which were identified as metrics for success. In addition, website analytics will be used to measure an increase in engagement activity.

3. Matching Teaching and Research to External Needs to Foster Engagement

Stakeholders articulated that curricula/skills development and some research do not meet all the needs of current industry. External stakeholders provided detailed feedback regarding the need to focus academic programs and research priorities to help meet industry needs and the needs of Kansans. Stakeholders also reiterated the gap in how quickly industry responds to changing markets compared to an institution of higher education; nevertheless, stakeholders also recognized the quality of education and skills development displayed by K-State graduates. The land-grant work ethic and values are highly regarded by employers.

The committee acknowledged that through the years, K-State has brought industry, faculty, and staff together to tackle critical problems, but the self-study reiterated the importance of providing additional opportunities to create informal dialogue between internal and external stakeholders. The need for faculty and staff to understand how to facilitate startup companies through our Launch A Business program in the Center for Advancing Entrepreneurship and KSU-IC was identified as an opportunity to match teaching and research to external needs by establishing an instructional program in entrepreneurship. Furthermore, it was recognized that K-State should encourage and promote opportunities for external stakeholders to participate in and impact research and teaching, particularly those emerging skills valued by industry. We can accomplish this by providing more opportunities for industry representatives to serve as guest lecturers, become involved in a speaker series, serve on graduate student committees, or mentor students. Faculty externships in recognized areas of strength/accomplishment matched with regional industries would be beneficial to ensuring that K-State remains at the forefront of teaching and research in these areas.

V. Conclusion

The journey of the Innovation and Economic Prosperity self-study included discovery and enlightenment. Bringing diverse groups of stakeholders together in one room to discuss where K-State can improve was a humbling and empowering experience. K-State possesses several strengths and unique attributes that other universities cannot replicate. Our stakeholders reiterated this concept through their feedback.

The discovery process revealed that our stakeholders want K-State to be successful so that they can be successful, and they helped to identify how the university can leverage our assets to highlight successes and address challenges. This process complements Vision 2025 and is a vital step in achieving our goal of becoming a top 50 public research university.

Appendix I:
Strength/Accomplishment Table

Summary of Accomplishments Table

Area of Accomplishment	Related Activities, Programs, or Initiatives	Talent, Innovation, Place	Timeline	Resources	Indicator/Measure of Success
Area of Accomplishment 1: Local Engagement: Stakeholders recognize how our many activities connect to the community					
	<p>Beach Museum of Art http://beach.k-state.edu/ The Marianna Kistler Beach Museum of Art collects art of the region and brings art and artists from around the world to the heart of Kansas. It furthers the teaching, research, and service missions of Kansas State University by collecting, studying, caring for, and presenting the visual art of Kansas and the region.</p>	T+P	<p>Opened in fall of 1996</p> <p>New addition with 3 new exhibition galleries, storage areas, and new office and work spaces opened in 2007</p>	<p>Initially 26,000 square feet</p> <p>Funded by private donations</p> <p>Collection grown from 1,500 pieces of art in 1996 to 10,000 objects</p>	<ul style="list-style-type: none"> - Annual attendance: 30,000 visitors - Museum accredited by American Alliance of Museums in April, 2003 - 31 exhibitions from 2014-2017 - 30 artists from 2014-2017 - Impactful attendance FY 2015 = 28,538 FY 2016 = 29,276
	<p>Center for Rural Enterprise Engagement https://ruralengagement.org/ Focus is on helping small businesses succeed through new media marketing research. As a generator and source of knowledge about new media technologies, the Center enables rural businesses to flourish in an ever-changing environment. Our goal is to make research-based knowledge discoverable and accessible to individuals, businesses, and communities and foster positive changes to rural livelihood.</p>	T+P	Established in 2015	USDA grants and industry support	<ul style="list-style-type: none"> - Created and conduct New-Media Marketing Bootcamps - Communicating marketing research to rural Kansas - Provide webinars - Students serve as interns and program assistants
	<p>K-State Athletics http://www.kstatesports.com/ K-State athletics strives to strengthen the interconnectivity between intercollegiate athletics and the campus community to prepare student-athletes for success in school, in sport, and after graduation and benefit the university, community, and state.</p>	T+P	<p>Nearly \$200 million in new facilities built FY15-17</p> <p>Vanier Football Complex, completed Aug. 2015</p> <p>Intercollegiate Rowing Center, completed October 2013</p>	<p>Total giving to Athletics during the past five years is \$171 million.</p> <p>One of only a few athletic programs receiving no university funding</p>	<ul style="list-style-type: none"> - 14 Varsity Big XII sports - \$428 million economic impact on Manhattan and state of KS economies in FY 2016 - Created 2,585 jobs over FY2011-2016 - \$385.5M total economic impact related to facility enhancement projects - Combined economic impact of \$1.3 billion annually to the region and state
	<p>K-State Office and Research Parks http://ksiteonline.com/ Sites available for turn-key office and</p>	T+I+P	Phase 1 completed October, 2015,	56 Acres total Office & Research Park	<ul style="list-style-type: none"> - Partnership with KBED, City of Manhattan, Manhattan Area Chamber of Commerce - Hosts approximately 50 events annually

