



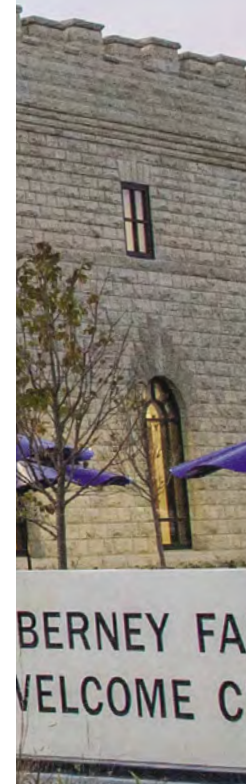




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Photos: Division of Communications and Marketing, K-State Athletics



ABOUT KANSAS STATE UNIVERSITY



Mission

The mission of Kansas State University is to foster excellent teaching, research and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Colleges

Agriculture; Architecture, Planning & Design; Arts and Sciences; Business Administration; Education; Engineering; Health and Human Sciences; Technology and Aviation; and Veterinary Medicine

Graduate study

The Graduate School offers more than 165 master's, doctoral and graduate certificate programs in multiple disciplines across our campuses.

Extension

Kansas State University Research and Extension conducts practical research and delivers those results to improve the lives of Kansans.

Students

More than 20,000 students from all 50 states and more than 100 countries

Degrees

More than 250 undergraduate academic majors and options

Athletics

A total of 16 men's and women's varsity sports in the Big 12 Conference

Locations

Manhattan, Salina, Olathe and online

LETTER FROM THE PRESIDENT AND THE PROVOST AND EXECUTIVE VICE PRESIDENT



We are pleased to share the K-State 2025 progress report covering fall 2011 to fall 2021. In September 2011, President Kirk Schulz and Provost April Mason launched the K-State 2025 Visionary Plan after an exciting and inclusive planning process involving more than 500 students, faculty, staff, alumni and friends. The K-State 2025 plan defines us as a modern, student-centered land-grant university valuing and integrating education, research and engagement on behalf of our communities, state, nation and world. For over a decade, the plan has served as a guide for our work, our decision-making and our priority setting.



K-State 2025 was designed as a 15-year vision with key outcomes defined in five-year intervals in our visionary plan and in the associated plans of our academic colleges, major units and their departments. For 10 years, our students, faculty, staff, administrators, alumni, donors, partners and

friends have done amazing work together, making real our commitment to our vision and goals. Throughout those 10 years, we made significant progress on our K-State 2025 plans — progress made through leadership transitions and during a time of constrained resources and declining public funding support, explosive growth and then decline in enrollment, and a worldwide pandemic that is still with us today.

This report highlights progress since 2011, advancing K-State 2025 goals and outcomes across all seven themes in the visionary plan. You can also read progress reports for our college and major unit plans on the K-State 2025 website. Records have been set with all-time highs in research expenditures, student body diversity,

freshman-to-sophomore retention and six-year graduation rates, doctorates awarded, annual giving and our endowment pool. Working with the KSU Foundation, we integrated K-State 2025 with our fundraising efforts, including our Innovation and Inspiration Campaign, raising more than \$1.7 billion over 10 years. Beyond specific outcomes and performance measures, K-State 2025 has had many positive impacts on how we do our work as a university.

K-State 2025 served as a catalyst for change, dialogue and internal reflection as we developed, then operationalized, the plan. In many ways, the dialogue around the plan has been more important than the plan itself. It promoted a culture of transparency, planning and accountability with aspirational, inspiring goals. It transformed institutional processes across the institution — education, research, outreach, strategic planning, enrollment, budgeting, human resources, technology, and communications and marketing. It led to new programs, degrees, partnerships and success across all the K-State 2025 themes and goals. Most importantly, it strengthened the bonds within our K-State community as we worked together — the university, the KSU Foundation, the K-State Alumni Association and K-State Athletics — to achieve shared goals and address challenges.

We have evolved as a university over the past decade. The journey has always been exhilarating and at times, very challenging. We have adjusted plans along the way. But we always kept moving forward — that's the K-State way.

