

Campus Vision and Values Feedback

JANUARY 2023

WHAT RECOMMENDATIONS DO YOU HAVE TO STRENGTHEN OR MODIFY THE VISION STATEMENT?

- ..."will once again lead the way as THE next-generation land-grant university..." Is that a thing? Is K-State going to be the only next-generation land-grant university? If so, is it really leading anything? Is it A next-generation land-grant university (as in one of many)? If so, shouldn't the sentence read: "...will once again become a leader among the next generation of land-grant universities..."
- 1. "Once again" sounds weird. Leaving it out might be an option. 2. operating as a future-focused, inclusive, innovative, and connected community 3. transform lives across Kansas, the nation, and beyond.
- add "artistic expression" after "discovery"
- As long as these convictions are carried out I offer no modifications to this vision statement.
- Building on our foundation as the nation's first land-grant university, Kansas State University will lead the way as the next-generation land-grant university. Our focus will connect, impact, build, and transform lives within Kansas and beyond.
- Creates prosperity feels flowery and may be hard to grasp for everyone who may need to understand this vision statement.
- Delete "once again" (unnecessary and it implies that we aren't currently leading but have fallen behind. I like the move in terminology from research to discovery. Seems much more inclusive whereas research often brings visions of lab-based research only. I also think research has some negative connotations in the public discourse whereas discovery hasn't been a word that is demonized.
- Does the mission drive the values or do the values drive the mission? This doesn't define next gen. Do the values do that? Global/international seems to be missing.
- First, let me voice a concern about our recent attachment to the term "prosperity". Formally defined, prosperity is the state of being prosperous which, in turn, is defined as being successful in material terms. I think this is a counterproductive goal. Replacing "creates prosperity" in our vision statement with "promotes human well-being" is both a much more ambitious and worthy goal for of a university. Also, the vision statement should be modified to explicitly address sustainability as an integral part of our vision for both the university and State of Kansas. Given our current social and environmental trajectories, it's clear that we are far from achieving a necessary balance between extractive and consumptive activities required to meet human material needs with long-term environmental stability, resilience, and sustainability of socio-ecological systems. Higher education has a moral obligation to develop and share knowledge to address this grand sustainability challenge. Responding to this call to action is not only consistent with K-State's land-grant mission, but is also reflected in our motto ' Rule by Obeying Nature's Laws'.
- Flashy. Doesn't hold substance or speak to K-State's ability. ... [redacted]
- I assume K-State is proud to be the nation's first operational land-grant university, otherwise why call that fact out so specifically here? If we are proud, why are we proud? I think we need to focus on the answer to that question - why are we proud? If we are going to tout our land-grant status, then I think we also need to bring in our acknowledgement that this is stolen land. "The recognition that K-State's history begins and continues through Indigenous contexts is essential". Or at the very least, provide more context as to what land-grant means to us. We say land-grant twice before we get into anything specific such as the future-focused, inclusive, etc... pieces.
- I do not have anything to add.
- I don't like the "within Kansas and beyond" for some reason. Not sure how to change it but I feel like it minimizes our impact outside of Kansas.
- I don't think "once again" is necessary. Many of us have worked diligently to provide outstanding education, research and outreach and have had great success despite the challenges and hurdles of those focused on "no" and "can't" and "don't make the world wait...sigh" of the past years. Grammatically, is the comma necessary before each "and" - it's used in some places and not others. Should it be "which" instead of "that" or better yet - "which will inspire discovery, create prosperity, impact society and transform lives within Kansas and beyond."
- I like it! It's strong.
- I like it, but it is fairly long! To me, a mission should be this length, while a vision statement should be 4-8 words max.