	laboratory space in partnership with K-State.		fully leased Phase 2 starting July, 2017; open in August 2018	K-State Foundation investment of \$50 million	<ul style="list-style-type: none"> Additional phases planned for future growth at the Office and Research parks
	<p>K-State Olathe Innovation Campus http://olathe.k-state.edu/ Advances K-State's mission by integrating education, research and entrepreneurship focused on animal health, food safety and security to address the needs of a rapidly changing world. The Innovation Campus works to attract people from around the world who are interested in protecting the world's food supply. K-State Olathe connects the expertise of hundreds of K-State scientists with others in the region who are working in animal health and nutrition.</p>	I+P	<p>Opened in April 2011</p> <p>1st graduate programs offered in 2013</p> <p>Partnering with industry and conducting applied research started in 2012</p>	<p>1/8 cent county sales tax to support new campus (\$28 million to open)</p> <p>24,000 square foot of education, research and conference space</p> <p>10 laboratory spaces</p> <p>6 classrooms with built in technology</p>	<ul style="list-style-type: none"> LEED certified Silver building with state-of-the-art technology and equipment \$5 million in research funds for faculty at K-State Olathe since 2013 113 students enrolled in graduate programs 5 industry partnerships with agreements and co-located on the campus Relationships with industry, and community organizations \$40 million in economic impact Created 112 new jobs since FY2014
	<p>McCain Performing Arts Series http://www.k-state.edu/mccain/ Kansas State University's McCain Auditorium is the campus cultural center for the live performing arts. McCain has a rich history of bringing world-class engaging experiences to northeastern Kansas.</p>	T+P	Opened in 1970	<p>Funded entirely by revenue generated from ticket income, grants, and contributions</p> <p>Facility used for performances: solo instruments, student concerts, symphonies, opera, choruses, nationally touring Broadway shows</p>	<ul style="list-style-type: none"> Average 32 performances annually Average 24,000 people attend performances annually (seats 1,751 people) Generates \$1,000,000 annually
	<p>Veterinary Health Center http://www.vet.k-state.edu/vhc/ A full service veterinary hospital providing routine, specialty and emergency care. Our mission is to provide superior veterinary medical education, quality patient care and exceptional customer service in a caring environment.</p>	T+P	Opened in 1906	<p>55 veterinarians</p> <p>44 faculty members, 16 residents, 11 interns</p> <p>185,000 sq. foot facility</p> <p>Generates \$8.5 million in revenue annually</p>	<ul style="list-style-type: none"> Serves 23,000 patients annually Trains 112 fourth year veterinary students, grew over 5% in the last 2 years Approximately 30 rotations for specialty training
Area of Accomplishment 2:					
Partnerships: Stakeholders appreciate the broad base of programs that partner locally, regionally, and state-wide					
	<p>Advanced Manufacturing Institute (AMI) http://www.k-state.edu/ami/ AMI exists to advance technologies, people, and companies through collaborative engineering and business partnerships. AMI</p>	T+I+P	Established in 1985	National database of industry information	<p>Since 1995:</p> <ul style="list-style-type: none"> AMI has completed more than 2,700 industry projects Worked with more than 700 client organizations Worked in 66 Kansas counties.

	links and leverages its expertise, experience, resources, and knowledge networks across a wide range of industries and technologies to engage entrepreneurs, companies, communities and regions across the state to increase their innovation capacity and competitiveness.				<p>During the last five years:</p> <ul style="list-style-type: none"> - AMI has contracted with 111 unique clients (21 inventors or entrepreneurs, 19 start-up businesses) - 702 new jobs created - 118 jobs retained - \$186M in increased sales - \$665K in reduced costs
	<p>Bulk Solids Innovation Center http://bulk-solids.k-state.edu/ Located in Salina, Kan., is used to study and develop the understanding of bulk solids materials handling, in turn enhancing the businesses that use these materials or manufacture the systems that convey, store and dispense them.</p>	I+P	Completed in May 2015	<p>13,000 square feet</p> <p>2 local tenants</p> <p>34 Additional company partners</p> <p>6 laboratories for university and industry sponsored research</p>	<ul style="list-style-type: none"> - Only university center in North America - Short course revenues: FY2016: \$112,500 FY2017: \$43,500 - 3 industry research projects - Undergraduate and graduate students engaged in research
	<p>Career Center http://www.k-state.edu/careercenter/ Facilitates the career readiness of all students throughout the K-State community. The Career Center offers an extensive career library, free assessments for exploring major/careers, job search training, career advising, employer connections, and a staff dedicated to assisting students in the career development process.</p>	T+I+P	Newly renovated space in 2017	<p>Employer Advisory Board</p> <p>Career Closet offering gently used professional attire to students</p>	<p>FY2016</p> <ul style="list-style-type: none"> - 718 employers participated in career fairs - 186 companies participated in on-campus interviews in the fall, 2016 semester - 2,646 interviews conducted in the fall, 2016 semester - K-State is the best in Kansas for career placement of its students (Zippia survey) - K-State is the only Big 12 school to lead its state in the career placement rankings <p>College-to-Career Snapshot for AY16:</p> <ul style="list-style-type: none"> - 7573 students attended career fairs - 484 companies conducted on-campus interviews - 4,464 students participated in on-campus interviews - 94% of graduated students were either employed or enrolled in graduate or professional school six months after graduation
	<p>Knowledge Based Economic Development (KBED), LLC http://www.pickmanhattan.com This integrated community economic development program seeks to recruit companies by leveraging the capabilities and expertise available at Kansas State University.</p>	T+P	Established in 2008	<p>Board of Directors of external talent</p> <p>7 corporate partners</p>	<ul style="list-style-type: none"> - 16 Companies attracted to or retained in Manhattan, KS - 101 Interactions with unique companies - 343 FTE jobs created in the region through attraction or retention of companies - 731 projected FTE jobs by client companies over the next 5 years - \$54,439: Average salaries of jobs created - \$18.9Million: Total annual salaries of jobs created - \$32.2 million: economic impact of company recruitment based on multiplier of salaries generated