Reflecting back over the past 10 years, the progress has been remarkable. Looking ahead, K-State 2025 has laid a foundation for our new president, Dr. Richard Linton, to build upon as we move into the next decade. We have much to celebrate as we look ahead to a bold future for Kansas State University.



Richard B. Myers
President



Charles S. Taber
Provost and Executive Vice President



2025



VISIONARY GOAL

By 2025, Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.



INTRODUCTION

The Visionary Plan

In September 2011, Kansas State University launched K-State 2025, a university strategic plan with a 15-year vision. The result of an ambitious and inclusive planning initiative begun in 2010, the visionary plan defines us as a modern, student-centered land-grant university with a bold future. It expresses our desire to pursue excellence in all we do. It charts our path to be recognized as a Top 50 public research university by 2025.

Where We Stand

This progress report and the reports from our colleges, major units and associated departments highlight key accomplishments across the university over 10 years of implementing the K-State 2025 Visionary Plan. We promised at the outset of the K-State 2025 journey that our university strategic plan would not sit on a shelf but that we would take action together across the K-State community. Moving forward required shared commitment at all levels and by all members of the K-State community, along with new ideas, plans, resources and ways of doing things.

As K-State and the higher education landscape changed over the past decade, we adapted the K-State 2025 framework, bringing a focus to additional strategic areas that cut across and support our plan's seven themes and eight common elements. These include strategic enrollment management, student wellness, innovation in education, aviation, global food, health and biosecurity, the cyber land-grant university and economic prosperity for our communities and our state.

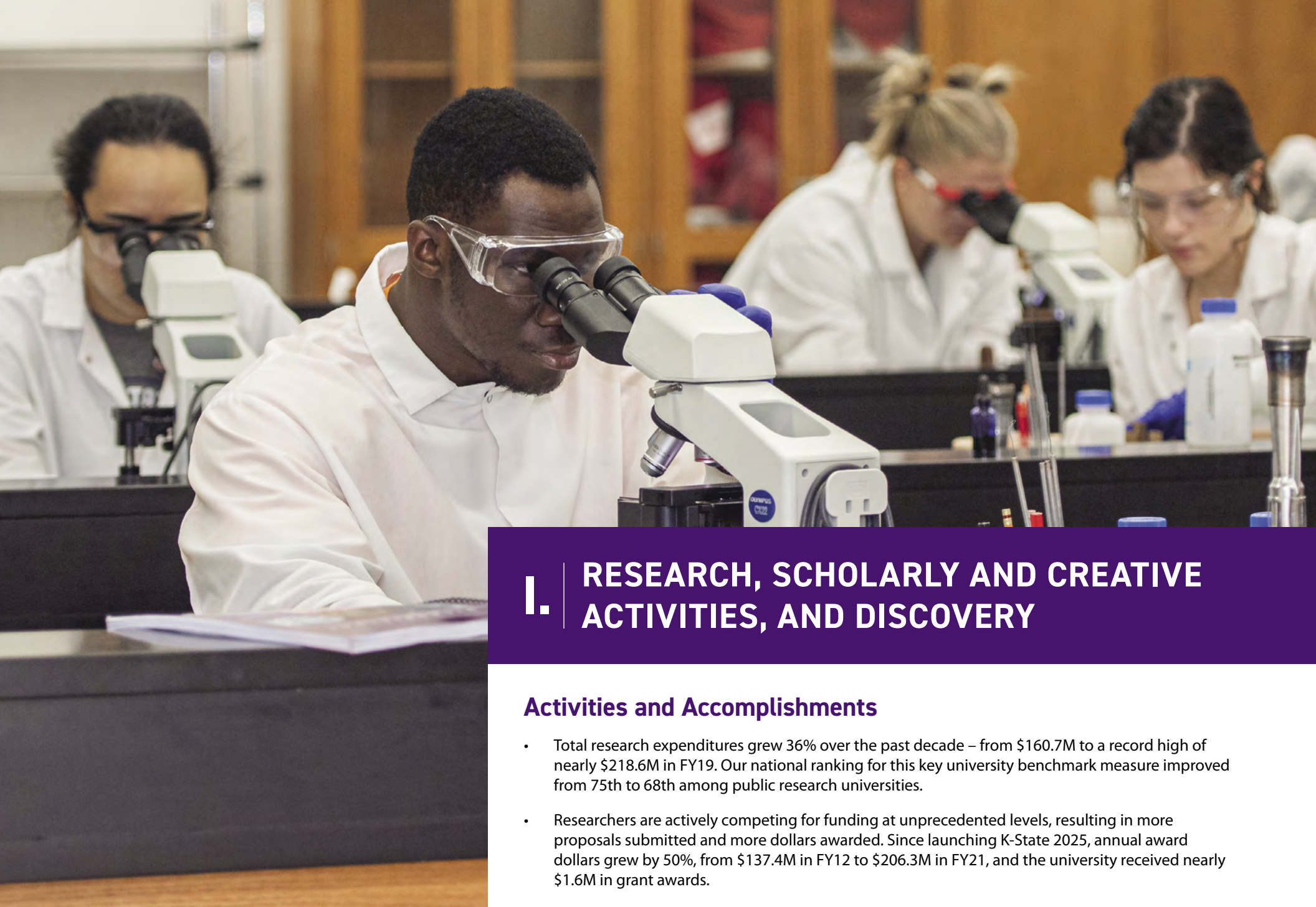
These 10 years saw many record-breaking advances for Kansas State University, made possible through the efforts of our faculty, staff, students, administrators, donors, alumni and our government, corporate and community partners. Of all the progress made on the K-State 2025 path to success, it is perhaps the engagement of our broader K-State community working together over a period of time to create K-State's future that is the most important achievement.