- I rewrote it. Feel free to revise. Building on our history as the first university created under the Morrill Act, K-State will lead the definition of the next-generation land-grant university- an inclusive, connected, and future-focused community that centers sustainability, inspires discovery, creates prosperity, and transforms society, with the intent to serve those in our state and beyond. Please note I added sustainability to our vision. I don't think there's anyway we can re-write what a land grant is without including sustainability. Also- I kept "prosperity" but wonder if it should be "opportunity and prosperity".
- I strongly believe KSU could be more sustainable. Over the past few years, not a lot of greenery has been used in some of the new construction. KSU is still beautiful nonetheless, but I think there should be more green spaces around campus. With the number of sidewalks that we have, causes a lot of flooding issues and kills a lot of the grass around the areas, therefore depleting the greenery. With the issues that surround Global Warming, regardless of what you may fear it as, it is happening and fast. Each little step KSU could do to help lessen their carbon foot print would help the state of Kansas in more ways than one. If we could work with the LARCP and Agricultural Departments on this, I feel KSU could become one of the finest green campuses and one of the lowest carbon foot print out of all the universities in the USA.
- I suggest the following revisions ("once again" is not helpful as our vision should focus on the future by building on our strong foundations; creating democratic values and resiliency in the communities we serve is vital, as is the need to create mutually beneficial relationships between the land or bio-physical world, people, and all forms of life; our land-grant institution should lead & support these essential human values and needs): Building on our foundation as the nation's first operational land-grant university, Kansas State University will lead the way as the next-generation land-grant university - operating as a future-focused, inclusive and connected community that inspires discovery, heals and renews the earth that supports all life, creates prosperity, improves society, and transforms lives within Kansas and beyond.
- I support THIS draft vision statement. Just before the [redacted]'s email to alumni on 27 Dec, [redacted], one of our grandson's who lives in Maryland asked if I could join him on a visit to KSU. He is interested in possibly attending our university. Then, I read [redacted]'s letter which underscored the buzzwords "diversity, equity, inclusion and belonging." I became concerned that KSU is following the woke ideologies which have so damaged our republic and continue to do so. Therefore, as a grandfather interested in what's best for our grandkids and as a modest donor who cares about the veterinary college and the university, I will be watching and praying that the mention of those loaded words was either a miscalculation by [redacted] or a one-time box-check thought to be necessary to maintain some kind of government funding. I hope it's the latter. I trust we will continue to strengthen our merit-based system of great education.
- I think a next-general land-grant is a place that provides global solutions to global problems for the benefit of Kansas, the nation and the world. So, I would suggest "- operating as a future-focused, inclusive, globally-minded, and connected community that inspires... in Kansas and around the world." Be bold - I don't mind being the university for Kansas but as a result of having the best global minds providing global solutions for the good of Kansas and the world.
- I think all of your framing is excellent - I would be curious as to how to simplify the vision statement for a tag line or recruitment purposes that could generate energy and interest.
- I think that in some form or fashion it should address the fact that the agriculture component - which is what makes a land grant different than any other institution - is absolutely essential to feeding a growing global population and protecting and preserving the environmental resources necessary to do so.
- I think the vision statement is very strong.
- I wonder about the inclusion of a word like "intellectual" or "academic" or something that implies the research and intellectual skill development that a K-State education provides.
- I would like to see creativity in this statement. With the RCM model so focused on student tuition dollars, the importance of RSCAD seems to be diminished. Our vision statement must include all aspects of RSCAD including Creativity if we wish to remain competitive as an R1 institution. I am heartened to see the inclusion of "inclusive and connected community" and hope that this commitment to inclusion and DEIB becomes apparent in our curricula and funding streams.
- I would omit "will once again". K-State will lead is clear and concise. If we are bold, let's be bold. I also think inclusive is a framing that is now outdated. While the value is critical, the framing demonstrates an out-mode way of making that statement. future-focused, diverse, and connected or future-focused, engaged, and connected...
- I would recommend including explicit commitment to reducing harm to the planet. The vision statement and values statements are all people-centric without acknowledging our place in the world and the impact of our actions on the

deterioration of the earth's lands, skies, waters, atmosphere, and biodiversity. I would also recommend including a core commitment to cutting-edge scholarship! Or is "inspiring discovery" supposed to be that?