					<ul style="list-style-type: none"> - \$82.2 million: Projected 5-year economic impact of company recruitment based on multiplier of salaries generated - \$12.6 million: Capital investment in client companies - \$738,397: Industry sponsored research facilitated for the University
	<p>K-State Institute for Commercialization https://www.k-state.edu/ic/ Dedicated to the start-up and expansion of technology-based, high-growth enterprises and enabling the commercialization of university and under-utilized corporate intellectual property.</p>	T+I+P	<p>Incorporated in 1994</p>	<p>35,000 square feet combined space</p> <p>10 laboratory spaces</p> <p>28 offices</p> <p>Board of Directors of internal and external talent</p> <p>Possesses wholly owned subsidiary; Mid-America Technology Management</p>	<ul style="list-style-type: none"> - Revenue generated by licensing intellectual property and research facilitated by KSU-IC for the university: FY 2016: \$2,134,083 - Value of the equity in client companies held on behalf of KSU-IC and the university FY2016: \$5,254,130 Association of University Technology Managers (AUTM) Benchmarks and FY2015 K-State Rank: <ul style="list-style-type: none"> - Sponsored Research, 57th/112; \$188,721,000 - IP Disclosures: 56th/115; 63 - License Revenue Per Active License: 16th/102; \$45,760 - Total License Revenue: 33rd/113; \$3,203,223 - License/Options Per 100 Disclosures (2013-2015): 42nd/96; 29 - Net jobs created by KSU-IC client companies: FY 2016: 381 jobs, \$67,200 average annual salary; \$25,603,200 total annual payroll - Unique faculty and industry interactions to advance commercialization and economic development opportunities: FY 2016: 843 interactions
	<p>Office of Military and Veterans Affairs http://www.k-state.edu/militaryaffairs/ This office maintains external relations and partnerships with national and regional military and veteran organizations, civil communities and corporate/ business entities involved in military affairs.</p>	T+P	<p>Military Affairs Innovation Center established 2016</p> <p>Negotiating formal partnership with the President Georg W. Bush Institute</p>	<p>Since 2008 the office has received: \$130,000 from private gifts</p> <p>\$1.1 Million from Not for Profit Foundation and \$250,000 from corporate sponsorship</p> <p>1 full time Director</p> <p>\$15,000 annually in private funds for travel for national business development</p> <p>Institute for the Health and Safety of Military Families</p>	<ul style="list-style-type: none"> - Created over 40 programs delivering professional development, well-being, transition assistance, and family resiliency Communities served include: <ul style="list-style-type: none"> - local veterans' population of 3,000 - local active duty military and their family members of Fort Riley, population 51,000 - Kansas National Guard and US Army Reserve units, 2,000 people - military-connected students at K-State, 3,000 - Offers non-credit instructional activities for departing soldiers and local veterans - Maintains formal institutional partnership with the U.S. Army's First Infantry Division (the only comprehensive public university-to-major Army installation partnership in U.S.) - Maintains informal partnerships with many national Veteran Service Organizations