Thematic Goals

- Research, Scholarly and Creative Activities, and Discovery
- Undergraduate Educational Experience
- Graduate Scholarly Experience
- Engagement, Extension, Outreach, and Service
- Faculty and Staff
- Facilities and Infrastructure
- Athletics

Common Elements

- Diversity
- International
- Sustainability
- Communications and Marketing
- External Constituents
- Culture
- Funding
- Technology



I. RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY

Activities and Accomplishments

- Total research expenditures grew 36% over the past decade – from \$160.7M to a record high of nearly \$218.6M in FY19. Our national ranking for this key university benchmark measure improved from 75th to 68th among public research universities.
- Researchers are actively competing for funding at unprecedented levels, resulting in more proposals submitted and more dollars awarded. Since launching K-State 2025, annual award dollars grew by 50%, from \$137.4M in FY12 to \$206.3M in FY21, and the university received nearly \$1.6M in grant awards.

GOAL

Create a culture of excellence that results in flourishing, sustainable, and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.



- The university was awarded a growing number of major prestigious multistate, multi-institutional major grants with an international and interdisciplinary focus.
- As the only university in the country with four USAID Feed the Future Innovation Labs, K-State is a leader conducting cutting-edge research on critical global food challenges.
- The Office of Undergraduate Research and Creative Inquiry was established to facilitate, increase and measure participation of undergraduates in meaningful research, scholarly and creative activities, and discovery, or RSCAD.
- Research faculty development was enhanced through a variety of initiatives, including annual visits of new faculty with granting agencies in Washington, D.C., and compliance training.
- Research visibility was raised through communication initiatives such as RSCAD Momentum, a weekly newsletter; an expanded research website; a social media presence; the launch of Seek, K-State's flagship research magazine; and research showcase events.
- To better support our researchers, research administration was modernized with major process improvements and systems development, including a proposal and awards electronic repository system, Cayuse SP; an electronic research compliance system, IRB Manager; an online compliance training system, CITI; Research and Discovery Activity Reporting, RADAR; and Research Information Secure Enclave, RISE.
- Corporate sponsored research increased, with 159 projects totaling \$8.5M in FY21. The university's master agreements with strategic industry partners grew exponentially, from 4 master agreements in FY11 to 89 in FY21.

Leading the way

As a national leader with four prestigious Feed the Future Innovation Labs, Kansas State University is building global food systems capacity and helping to meet food demands of the world's growing population.