- I would say that I never like the "first operational land-grant university" phrase vs just simply saying that we are a land-grant university. We all know that we use the "first operational" because we're technically not the first which just makes for an awkward and slightly embarrassing explanation. It also just is kind of a mouthful and really doesn't amplify or strengthen the message. Its sometimes feels like bragging about a participation medal. Like great, we're the first operational one which makes us just slightly older than other ones. In my opinion being first stopped being important decades ago and saying it now just detracts from us and our audiences focusing on us leading the way to what's next.
- I'm not sure about the phrase "once again." It sounds like we're continuing on our current path. If we're staying the course, why have a new plan?
- Impacts society- what is the thought behind this? Impact could be negative, so being specific about a positive impact would be better. "Lead the way" not specific, not bold, sort of trite. Omit "once again" sounds like trying to recover. Something like: K state will lead our peers in re-imagining or role as LGUs, operating as (or becoming)...
- Include the word sustainable after future focused
- Innovation for working remotely (making the lessons learned from COVID-19 be part of the permanent university functions)
More ways to connect units across the university
- It is broad, and can be interpreted in many ways. I understand it is meant to be a concise statement, however. Question 1: What models exist to become a next gen land grant university, and how could KSU study them to avoid making mistakes? If a model doesn't exist, how do you know you're on the path towards being next-gen? Question 2: how does this relate to employees. I am not speaking of the teaching staff, but the folks who make the university work? There is a true values-gap when you have custodians scraping along and a tenured Arts and Science professor making six figures and having a low impact. If you focus on values, be sure to outline the actions that will reflect those values."
- It needs to include that K-State acknowledges the commitment in time and money by its students and pledges to deliver long term value through a fundamentally strong education that provides an identifiable return on each student's investment.
- It seems to repeat land-grant university so close together in the statement. Also "building," "once again," and "future-focused" seem repetitive and very close together.
- Maybe include words like teaching, education, or academic
- Mention something about preparing students for their future and to be leaders in society.
- Most people have no clue what a land-grant university is. While it may not be typical to include definitions in a vision statement, it might be something to consider here since if they don't know what a LGU, how can they even imagine a next-generation LGU?!
- No changes
- No recommendations. I think the draft statement is clear and adequately conveys KSU aims.
- No suggestions at this time.
- none
- None - well done
- None.
- None. Nice job.
- None. Outstanding.
- Nothing, it sounds great.
- '--One element that seems to be missing: critical thinking. This should be at the heart of any institution that wants to call itself a university.
- recognize that this land is stolen from Indigenous peoples
- Remove: Building on our foundation (unnecessary in my opinion) Remove: once again (this says we have lost that edge of being a leader) Add: operating as a strategic, future-focused... (we must be strategic, the customer and economic climate have drastically changed. We cannot do everything, we must be strategic to drive the university (aka business) in profitable directions). Change: inclusive to welcoming (so much of the DEIB language is very politically charged these

days, not sure we want language that has become political in our vision statement). What does a connected community mean? The same thing as inclusive?

- take out the words once again.....
- Talk is cheap. Actions must show the commitment to statements if we are to make any progress. In the past I haven't seen much actions and haven't seen readiness of the university in confronting the individuals who disrupt and damage the students, faculty and university.
- The "beyond" ending presents an image of the other-worldly to me. Perhaps that is the intent. Perhaps something that aligns with the drafted values such as "...within Kansas and around the world."
- The phrase: "future-focused, inclusive, and connected community" sounds vacuous. What does "future-focused" mean? Or "inclusive"?
- There is significant repetition of the word "university"--is there a way to vary word choice? Ex: "Building on our foundation as the nation's first operational land-grant institution, Kansas State University will once again lead the way as the next-generation land-grant--operating..."
- This is great!
- this is too long and bloated; "operational" and then "operating" - "land-grant" in the first 2 lines... reduce repetition and meaningless lists. Nation's FIRST is really great, and important in connecting to the future-oriented "next generation" concept. Simplify the first part -- and be more direct in second -- can't there be 2 sentences? it's so much easier to follow that way.... (thinking of non-academics) "KSU's foundation as the nation's first operational land-grant university allows us to lead the way in becoming a next-generation land-grant university . We are a future-focuses, inclusive, and connected-community whose members inspire and create, while impacting and transforming families and society in Kansas and beyond.
- This sentence is a strength of the vision: inclusive, and connected community that inspires discovery, creates prosperity, impacts society, and transforms lives within Kansas and beyond. The rest of the vision statement seems to cliché
- To strengthen the vision statement, consider being direct. Begin with, "Kansas State University will lead the way as the next-generation land grant university, operating as a future-focused, inclusive, and connected community that inspires discovery.....". There is some defensiveness in stating, "as the nation's first operational land-grant university". Vision statements don't need first, second or third. The vision needs few words that are impactful.
- What about service and stewardship of LAND? This feels very society/people/community-focused, but at the core of our existence is land and healthy ecosystems. I urge you to layer in something that acknowledges sustainability.
- Would it be helpful to bring in something about original research and innovation and development? (R&D and innovation)?
- Yeah, first do not have links as you have below that erase all the text that is typed in these boxes prior as it comes back blank, just frustrates the process. Should not be set-up that way. For the question at hand - while next generation land grant is a good tag line, how long will it last, as we a next generation land grant forever or is this like 2025 - is there a time frame on it? the wording me is good. We do not need more added, it is long enough.