	<p>Wheat Innovation Center http://kswheat.com/ The Kansas Wheat Innovation Center was built by the Kansas Wheat Commission, through the Kansas wheat checkoff, to get improved wheat varieties into the hands of the farmers faster. It represents the single largest investment by wheat farmers in the nation. The wheat innovation center was built in Manhattan by K-State to advance the technology in new wheat variety development.</p>	T+I+P	Opened in December 2012	<p>Research funded by an assessment of 2 cents per bushel wheat</p> <p>15,000 sq. feet of research laboratories</p> <p>10,000 sq. feet of greenhouses</p> <p>10,000 sq. feet of offices</p>	<ul style="list-style-type: none"> – Home to world renowned Wheat Genetics Resource Center – Designated as a National Science Foundation Industry/University Cooperative Research Center – Partnership between K-State and wheat farmers in Kansas – Funding generated for research: \$27,999,331 – US Economic return: \$599,986,620 – Advanced breeding services lab – including double haploid lab, molecular biology lab, seed lab and plant transformation lab
<p>Area of Accomplishment 3:</p> <p>Commitment to land-grand mission: centers, programs, institutes, related to this mission are viewed as critical strengths by all stakeholders</p>					
Activity 3.1: Advancing agriculture, animal health, and nutrition					
	<p>Beef Cattle Institute https://www.beefcattleinstitute.org/ The Beef Cattle Institute utilizes collaborative multidisciplinary expertise to promote successful beef production through the discovery and delivery of actionable information and innovative decision support tools.</p>	T+I	Founded in 2007 with initial funding awarded by the Targeted Excellence Initiative at K-State	Government and private sponsors	<ul style="list-style-type: none"> – Summer scholars program promotes multidisciplinary collaboration funding undergraduate and graduate students from colleges across campus to work on projects related to the beef industry – Host a Beef Sustainability Knowledge Summit – Conducts youth programs including Animal Care Training free of charge – Coordinates continuing education for the American Association of Bovine Practitioners (AABP)
	<p>Feed the Future Labs http://www.k-state.edu/globalfood/news/features/usaidlabs.html Global collaboration among universities, industry and nongovernmental organizations. Labs focus on improving the resiliency and production of food crop plants as well as preventing crop losses in key, grain-producing countries to end world hunger. The labs address these challenges through a combination of research, education and outreach in target nations.</p>	T+I+P	Four competitive grants funded FY2013-2014 from the U.S. Agency for International Development (USAID)	<p>2014: \$50 million grant to lead global efforts on increasing food production with limited resources and reduced stress on the environment.</p> <p>October 2013: initial \$8.5 million award</p> <p>July 2013: \$13.7 million</p>	<p>Four laboratories</p> <ul style="list-style-type: none"> – Feed the Future Innovation Lab for Collaborative Research on Sorghum and Millet – Feed the Future Innovation Lab for Applied Wheat Genomics – Feed the Future Innovation Lab for the Reduction of Post-Harvest Loss – Feed the Future Innovation Lab for Sustainable Intensification <p>Labs facilitated additional research and partnerships</p>
	<p>Food Science Institute http://foodsci.k-state.edu/ Facilitates training of traditional and nontraditional undergraduate and graduate</p>	T+I	Interdepartmental Graduate Program in Food Science established in 1965	<p>Partners with Research and Extension</p> <p>Partners with K-State</p>	<ul style="list-style-type: none"> – Certified 106 food processing personnel, FDA inspectors and students in 2016 – Tested and generated ingredient labels and Nutrition Facts panels for more than 200 food products

	students; supports basic and applied research initiatives; and provides technical and scientific information to consumers, the food industry, and governmental agencies.		Undergraduate program in 1972 Institute established in 2001	Olathe	<ul style="list-style-type: none"> Between 2008 – 2014, the number of on-campus Food Science undergraduate students more than doubled
	<p>International Grains Program (IGP) http://www.grains.k-state.edu/igp/ K-State's International Grains Program is designed to educate foreign business leaders and government officials about U.S. grains and oilseeds through technical-training and assistance programs in storage and handling, milling, marketing. Also home to the Hal Ross Flour Mill http://www.grains.k-state.edu/gsi-facilities/halrossmill.html State-of-the-art pilot scale flour mill that has a daily milling capacity of 400cwt/day flour or 24mt/day wheat milled. O.H. Kruse Feed Technology Innovation Center https://www.k-state.edu/president/initiatives/building/completed/kruse.html The facility's design promotes flexibility to accommodate new equipment and equipment prototypes as they are developed.</p>	T+I+P	<p>Established in 1968</p> <p>First professional institute in the U.S. to provide technical training in support of market-development activities for U.S. grains and soybeans.</p> <p>2014: Became the 1st administrative home of the USAID Feed the Future Innovation Lab for Reduction of Post-Harvest Loss.</p>	<p>Olathe</p> <p>Hal Ross Flour Mill</p> <p>O.H. Kruse Feed Mill</p> <p>Funding support provided by KS Wheat Commission and other state commodity groups</p>	<ul style="list-style-type: none"> In 2016, the IGP Institute trained 132 participants in 10 wheat-focused on-site courses and 49 participates through 4 distance trainings Overall, the institute held 80 courses for 2,001 participants representing 67 countries Works with national organizations to develop training programs Coordinates activities with USDA organizations Feed Technology Innovation Center: <ul style="list-style-type: none"> Addresses urgent needs of the livestock feed industry Provides the vision, flexibility and capacity in looking to the future to realize the next generation of opportunities Over the last 3 years, 24 students in either Grain Science or Animal Science work in the feed mill Total amount of research funding: FY2015: \$563,565; FY2016: \$744,919
Activity 3.2: Facilitating workforce development, and accessibility to knowledge and learning					
	<p>Center for Advancement of Entrepreneurship https://cba.k-state.edu/departments-initiatives/center-advancement-entrepreneurship/index.html Works to enhance the entrepreneurial environment to support the innovative leaders who create economic and social value in our communities.</p>	T+I+P	<p>Established in 2008</p> <p>New College of Business Building; completed August 2017</p> <p>Dedicated space for Entrepreneurship</p>	<p>Funded by private donations</p> <p>Entrepreneurship Speaker Series</p> <p>Entrepreneurs in Residence</p>	<ul style="list-style-type: none"> 105 Entrepreneurship majors 52 Entrepreneurship minors 558 students enrolled in entrepreneurship courses 212 participants in Launch 60 participants in Kansas Entrepreneurship 1, 687 Student consulting hours Launch A Business accelerator program open to internal and external audiences
	Center for Engagement and Community Development (CECD)		Administered Engagement	Funding from university as well as grants and	<ul style="list-style-type: none"> Identified and documented frequency of "engagement" referenced in current P&T documents