Beginning in 2013, K-State was named the winner of four highly competitive grants totaling more than \$100 million from the U.S. Agency for International Development, or USAID. Those grants established the four Feed the Future Innovations Labs: the Feed the Future Innovation Lab for Collaborative Research on Sorghum and Millet, the Feed the Future Innovation Lab for Applied Wheat Genomics, the Feed the Future Innovation Lab for the Reduction of Post-Harvest Loss and the Feed the Future Innovation Lab for Sustainable Intensification.

Through a combination of research, education and outreach, the labs focus on international collaboration to end world hunger. K-State's work in the Feed the Future initiative has brought together 24 other U.S. universities, 24 foreign universities, 47 private-sector partners, 10 U.S. nongovernment organizations, eight other innovation labs and 49 international organizations.

The Feed the Future labs bring K-State's land-grant mission and agricultural expertise across the globe. By studying emerging agricultural issues on the front lines in foreign countries, the labs also safeguard U.S. agriculture.



II. UNDERGRADUATE EDUCATIONAL EXPERIENCE

Activities and Accomplishments

- The university achieved its highest-ever freshman-to-sophomore retention rates, progressing from 81% to 87% over the past decade and nearing the 2025 goal of 90%.
- The six-year graduation rate reached record highs with a 12-point increase since K-State 2025 was launched. Advancing from 56% to 68.4%, we are nearing the 2025 goal of 70%.
- The university set records for multicultural student enrollment and highest freshman ACT averages.
- Expanded student success performance targets were established in 2021 to include four-year graduation and sophomore-to-junior retention rates, with additional targets for student populations by race and ethnicity, international, Pell recipients and first-generation students.
- Investments were made across the university to support improved student success, including in tutoring, peer mentoring, academic advising, diversity, undergraduate research, transition and career coaching programs.
- Record numbers of students participated in student success programs such as K-State First during the past decade, resulting in better academic performance and higher graduation and retention rates for participants. For example, over 16,000 students experienced K-State First classes; participation in our expanded living/learning community system, or CAT communities, increased 277%; and students taking the First Year Seminar increased 45%.
- The student convocation program was reinstituted to welcome new students to the university as they embark on their college experience.
- The Honors House opened as a living/learning facility for Honors Program students.
- A competitive grant program launched to expand undergraduate research provided financial support to 500 students through the Office of Undergraduate Research and Creative Inquiry.
- The First Scholars program was launched with funding from the Suder Foundation to better support our large population of first-generation students. K-State earned the NASPA designation as a First-Gen Forward Advisory Institution.

GOAL

Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social and personal lives.



- Undergraduate students studying abroad increased 66% over the past 10 years. With 16% of our graduates having at least one education abroad experience, K-State is exceeding the national average by 5%.
- World culture/study abroad programs have been integrated into 80% of our undergraduate degree programs.
- The Textbook Affordability Program supported the creation of free or low-cost textbooks, reducing the burden of textbook costs for more than 10,000 students annually and an estimated savings to students of \$7M since 2015.
- Financial assistance to students was increased through new or expanded institutional, college and departmental scholarships and need-based aid. Over the past four years alone, funding was raised for 676 new scholarships through philanthropy.
- The university's first Strategic Enrollment Management, or SEM, plan was completed and is in its fourth year of implementation. This student-

centered plan reaffirms our land-grant commitment to access, affordability and student success.

- Our institutional scholarship model was adjusted to better balance merit- and need-based awards and aid for students. The university piloted retention grants, reallocated funding to provide need-based aid to current students, increased need-based aid awarded to incoming freshmen through the Freshman Wildcat Grant by 48%, and expanded the number of available need-based housing scholarships for students living in residence halls.
- Our tuition and fees model was restructured and simplified for all learners and communications to students and families about cost of attendance were improved.

View the complete Undergraduate Educational Experience achievements on the 2025 Visionary Plan website. k-state.edu/2025

Leading the way

For more than 10 years, K-State First, the university's hallmark transition program, has been proving that a great college experience really does start with a great first year.

Since its official launch in the 2010-2011 academic year, K-State First has facilitated engaging, high-impact and high-quality learning experiences for first-year students and has focused attention on research-based best teaching practices, such as learning communities and first-year seminars.