HOW WOULD YOU BUILD ON THESE VALUE STATEMENTS? WHAT CHANGES WOULD YOU SUGGEST AND WHY?

- "Courage" and "Transformation" seem to overlap in the value descriptions: "even when the course is uncharted: and "pioneering change". Suggest keeping one of them and blending the descriptions. Impact - could delete the word "collective" and go with "compounding our strengths"
- "Learner-focused" is too clunky. Express this in a better way. Even "student-centered" is better.
- "Transformation" seems more of an action, something we will do, and not a value we maintain in what we do. It is different than values such as courage and being learner and people focused and centered. Same with the term "impact." Consider "Purpose" instead of impact. "In all we do, in all we impact, we do it with purpose. Connection? By connection do you mean within K-State or with external partners? Perhaps "united" is a better term to use here."

- 1. Learner-Focused should move up to top 1 or 2 in the list. 2. Under Learner-Focused, the word “unconditional” commitment is open for debate. It might be use a different word such as utmost, maximal, purposeful, etc. 3. People-centered is important but just sounds strange here. Slightly overlap with learner-focused as well.
- Added another bold value - environment or resource centered - we are a land-grant, so there needs to be a value statement about land, water, finite resources, the connection between people and the land (environment) - this makes us stand out and different when compared to so many US flagship and regional public universities and so many universities outside the U.S. - I am not sure about the wording for this type of value - "Stewards of the Environment" IDK
- Adding the value of "agility" will help under "courage". With many deans and provost being stuck on old habits and ideas, K-State can move forward to commit to being agile in the ever changing higher education world. Agility should be a core value for faculty, staff and administrators. If you are static, you become irrelevant very soon.
- again -rather than inclusive culture, why not an intentionally diverse culture. We are looking to include those who are excluded - that can seem like a favor. We are boldly committed to engaging diverse ways of thinking, being, and doing and we are committed to processes, spaces, and ways of being that seek diversity in order to make impact, transform, be people-centered, etc.
- Again, critical thinking. Moreover, we have to broaden our focus beyond just being people-centered. We have to broaden that notion to include the ecosystem we live in. Call it an ethno-ecosystem, or a socio-ecosystem, or whatever. If we only focus on the prosperity of humans, we will ultimately crash the ecosystems that we are a part of. This is the most existential problem of our time; it should be reflected in our values.
- Again, when focusing on learning and discovery, Creative Activity must be included. So often creativity and the arts are the first step in transformation, sparking the idea that later becomes reality. This must be included if we are to be truly transformative.
- As a 30 year USS Employee I feel that the Governors 5% increase for all state employees was mishandled by campus with some employees getting a 6.75% raise while others go as low as 1.5%. The Governors intent was 5% across the board not the misuse of the merit system as a stick to show us the haves and have nots in each department. There is another 5% increase for all state employees in the Governors proposed budget for the next fiscal year. If it comes to fruition let's not make the same mistake twice! I also disagree with the proposal to integrate the USS Senate into the Faculty Senate as the integration of the Unclassified Employees into that body has already proven a miscarriage of representation. Too many cross purposes within these groups and i have no wish for a governing board that is heavy on Faculty Leadership outvoting any measure that would be favorable to USS or Unclassified Employees!
- Bogus. These aren't the words our stakeholders picked.
- Build in 'sustainability'. We should be leading the state on environmental and agricultural issues but bow down to big money interests.
- Connection - suggest to remove “broad” before K-State. People-Centered We are everything because of our people - from students, faculty and staff to the greater community of alumni and supporters - we value you! We will strive to support, inspire and positively impact every life we touch on and off campus and will continue to listen and learn to enhance the unwavering sense of belonging across our K-State community. In this time of lower morale, I think value needs to be part of the conversation and part of the change going forward - especially with faculty and staff who feel undervalued and unappreciated. As an alum, we are connected and are deeply purple - we want authentic - you don't drive belonging - you show it and live it and breathe it every day. It's the experiences you have with your friends, family and community - it's who answers the phone or e-mail and shows that they want to talk to you and care about you and want to help - even if they don't have the answer - find the answer or find the person with the answer - don't make the incoming student or parent or whomever have to find it. If you are a student or parent and feel like an afterthought or a “bother” after dealing with anyone on campus and you don't get a timely, thoughtful response, the purple won't matter. How you feel you were treated will. It's time we got back to a people first and not “busy, overworked, understaffed” first. It's kind of like what [redacted] said in a recent interview - stop focusing on what we don't do well - focus on the strengths and build. We have a lot of strengths but have gotten bogged down by lack of focus on what we can do well. I know this is a little off-topic from the feedback and yet, I share because value (or lack thereof) is the core of what has been missing for a while and the little things matter. Be the K-State we're supposed to be.