	<p>https://www.k-state.edu/cecd/ A campus-wide resource dedicated to providing value to both university and off-campus communities through expanded outreach and engagement. CECD functions as a liaison for groups, agencies and communities connecting with faculty to tackle development needs and opportunities, in areas of economic development, community coaching, public health, entrepreneurship, arts development, environmental stewardship and community visioning.</p>		<p>benchmarking tool: 2013, 2015, preparing for 2017</p> <p>Received Carnegie "Community Engaged University" designation, 2010</p>	<p>contracts</p> <p>Private Foundations awarded over \$450,000 in grants</p>	<ul style="list-style-type: none"> - Created and disseminated definition of "engagement" - Awards \$50,000 in engagement seed grants each year to enhance economic development - \$19.2 million "public service" grants were secured in FY2015 - 33 community meetings; 1,176 citizens attended in FY2016 - Facilitated training for Johnson Co. Library system staff (25 attended) - Over 30 partnerships representing both on and off-campus partners
	<p>Center for Risk Management Education & Research http://www.k-state.edu/riskmanagement/ Seeks to enhance the understanding of economic risks inherent in our global society through world-class experiential education and research. By providing students and business professionals with the information and tools necessary to identify, quantify, and manage risk.</p>	T+I+P	<p>2012 Center was created</p> <p>2013 accepted first group of 9 Student Fellows</p> <p>2014: \$1 million endowment established</p> <p>2017: new undergraduate certificate in integrated risk management</p>	<p>Advisory council of alumni corporate leaders</p> <p>Projects entirely privately funded</p> <p>6 executive founding partners (contributed greater or equal to \$50k/year)</p> <p>5 supporting Partners (25k-50k per year)</p> <p>12 patron partners (up to 25k per year)</p> <p>FY2016: \$1,000,000 endowed; \$419,000 expendable</p>	<ul style="list-style-type: none"> - 93 graduates/alumni of the center (spring, 2017) - CRMER Fellows completed 11 industry-sponsored research projects. - 25+ guest lecturers - 20 company visits - 60+ companies nationwide employ graduates and interns
	<p>Staley School of Leadership Studies http://www.k-state.edu/leadership/ The School is a values-centered learning community that provides an interdisciplinary minor in addition to an array of professional programs for students. Programs are focused on civic engagement and service-learning activities – all with the purpose of educating students for and about leadership.</p>	T+P	<p>Opened in 1997</p> <p>First graduates in 1998</p> <p>New donor-funded building in 2010</p>	<p>Alumni and Friends</p> <p>Handson Kansas State</p> <p>Wildcats Leadership for Life</p>	<ul style="list-style-type: none"> - Minor in Leadership Studies (900 students) - Certificate in Community-Engaged Leadership - Graduate student leadership program - Total of 2,500 students in all programs - Site for Mandela Washington Fellows - Service-Learning Institute - Leading Change Institute
Activity 3.3: Unique research centers that collaborate with Industry and Government					

	<p>Applied Aviation Research Center (AARC) https://polytechnic.k-state.edu/aarc/ The exploratory and investigative sector, the AARC is immersed in facilitating the commercialization of UAS and is at the forefront of unmanned research.</p>	T+I+P	<p>Opened in 2008</p> <p>Received \$3.2 million AFOSR grant in 2010</p>	<p>Possesses 40 small unmanned aircraft</p> <p>Co-located on Salina's Class D airport, features 12,300-foot runway</p> <p>Enclosed flight facility one of the largest in the nation</p>	<ul style="list-style-type: none"> - Research expertise and culture of safety influences innovation in UAS industry - Partnerships with industry and government entities for research - Applied research for precision agriculture - Ongoing research and partnership with the FAA
	<p>Bioprocessing and Industrial Value Added Products Innovation Center (BIVAP) http://www.grains.k-state.edu/bivap/ A state-of-the-art research facility that within the Department of Grain Science and Industry at Kansas State University. BIVAP's mission is to contribute towards climate change mitigation, energy security, worldwide hunger relief, and sustainability by developing innovative technologies to produce value-added bio based products from grains and other agricultural inputs.</p>	T+I	<p>Facility dedicated in 2004</p>	<p>Houses: Bio-Materials and Technology Laboratory, the Extrusion Pilot Facility and Laboratory, and the Bioprocessing and Renewable Energy Laboratory in 33,000 square feet</p> <p>Received \$20 million in grants and sponsored research since 1997</p>	<ul style="list-style-type: none"> - 12 patents issued, 6 pending - Partnerships and funding received fund: USDA NIFA, DOE, DOD, NSF, Kansas Soy Commission, United soybean board
	<p>Biosecurity Research Institute (BRI) http://www.bri.k-state.edu/ A key facility that supports comprehensive multidisciplinary research, education and training programs that address threats to plant, animal, and human health, including food-borne pathogens. It is a biosafety leve-3 and 3Ag facility.</p>	T+I+P	<p>Built in 2008</p> <p>First non-Federal facility to be approved for the tick-borne select agent African swine fever virus (ASFV)</p>	<p>113,000 square feet of laboratory, education, and administrative space</p> <p>31,000 square feet of containment laboratory, animal holding, and support space</p> <p>10,000 square feet dedicated to education and training</p> <p>National Agricultural Biosecurity Center</p>	<ul style="list-style-type: none"> - Research and training agreements with the U.S. Department of Agriculture, the Department of Homeland Security, Australia's Commonwealth Scientific and Industrial Research Organization, and Kenya's International Livestock Research Institute - State of the art training facility - Trained over 225 researchers to work safely in BSL-3 laboratories, including international scientists from at least 18 different countries. - Students gain foundational skills in a realistic work environment - Experiments with RVFV in livestock is the first such work in the US for over 20 years. - Ongoing research at the BRI will expand knowledge about wheat blast and provide support to the nation should an outbreak occur in the United States.
	<p>Chapman Center for Rural Studies http://www.k-state.edu/history/chapman/ The center is dedicated to research focused on the rural towns that have been home to many immigrant populations from 1840 to modern times. The focus is on preserving culture, language, traditions, and history of</p>	T+P	<p>Opened in 2005</p> <p>Endowment established to fund activities</p>	<p>Digital humanities research laboratory</p> <p>Archive of small town research papers</p>	<ul style="list-style-type: none"> - Research internships for students - Over 150 rural towns researched - Video histories generated - http://lostkscommunities.omeka.net/ archive