Four programs make up K-State First: First-Year Seminars, small classes for first-year students with lots of interaction and hands-on learning; K-State First Book, the all-university common reading program; CAT Communities, where small groups of students with similar interests take courses together — and sometimes live together; and Guide to Personal Success, the first-year mentoring program. More than 16,000 students have taken K-State First courses over the past decade and student participation grows each year. Surveys show students enjoy K-State First programs, with the most common responses including praise for the active, engaging learning environments; the small class sizes; the boost the programs give to their academic success and in obtaining their degrees; and much more.

And the results: Improved student retention and graduation rates on a nearly annual basis that exceed those of the undergraduate population as a whole.

In its next 10 years, K-State First will continue to seek the best ways to make learning more exciting, relevant and accessible to students and offer new kinds of learning communities to appeal to the next generation of college students.



III. GRADUATE SCHOLARLY EXPERIENCE

Activities and Accomplishments

- The number of doctorates awarded, a key university benchmark measure, increased more than 33% over the past decade, with a record 216 doctorates awarded in academic year 2020-2021.
- Funding support for graduate students was improved through initiatives in the colleges and Graduate School, including the addition of new programs such as the Presidential Doctoral

GOAL

Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.



Scholarship Program, the Marie R. Bonebrake Graduate Award and the Arts, Humanities and Social Sciences Small Grant Program.

- Eight new graduate degrees and 52 graduate certificates were approved since 2011, expanding our online and in-person graduate programs to meet today's need for graduate education. Twelve of these new graduate degrees and certificates are interdisciplinary.
- The number of fully online graduate program offerings increased, including 6 doctoral programs, 16 master programs and 25 graduate certificates. Five doctoral programs are now available both online and on campus.
- K-State Olathe's School of Applied and Interdisciplinary Studies was established and now offers a professional science master's in applied biosciences and 3 graduate certificates in addition to several graduate programs based on our Manhattan campus.
- Career development activities were expanded for graduate students with an increased number of professional development workshops offered annually.
- Graduate School alumni reunions were held for the first time to reconnect graduate alumni with the Graduate School, academic departments and the university.
- The Graduate School enhanced operational support serving both graduate programs and students, including implementation of College Net for admission processing, more efficient processing of student documents and an enhanced online presence.
- A Graduate Student Ambassador Program was launched to support the recruitment of graduate students and facilitate their transition to the university.

Leading the way

Climate change, food security, global health issues, racial and gender equality. These are just a few of the complex challenges facing the world today in need of effective leadership and more progress.

Equipping people to make such progress is the aim of a new doctoral program at Kansas State University that prepares its graduates to use interdisciplinary approaches to solve the pressing issues of the day.

The leadership communication doctoral program was launched in 2018 by the communications studies department, the communications and agricultural education department and the Staley School of Leadership Studies. Less than four years later, the program has 33 active students and has produced its first two graduates.

Through the program, students examine the theories and methods of leadership and communication needed for collaborative change. Working with faculty, each student develops a customized plan of study emphasizing their area of interest and the community/organizational challenges that matter most to them.

The leadership communication program is an interdisciplinary research degree. By the study and practice of leading change, engaging community and advancing communication, students produce original research that contributes to making progress on the most difficult challenges of today.

With this degree, students use community-engaged research to transform the academic, nonprofit, government, and private and civic sectors in which they live and work.



IV. | ENGAGEMENT, EXTENSION, OUTREACH, AND SERVICE

Activities and Accomplishments

- K-State's visibility as an engaged university was raised, including receiving the Carnegie Foundation classification for community engagement and the APLU designation as an Innovation and Economic Prosperity University.
- The Excellence in Engagement Awards were launched to recognize engaged scholarship and an engagement seed grant program was established.
- Food insecurity is one of the world's great challenges and became a focus of our engagement work. Examples include:
 - Students, the Division of Student Life and the Parents and Family program, and colleges worked together to address food insecurity on the Manhattan campus. Opened in fall 2017, Cats' Cupboard, our campus food pantry, now provides students, faculty and staff access to food and personal hygiene items at no cost.
 - The Kansas Healthy Food Initiative, launched in 2017, supports projects focused on increasing access to healthy food at the retail level in low-resource and underserved areas of Kansas.
 - The Global Food Systems initiative was established to support adopting multidisciplinary approaches to address some of the world's global food systems challenges while helping to create jobs and wealth for the state.
- Originally conceived as the North Campus Corridor, the Edge Collaboration District is now growing on the north edge of the Manhattan campus as a prime example of the university, city, state and federal governments, and business/industry working together to stimulate economic growth and prosperity.
- K-State Olathe opened its doors to students, creating university, public and private partnerships advancing innovative education, research and outreach in the Kansas City metropolitan region.
- Direct engagement with the military, soldiers, veterans and military families expanded through partnerships with the Army, Navy and Air Force; the Institute for Health and Security of Military Families; and 4-H Military Partnerships.