- Connection: Remove inclusive - see comments above. A culture of solidarity says the same thing without the political term. Change the name of Courage to Fortitude: We lead with a prudent and bold conviction. Leading with a “bold conviction” doesn't mean it's objectively good - just that you are bull-headed. Impact: “compounding our collective strengths to deliver the greatest good for areas of greatest need” - what does this mean? This sounds cynical and crass, but are we a charity or are we pioneers in our core-strategic areas? Yes, the work we do can help areas of need, but we need to be strategic, not necessarily chasing the areas of greatest need. Learner Focused: unconditional commitment and unlimited potential - we live in a conditional and finite world - we aren't God, so I'm not sure we should promise the infinite when we are not the creators of the infinite. :) People-Centered: why include political language in so much? “and driving an unwavering sense of belonging across our K-State community.” To me this reads, we will drive our political ideologies into everyone who comes to KSU. This value could easily stop after “every life we touch”. It sounds cultish... :(Please don't make our mission and values political nor unrealistic with confusing and embellished language - they can be crafted with language that is not politically charged, that is “inclusive” and that are based in reality, not over embellished, buzz-word language.
- Could one or more statements can be combined so that there are a reduced number? Remembering 6 different values will be challenging. Consider changing the order in which the statements are listed. For example, Learner Focused and People-Centered perhaps should be listed first as a way of communicating our stakeholders as priority. Consider using the word “transformative” rather than “transformation” People Centered, Learner Focused, Courageous and Connected Impactful Transformative. Last... I worry that use of “next generation” terminology may create confusion. I think MU has a high profile “NextGen Precision Health” campaign.
- Highlight civic engagement and commitment to the public good
- I added to, re-wrote, tweaked, rearranged, and questioned these, too, with an eye towards aligning them with the vision. The novel and increasingly complex challenges inherent to our next-generation land-grant mission demand a framework to guide successful and impactful resource management, relationship-building, decision-making, innovation, and transformation. Accordingly, K-State commits to embody not only our enduring Principles of Community, but also the following X (however many it ends up being) values in our work and service. Sustainability. We cherish the natural resources we enjoy in Kansas as well as the bounty nature offers across the globe and see responsible, just environmental stewardship as the duty of every citizen of the planet. Learner-Focused (maybe change this to Discovery/Learning/Open-Mindedness?). Part re-write/part question that needs addressing: We celebrate learning and welcome all who seek to grow in knowledge, providing an experience that [promises unconditional commitment and unlimited potential - what does this last part even mean? Can we commit to this? If not, eliminate it.]. (Maybe this needs to focus more on learning/curiosity/discovery/open-mindedness and less on the learner/student?) These next two I had questions about together. How are these distinct enough from our Principles of Community that they merit inclusion here? I'm not saying they don't merit inclusion, but I think it needs clarification. For example, The PoC don't get a lot into solidarity- maybe that's why Connection is here? Or is it about a commitment to relationship/interrelationship for healthy community? I need more info to feel like this makes sense. Connection We are stronger and more resilient together - cultivating enduring relationships that foster an inclusive culture of solidarity and bind our broad K-State community. What does this mean, People-centered? Are we focused on our employees/students? Or people outside the university? Or is this about BELONGING in the K-State Community? As with Connection above, I'd like some clarification. People-Centered We are everything because of our people - striving to support, inspire and positively impact every life we touch and driving an unwavering sense of belonging across our K-State community. I am not sure if Impact needs to be grouped with Transformation, or if Impact should become Prosperity (or Opportunity & Prosperity) to better reflect the language in the Vision. Impact We work with purpose - compounding our collective strengths to deliver the greatest good for areas of greatest need. Again, more clarification needed. Prosperity popped up here in your draft- maybe that should move to Impact? Transformation We acknowledge and are unbound by the status quo - challenging each other through learning and discovery to imagine changes that would transform lives and our society. I moved this to the end because it does not appear in the vision. Courage Informed by our community, our inquiry, and our framework of values, we will lead with conviction, boldly rising to- and potentially making- the moment, even when the course is uncharted. These proposed changes are not perfect, but are intended to inspire thinking and more refinement.