	the rural Midwest.				
	<p>Sensory and Consumer Research Center/Sensory Analysis Center http://www.sensoryanalysis.com/ Provides confidential, effective solutions for more than 100 domestic and international companies. The Center has experience evaluating: foods, beverages, cosmetics, fabrics, packaging, paints, health care, personal care products and fragrances as well as the flexibility of a wide range of methodologies. Professional staff are experienced in project management and offer industry insights to projects, combined with highly trained descriptive panelists averaging more than 1,000 hours of experience.</p>	T+I+P	<p>Chartered in 1983</p> <p>Expanded in 1988 to conduct non-food work</p> <p>Expanded in 1989, to conduct consumer studies</p>	<p>Staff includes 5 Ph.D. faculty</p> <p>The Center currently has \$10,000,000 in multi-year grants</p> <p>Main Center in Manhattan has about ~ 10,000 square feet of laboratory/office space</p> <p>The Center in Olathe has about 2,500 sq ft of dedicated space</p>	<ul style="list-style-type: none"> - Center has done work for more than 200 Kansas, U.S., and International Companies - Strong industry and government partnerships - More than \$1,000,000 funding generated for Manhattan and Olathe combined in FY 2016 - Publishes approximately 25 papers a year - Conducts research around the world (feeding trials in Africa, testing food safety practices in 10 countries) - The Center currently teaches about 2 workshops per year, directly to industry groups - Partner Center in Bangkok (2004) and another that is being developed in Spain. - Center partnership with the Sensory Center at Pusan National University in Korea. - Olathe center branch opened at KSU-Olathe
Activity 3.4: Innovation in Extension and Outreach					
	<p>K-State Research and Extension http://www.ksre.k-state.edu/ A statewide network of educators sharing unbiased, research-based information and expertise on issues important to Kansas. It has established local, state, regional, national, and international partnerships.</p>	T+I+P	<p>130 years of research</p> <p>100 years of extension</p>	<p>State support reduced by 16% since 2008</p> <p>Since 2008, found alternative sources to increase budget 13%, from \$142.6 million to \$161.2 million</p>	<ul style="list-style-type: none"> - Wheat breeding program released Everest in 2009, Everest has been #1 wheat planted in KS for 5th consecutive year - Pioneering research led to establishment of Wheat Genetic Resource Center (WGRC); collection of over 11,000 wild wheat relatives and cytogenetic stocks for conservation and use in wheat genome analysis and crop improvement - Global leader in Sorghum research and promotion, co-founded a unique coalition with industry leaders and producers - 77,620 participants in Kansas 4-H - \$1.4 million awarded in academic scholarships
	<p>Project 17 http://www.k-state.edu/cecd/ruralenterprisegrant.html A change platform for large-scale regional economic development and community engagement in 17 counties in southeast Kansas that is specifically targeting poverty, high unemployment rates, poor public health indicators, lack of civic leadership, shortages of qualified workers, and insufficient highspeed internet to support business growth, education, and healthcare.</p>	T+I+P	Established in 2012	<p>Partners with:</p> <p>7 K-State academic units; 2 federal, 4 state agencies; 3 other KS universities, 6 community colleges</p> <p>Over 100 partner organizations</p>	<p>The Project has actively engaged:</p> <ul style="list-style-type: none"> - Over 2,000 citizens across the region - Trained over 1,000 leaders - Leveraged \$25.54M in private investment - Assisted 194 businesses - Engaged 107 entrepreneurs - Created 674 new jobs, retained 431 jobs <p>In 2016, Project 17 received the university-wide Award of Excellence in Engagement.</p>