GOAL

Be a national leader and model for a reinvented and transformed public research land-grant university integrating research, education, and engagement.



- The Applied Aviation Research Center and the Kansas State University Bulk Solids Innovation Center were opened by K-State Salina in partnerships with industry and local, state and federal agencies.
- The university and Biosecurity Research Institute researchers and staff collaborated with federal agencies and others on the construction of the National Bio and Agro-Defense Facility, or NBAF, and contributed to NBAF-funded transition projects in anticipation of the federal facility becoming fully operational in Manhattan in 2022-2023.
- Twelve reciprocal articulated agreements with Top 200 global universities were established, exceeding our goal of 10 by 2021.
- Kansas State University in Orvieto, Italy, was established as an anchor for programs of study and other university activities within that region.
- International noncredit programs grew with offerings such as the Go Teacher program, the Korean Summer Institute, the Engineering Summer Institute and the Mandela-Washington Fellowship program for Young African Leaders.
- The Leading Changes Institutes, an endowed program of the Staley School for Leadership Studies, was established, bringing together individuals from different countries and backgrounds and K-State students involved with multinational service organizations to discuss solutions to global challenges.
- Engagement with Australian partners expanded with the Oz to Oz program, active student exchange programs and the Australian Fulbright Initiative.

View the complete Engagement, Extension, Outreach, and Service achievements on the 2025 Visionary Plan website. k-state.edu/2025

Leading the way

Innovation, research and economic prosperity meet at The Edge Collaboration District at K-State.

Through a partnership with the university and KSU Foundation, the Edge Collaboration District is situated along the north edge of the Manhattan campus, offering close proximity to campus, established research facilities and the National Bio and Agro-Defense Facility.

K-State students win through this partnership with industry-relevant research, internships and future careers. Industry partners win through access to top-notch experts, laboratories and research centers as well as direct access to students to grow their workforce.

The Edge Collaboration District is more than leasing office space. It is about strengthening Kansas State University through a variety of collaborations within the academic colleges. These private-public partnerships are also key to economic growth in the region and state.



V. FACULTY AND STAFF

Activities and Accomplishments

- 107 new endowed faculty funds were established through private giving during the past 10 years.
- Faculty salaries were enhanced through a new faculty compensation plan, which includes increased salary increments for promotion through tenure-track faculty ranks and the creation of targeted faculty salary enhancements to address faculty salary issues.
- Professional titles were established for non-tenure track faculty as a way to recognize their contributions and achievements.
- The K-State Postdoctoral Association was founded to support recent doctoral graduates engaged in research.
- New programs for faculty and staff development were created, including supporting faculty through the pivot to remote teaching in response to the COVID-19 pandemic.
- More faculty are engaged in education abroad experiences, with faculty-led programs from every college.
- International scholars visited the university in record numbers with the all-time high of 452 in 2019 before the pandemic.
- Total Rewards, a new job classification, grade and compensation structure, was put in place for unclassified professionals and university support staff.
- In a major change, K-State's classified employees chose to leave the state system and transition to university support staff.
- The All University Awards Ceremony and a new Student Employee of the Year award were established to honor the outstanding work of faculty, staff and student workers. A faculty honors website was launched to recognize outstanding faculty.
- Following a comprehensive assessment, university human resources related services were consolidated into the new Division of Human Capital Services, or HCS.

GOAL

Foster a work environment that encourages creativity, excellence and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair and collegial for all.