- I don't mind the one word values but the statements that go with them do not capture an institution of higher learning in my opinion. The statements with connection, courage, and impact do not seem connected to the work we do or are thinking of building the future.
- I don't see anything here that addresses intellectual integrity and/or not being influenced by or beholden to funders. Also, nothing about the value and importance of science/research/scholarship and furthering knowledge. Otherwise, why do we even need to exist?
- I feel it is unclear how the "values" were chosen. While they are appropriate, it is unclear how they were chosen vs other "words". Same with order of listing other than alphabetical order. I guess we could argue all day with is he best order, probably does not matter. I do like the fact we do not get buried in these words like inclusion, diversity, etc... the reality is we have bene this way for a long time, I have been here as a student and faculty over 20 years. I feel overusing these words hijacks that we are and have been for many years. We list that in the mission, we have our Principles of community, those are the places we affirm those concepts. For value statements - if these are chosen as example, I hope the university will help use these as a guide for funding to make sure we build upon these and just use these as present day feel goods.
- I like the way that "inclusion" is included without actually using that word. It's very important, but it can trigger some people, so bravo for getting to the heart of the matter.
- I love the idea of having values and I think these are all important things. I would modify so they are all parallel (all nouns). For example; We value courage. We value connection. We value people-centered. (doesn't work). It will be much easier for people to talk about these values if they are able to be used interchangeably in a sentence. "
- I love the transformation value. I think the communication around these values should include that we, as K-Staters, should ingrain these values into how we do our everyday work. While I believe that is inherent for many, it may not be for all of our K-State students/employees and would be good to remind the group, as we do the Principles of Community.
- I think "Connection" should be substituted with "Community" since that seems more indicative of the value described. I think Courage is vague and lacks specificity to the land-grant or university context. That could just be renamed "Discovery" since courage is implied therein but would map more explicitly onto the RSCAD mission.
- I think it would be easier to remember and catchier if "Learner-Focused" and "People-Centered" were condensed to one word each. Something like Courage, Impact, Experience, Humanistic, Transformation
- I think that the various value statements, as currently stated, insufficiently address issues pertaining to inclusion, diversity, equity, and accessibility. The phrase "an inclusive culture of solidarity" in the "Connection" value, for example, is too vague and does not adequately prioritize the desire and need to address inclusion and diversity. I suggest that the "Connection" value be renamed to "Inclusion" or "Diversity and Inclusion". I also suggest that the value statement include specific language about welcoming, supporting, and respecting the dignity and worth of all individuals in an inclusive academic community. It would also be nice to see a statement regarding the university's commitment to a diverse community of students, faculty, and staff. On a related note, it would also be nice to see an indigenous land acknowledgement statement incorporated into the some part of the final strategic plan.
- I think that we should add sustainability and green spaceways into the goal of Transformation. Be more of a wide-reaching subject than just what is done in the classrooms. If that doesn't work, we could add it to the People-Centered area. Making sure we have a clean and organized campus that is here longer. Lastly, we could add it to the Impact portion of this plan as well. Making an impact on the area and the world, if we could learn to put more money and thoughts towards keeping and building KSU to be one of the greenest campuses, and show that we care about the student's well-being, and the campuses well-being as well.
- I think the focus of being people-centered is the most important aspect here; I think KSU does a great job of being student-centered. I think KSU does a great job of protecting tenured professors. For the rest of the staff...good luck. If something falls under OIE in terms of abuse it is dealt with. For everything else, there is no way to alleviate abuse and poor conduct from supervisors to supervisees. I appreciate Employee Relations and Engagement, but they don't have any real power to deal with some of the egos on campus who harm employees. Call a woman a [redacted]? OIE can help you. Treat an employee like a slave, be emotionally abusive, but use the right language? Too bad for you...you're stuck. You need a team of people who can work the way OIE does, but deal with the much greater system of supervisor to supervisee abuse.