**Appendix II:
Growth/Improvement Plan**

Growth and Improvement Plan Table

Growth/Improvement Goal	Related Objectives	Activities	Timeline	Resources /Links to Areas of Accomplishment	Indicator/Measure of Success
Goal 1: Create a Culture of Engagement					
	Objective 1.1: Enhance rewards and recognition for economic engagement activities	<ol style="list-style-type: none"> 1. Review peer universities for best practices for benchmarks 2. Identify a clear definition of what a “culture of engagement” looks like at K-State 3. Identify ways to recognize outstanding achievement in engagement 4. Engage academic leadership in dialogue about promotion and tenure guidelines 	<ol style="list-style-type: none"> 1. Begin July 2017 2. Summer 2017 3. Fall 2017 4. Fall 2017 	<ol style="list-style-type: none"> 1. Carnegie Foundation databases, APLU databases, peer universities 2. OVPR, Provost, CECD 3. OVPR, Provost, DCM 4. President’s Cabinet, Provost, Deans, CECD, Department Heads, VPR, Academic Leadership Meetings 	<ol style="list-style-type: none"> 1. Report completed and disseminated 2. Definition is published and disseminated 3. Create a recognition event to highlight successes; promote successes in K-State publications & media 4. Consensus by academic leadership on the value of economic engagement activities; Promotion and Tenure documents reflect engagement
	Objective 1.2: Provide faculty and staff with the tools, training and mentoring to better understand ways to engage externally	<ol style="list-style-type: none"> 1. Update and deliver “Working with Industry Bootcamp” educational program based on faculty feedback 2. Identify and catalog the many ways faculty and staff can engage externally (in addition to research including non-traditional sabbatical opportunities and/or shadowing opportunities) 3. Create a mentoring program for faculty; onboarding to help educate new hires 	<ol style="list-style-type: none"> 1. Begin by 7-1-17; complete by 10-1-17 2. Begin summer 2017 3. Begin Spring 2018 	<ol style="list-style-type: none"> 1. KSU-IC, KSUF, KSURF, Career Center, ORSP, OVPR, Dept. Heads, KBED 2. OVPR, Provost 3. Provost, VPR, Deans, Department Heads, CAE, 	<ol style="list-style-type: none"> 1. Increases in faculty participation and satisfaction with the program 2. Create & publish a catalog of engagement tools and opportunities 3. A. Create a pool of faculty mentors for engagement B. Engagement module conducted at New Faculty Orientation
	Objective 1.3: Identify ways for	1. Evaluate and revise	1. Fall 2017	1. OVPR, Communications	1. A. Topic and examples Included

	university leadership to communicate economic engagement as an institutional priority	communication plan focusing on engagement based on outcomes from Objective 1.1 2. Evaluate and recommend a faculty activities reporting system to assist with tracking engagement	2. Fall 2017	and Marketing, Colleges, Provost, KSRE, CECD 2. OVPR, Provost, Graduate Assistants, CECD's engagement benchmarking tool	in annual reports B. Outcomes presented in annual letter to campus C. Included in President's address D. Engagement activities prominently displayed on KSU website 2. A. Evaluation completed B. Report and recommendation provided
	Objective 1.4: Document current internal workflow of activities, identify inefficiencies, and increase opportunities to engage	1. Review/identify current resources and processes to determine areas of modification and begin modifications 2. Review and enhance database of university capabilities, resources and facilities 3. Create focused roundtables/workshops with external partners to explore new engagement	1. Start Fall 2017 – Spring 2018 2. Started in 2016; ongoing 3. Ongoing	1. KSU-IC, Pre-Awards, OVPR 2. OVPR, faculty & staff content providers 3. KSU-IC, OVPR	1. Development and implementation of more efficient workflow processes 2. A. Enhance user interface of database; refine and increase content B. Track database usage 3. A. Number of roundtables and workshops B. Number of attendance C. Number of new engagements as a result of roundtables & workshops
Goal 2: Communicate economic engagement successes, capacities, and resources					
	Objective 2.1: Engage in dialogue with stakeholders to improve communications	1. Conduct stakeholder workshops to focus on bridging communication gaps 2. Create glossary of terms for engagement for mutual use 3. Incorporate unified messaging into	1. Fall 2017 2. Spring 2018 3. Spring 2018	1. KSU-IC, OVPR, KSRE, CECD, KBED 2. OVPR 3. Communications and Marketing, OVPR	1. A. Number of sessions held B. Attendance at sessions increases C. Create and distribute survey tool to measure improvement 2. Glossary created and disseminated 3. A. Consistent marketing message created and disseminated

		engagement communication plan			B. Adjust language/lexicon to be understood by recipients
	Objective 2.2: Establish a portal to help external stakeholders better understand how and where to engage with the university	<ol style="list-style-type: none"> Utilize IEP designation cataloging to build a taxonomy or classification to make wayfinding easier and more productive Design & implement an institutional web portal for stakeholders to find/identify appropriate entry points to access university resources Advance internal conversations to explore full implementation of a Customer Relations Management (CRM) Tool to facilitate internal communications amongst the K-State engagement community as well as with parties seeking assistance Reestablish regular meetings of the core units involved in external engagement to perpetuate discovery, sharing, and external engagement. 	<ol style="list-style-type: none"> June 2017 Process started in April 2017 Began 1st phase of implementation in 2014; revisit next phase of data integration in January 2018 Fall 2017 	<ol style="list-style-type: none"> KSU-IC, OVPR, Pivot, Colleges, KBED, CECD DCM, OVPR, CECD, KBED A. OVPR B. Funding for customization & integration of data sources C. University Leadership D. Units who input information into the tool Members of the IEP Steering Committee 	<ol style="list-style-type: none"> An audit of the completeness and accuracy of the information collected A. Website analytics B. Positive user feedback C. Increased engagement activity A. Integration of 75% of engagement units' data into CRM system B. Regular usage of CRM system by engagement units Regular meetings scheduled
	Objective 2.3: Create strategies to reach out to key stakeholders to understand their needs and better coordinate those internal units who do engagement	<ol style="list-style-type: none"> Identify stakeholders willing to be part of an engagement community network, that perpetuates discovery, sharing, and external engagement Collect stakeholder feedback to understand needs 	<ol style="list-style-type: none"> Begin July 2017 October 2017 	<ol style="list-style-type: none"> OVPR, KSU-IC, KSUF, AMI, CECD OVPR, KSU-IC, KSUF 	<ol style="list-style-type: none"> Creation of engagement community network Responses collected and compiled in report