- I thought "We are everything" looked a bit odd but if most people like the phrase, let it stand.
- I wish there was some language related to resiliency or hard work. I think one of the things that makes K-State really great and differentiates us from other institutions is the notion that we strive to do the things that are hard. Being first, doing what's right, changing the world--these things are rarely easy and I think that's why most people hide in the background away from them. But not K-State. For us, something being hard is a sign we chose the right path. It's what entices us to take on the initiatives we do. I would like to see some of that woven into the statements more.
- I would add diversity to our core values. I shouldn't have to tell you the appalling statistics around the number of people of color on campus. As a land grant institution we should be focused on creating a diverse campus.
- I would add something about serving our communities. We are servant leaders in all that we do listening to our constituents and providing the resources that they request and need the most.
- I would like a values statement to address or include a university commitment to being part of the solution or transformation required to address the climate crisis. We should value and act on our capacity to transform the human-environment relationship through research (RSCAD), education, and engagement.
- If only the values were lived ones. If only the hierarchy were set up to deal with real problems in constructive ways instead of just putting on a front.
- Impact - I'm not sure I like the word "compounding" here - it sounds to me like doing more with less, compounding the work on our employees. Learner-Focused - what do we mean when we say we promise unconditional commitment??? Is that something we can promise? I also think there needs to be an adjective before the word "experience" here. What kind of experience do we provide for learners?
- In my experience the principles of community are an empty gesture. There have been a plethora of times where hate speech and actions have occurred on campus or in the online community when I have literally pointed to how the hate speech/actions counter our principles of community and everyone has simply been like oh yeah that's true and done absolutely nothing. For example, when we have a white supremacist student attacking queer students and students of color on twitter and that student remains enrolled our principles of community have no real meaning.
- Individual agency + mentoring should factor into learner-focused, people centered, and transformation... those are key in a university setting (for recruitment) and for building community, in theory (how it reads) and in practice (how it actually is) for a large R1 institution, so many faculty work very closely with students; we offer students from Kansas (and surrounding areas) numerous opportunities to get involved with research projects and campus events/labs/outreach, almost as if it were a liberal arts college - this is really important feature to highlight, not just for students, but for their families and for hiring organizations/businesses
- Is it confusing to have a value statement and principles of community? Could they be combined? Under learner-focused, do we have an "unconditional" commitment? Seems like we do have some conditions (grades, adherence to rules) so wondering if there is a better word here. Genuine?
- Is there a way to further frame "a culture of solidarity"? It seems to be untethered as is - maybe something more about learning or discovery under "connection"?
- It seems there should be something about research (which I understand is discovery) in the transformation section, perhaps the courage section and the impact section.
- Keep it simple. Select 3 to 5 only. Higher education has a tradition of making simple tasks too complex.
- Learner focused: doesn't really describe focus on learners. What is "unconditional commitment" in this context?
- Many of the values listed - and their definitions - seem ultra generic and candidates for inclusion in a silly corporate culture poster. They are certainly not unique among universities in general and land-grant universities in particular. Some should clearly identify and emphasize ideas that help orient us as a collective community of land-grant scholars and promote the idea that we are more than capable of addressing major challenges. In this spirit, and to counterbalance our persistent issues with disciplinary and college-level "silos", one of our core values should clearly be identified as "Interdisciplinary and Collaborative Discovery". Another should be directly related to "Sustainability" given that one of our most critical societal grand challenges is our ability to enhance human well-being while confronting global environmental changes that are undermining planetary stability. Note here the use of "well-being" rather than prosperity given its material wealth connotation. The Princeton Review's annual 'College Hopes' survey shows that a university's commitment to the

environment is an increasingly important factor shaping college choice. A new - or perhaps rediscovered - emphasis on sustainability at Kansas State shaped by its inclusion as a core value will serve as a magnet to attract this growing segment of prospective students. This commitment should also be reflected in our university marketing strategy despite potential conflicts with the worldview of some wealthy donors.