		<ol style="list-style-type: none"> 3. Map current engagement experiences 4. Create strategic plan specifically to engage stakeholders based on stakeholder feedback 5. Develop service blueprints that frame client engagement experience and internal functions 6. Pilot elements of new engagement process 	<ol style="list-style-type: none"> 3. June 2017 4. Begin August 2017 5. December 2017 6. March 2018 	<ol style="list-style-type: none"> 3. OVPR, KSU-IC, KSUF 4. DCM, OVPR Communications Coordinator 5. OVPR Communications Coordinator, KSU-IC, KSUF 6. KSU-IC, KSUF, OVPR Communications Coordinator 	<ol style="list-style-type: none"> 3. Flow chart created 4. Strategic plan created and disseminated 5. Blueprints created and disseminated to stakeholders 6. Increase in satisfaction via follow-up with stakeholders
	Objective 2.4: Develop a communication plan to highlight successes, value, and contributions, especially to key stakeholders	<ol style="list-style-type: none"> 1. Establish a plan nested within communication pillar of OVPR strategic plan 	<ol style="list-style-type: none"> 1. Spring 2018 	<ol style="list-style-type: none"> 1. DCM, KSU-IC, KBED, OVPR Communications Coordinator 	<ol style="list-style-type: none"> 1. Strategy updated
Goal 3: Matching teaching and research to external needs					
	Objective 3.1: Encourage and increase opportunities for students and faculty to engage externally	<ol style="list-style-type: none"> 1. Develop strategies to grow the number of regional companies and organizations offering internships 2. Use the College of AG Strategic Partner Outreach model to expand and formalize the process with other colleges 3. Establish an instructional program to facilitate startup companies by faculty & staff 4. Partner with the Greater Manhattan Project community economic growth initiative 	<ol style="list-style-type: none"> 1. Begin July 2017 2. Begin fall 2017, will take 3-5 years 3. 2017-2018 4. Fall 2017 	<ol style="list-style-type: none"> 1. KBED, KSUF, Career Center 2. KSU-IC, KSUF, Colleges, Provost, VPR 3. Center for the Advancement of Entrepreneurship, KSU-IC 4. Private funding, KSU-IC, VPR, Center for the Advancement of Entrepreneurship, faculty 	<ol style="list-style-type: none"> 1. Number of companies, number of students/jobs 2. A. Number of strategic partnerships B. Increased investment by strategic partners 3. A. Offering of 1st class by 2018 B. Number of faculty participants that complete the program C. New related startups 4. Participation in process to develop and execute local strategy

	Objective 3.2: Encourage and increase opportunities for external stakeholders to participate in and impact research and teaching activities	<ol style="list-style-type: none"> 1. Create opportunities for industry representatives to be “guest lecturers,” create a speaker series for faculty and industry to discuss research 2. Create Industry externships in IEP recognized strength areas 3. Further engage advisory boards in curriculum development 	<ol style="list-style-type: none"> 1. Work towards this objective will begin in July, 2017 2. Develop policies and plan by July 2018 3. Review current practices and develop working model 	<ol style="list-style-type: none"> 1. Career Center, OVPR, Provost, KSUF, Alumni Association, CAE, College/Departments 2. OVPR, KSUIC, KSUF, and colleges 3. Provost, Colleges/ departments 	<ol style="list-style-type: none"> 1. A. Number of guest lectures B. Number of speakers in the series C. Number of industry representatives on advisory boards 2. Number of externships 3. Number of advisory board partnerships in curriculum development
	Objective 3.3: Partner with external stakeholders to find solutions for facilities and infrastructure needs to provide 21st century research and teaching	<ol style="list-style-type: none"> 1. Conduct a gap analysis for research and teaching infrastructure needs 2. Identify key equipment and infrastructure needs 3. Match needs with potential funding opportunities 	<ol style="list-style-type: none"> 1. Fall 2017 2. Spring 2018 3. Fall 2018 	<ol style="list-style-type: none"> 1. OVPR, ADRC, Equipment database, Research Infrastructure Report 2010 2. OVPR, ADRC 3. OVPR, External consultant, KSUF, KSU-IC, and External Partners 	<ol style="list-style-type: none"> 1. Completion of gap analysis report 2. Needs report created and disseminated 3. Develop 5-7 year funding or equipment sharing plan

Glossary of Terms:

ADRC – Associate Deans for Research Council
DCM – Division of Communications and Marketing
KSURF – Kansas State University Research Foundation
ORSP – Office of Research and Sponsored Programs
OVPR – Office of the Vice President for Research
VPR – Vice President for Research

Links to Resources under Areas of Accomplishment:

AMI – Advanced Manufacturing Institute (#2)
CAE – Center for the Advancement of Entrepreneurship (#3.2)
CECD – Center for Engagement and Community Development (#3.2)
CRME – Center for Risk Management Education (#3.2)
KBED – Knowledge Based Economic Development (#2)
KSU-IC – Kansas State University Institute for Commercialization (#2)
KSRE – Kansas State Research and Extension (#3.4)