- Most of these value statements are OK, but I don't like the portion of the "courage" statement that emphasizes "rising to the moment, even when the course is uncharted." To me, that suggests acting without a clear vision of where we are headed or without a clear target in mind. An "unchartered course" may not lead to the outcomes we strive for. There should be a better way to express the outcome of acting with courage.
- NA
- No changes. I hope we can implement Them, grow K-State.
- No suggestions at this time.
- None.
- One thing that came out of our experiences with COVID-19 was the need to have patience and grace with others. I think having this attitude with our K-State community as we navigated through an uncharted course was critical. It may be valuable to include some language that embraces our commitment to maintaining this attitude/value as part of K-State's future.
- People-Centered and Connection values seem very similar. Perhaps something could be added about providing a sense of safety as well as a sense of belonging in the people-centered component.
- Please make your use of the Oxford comma consistent! (AKA USE IT THROUGHOUT - there is no character limit to justify removing characters of grammatical importance.) "Our values serve as a framework for how we make decisions, how we build relationships, how we use our resources and how we innovate for the future." This seems obvious - does it need stating? Are we spoon-feeding our audience? "...cultivating enduring relationships that foster an inclusive culture of solidarity and bind our broad K-State community." I had to read this 3 times to understand this sentence because it was hard to figure out that "foster" and "bind" were the list items. That first point - "foster an inclusive culture of solidarity" - seems more verbose and pedantic than the second - "bind our broad K-State community." Maybe try to get the language on the same level. OR you could say "...cultivating enduring relationships that foster and inclusive culture of solidarity among our broad K-State community." "...greatest good for areas of greatest need..." who exactly is going to determine what the "greatest" good and "greatest" needs are? "...striving to support, inspire and positively impact every life we touch and driving an unwavering sense of belonging across our K-State community." MISSING THE COMMA AFTER INSPIRE. "...creates shared prosperity for all..." CREATES SHARED PROSPERITY, huh?...that's probably outside of the scope of a university that sells its employees' innovations to corporations for profit...and routinely puts its largest group of constituents under insurmountable piles of debt. MAYBE you could say "encourages a mindset of shared prosperity." but that's about as far as I'd go...
- Put substantive action behind the words. One thing to have boiler plate marketing words that sound nice, and quite another to have actual words with meaning.
- Suggest reordering, optics matter. Place learner-focused first and people-centered second. The goal must be to move in that direction. We have lost our compass on learner-focused and need to return to that premise.
- the "inclusive culture of solidarity" seems a bit of an oxymoron - what does that really mean and look like? I appreciate that inclusivity and belonging have been incorporated into these statements - I would like to see a stronger commitment to equity expressed as that is an important role for a land-grant
- The university should be a model for how our communities can do better in this world. You have many of the human angles, but do not acknowledge to imperative to challenge some of the hardest status quos--those having to do with environmental crises, indigenous claims to university property, and countering racism.
- These are excellent - promote excellence and connection. Thank you all for your great work!
- These statements are devoid of almost any meaning. The definition of a product of committee. Pablum. There is little here that can be salvaged. Furthermore, the notion that an institution can have any "values" is fundamentally silly.

- They all seem incredibly vague, especially the first three (connection, courage, and impact). None of them mention creativity, research, or diversity by name. Glad to see "inclusive culture" mentioned in there, but I kind of read all of these and feel like I didn't read anything because they are so vague.
- This statement is completely people centered, but we also have a role to play in protecting the environment we live in as well as being an example of how that could be done. There could be an additional sub-category that gets at how the University is a role model for not only our students, but the community and the citizens of the state.
- To broaden & deepen I suggest the following: We listen, adapt, and challenge the status quo - pioneering positive change through learning and discovery that transforms lives, renews the earth, strengthens communities, and creates shared prosperity (community health and wealth) for all.
- Under "Learner-Focused," how about, ". . . providing an experience that promises unconditional commitment, unlimited potential, and life-long learning"?
- Under Connection, the flow would be better if the verbs were both in the same structure: cultivating/binding would be more grammatically correct (instead of cultivating/bind).
- Values are beliefs we hold and drive behavior. Are these aspirational? People-Centered is aspirational...we are striving. The rest are statements. The description statements lack boldness, punch. Connection seems like family striped down to something cold. The orders of the values is important. Is this the order? There is no sense of excellence. Pioneering seems old...need more champion focused language. Could combine courage and transformation. These are not yet specific enough...we need more clarity to ensure we are on the same page. The non-18 year old freshmen learner needs to be more clearly visible in our values. We need to be bold enough to change the STRUCTURE to innovative and more forward in bold ways. We need big themes...grand challenges. We need to consider outcome measures and metrics. How do we know we are living these values?
- What about service and stewardship of LAND? This feels very society/people/community-focused, but at the core of our existence is land and healthy ecosystems. I urge you to layer in something that acknowledges sustainability and stewardship of land and resources. The climate crisis surely will affect many, many, many aspects of what happens on this campus in the future. Please somehow acknowledge a focus on healthy ecosystems/land/sustainability in some way!!!!!!
- When reading these statements, I found myself sitting straighter in my chair and the pride swelling to be affiliated with K-State. This hasn't happened for a while. I struggled a bit with the "unconditional commitment" and where that lies - with K-State; in everything I do moving forward; or, K-State's commitment to me? I don't have a suggestion for improvement simply because I am not sure of the intended direction.
- With respect to Transformation and challenging the status quo, perhaps it might help to acknowledge the benefits that individuality, heterodox thinking, the questioning of conventional thinking bring. Missing too is some acknowledgement of the value of greatness and the search for truth, which might have a central role among scholars and learners.