- Recruitment and hiring processes were streamlined and automated and resources developed to support recruitment of underrepresented faculty and staff.
- Numerous initiatives across the university were undertaken to advance an inclusive culture valuing human diversity and where all faculty, staff and students can thrive. Examples include:
 - Two climate surveys of faculty, staff and students were completed.
 - The university's first chief diversity and inclusion officer position was established as a cabinet-level position and the Office of Diversity and Multicultural Student Affairs was created in the Office of Student Life.
 - KSUnite, launched in 2017 during a pivotal time, is now an annual event that reaffirms who we are, what we value and what we stand for as a community of belonging.
 - Multiple forums were created to celebrate diversity and connect community, such as Wildcat Dialogues, Difficult Dialogues and What Matters to Me and Why, and faculty, staff and students were trained as facilitators for difficult conversations.
- The Action Plan for a More Inclusive K-State was put in place in 2020 to address racial and social injustice through student and faculty/staff focused action steps — all of which are underway.
- The Center for Advocacy, Response and Education, or CARE, expanded its services to provide confidential advocacy to any K-State student, faculty or staff member impacted by sexual, domestic or dating violence, stalking or sexual harassment.
- New or updated policies were put in place, including a more flexible remote work policy, paid parental leave for all benefits-eligible employees and an expansion of the dependent/spouse tuition assistance program for term employees with five years of service.

Leading the way

How a community responds to a crisis says a lot. K-State faculty and staff showed they were #KStateStrong as they stepped up to face the challenges of the COVID-19 pandemic with creativity, resilience, flexibility, collaboration, and empathy. Faculty and instructors quickly changed teaching methods. Staff members adjusted procedures for maintaining facilities. Classrooms were equipped with technology to support online and hybrid learning. Everyone collaborated to maintain university operations.

K-State employees created resources, including the Keep Teaching and Keep Learning websites, to help transition to online/remote learning. One initiative — Keep Teaching: Resources for Higher Ed — was an online community among the first of its kind in the U.S.

Faculty and staff also battled the pandemic from multiple research angles: exploring vaccines and treatment options, improving COVID-19 tests, 3D-printing test materials and assisting communities.

Through multiple Biosecurity Research Institute projects, our researchers aimed to better understand SARS-CoV-2, the virus that causes COVID-19. The Kansas State Veterinary Diagnostic Laboratory performed thousands of COVID-19 tests since the pandemic began. Lab staff also performed overflow tests for the Kansas Department of Health and Environment and provided testing for community partners.



VI. FACILITIES AND INFRASTRUCTURE

Activities and Accomplishments

- The Manhattan and Salina campus master plans were updated with broad stakeholder involvement, charting the path for growth and renewal.
- The university invested \$588.2M in renovation and new construction of academic facilities since FY12, excluding the Hale Library reconstruction. Much of this investment was made possible by record-breaking philanthropic giving. Major projects included:
 - Classes began meeting in the new wing of the Engineering Complex in spring 2015 and the College of Business relocated to a new state-of-the-art facility in 2016.
 - The Seaton Complex revitalization was completed and today Seaton and Regnier halls, home to the College of Architecture, Planning & Design, combine history and modern space for students.
 - The Morris Family Multicultural Student Center, one of only two stand-alone multicultural centers in the Big 12, was completed in 2020 and is the home for 40 multicultural student organizations and a hub for intercultural learning and collaborative initiatives.
 - The Berney Family Welcome Center opened as the front door to the Manhattan campus, making innovative use of the iconic East Memorial Stadium.
 - The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theater and learning environment, and the McCain lobby was expanded, providing a more welcoming, functional space for patrons of the arts.

GOAL

Provide facilities and infrastructure that meet our evolving needs at a competitive-level with benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers and staff.



- Wefald Hall, our first new residence hall since 1967, and the renovation of Kramer Dining Center were completed in fall 2016, followed by renovation of the Derby Dining Center and the expansion and renovation of the K-State Student Union.
- Additional projects include the O.H. Kruse Feed Technology Innovation Center, the Equine Performance Center, the Mosier Hall Research Center, the Southeast Research and Extension Center, and renovations in Justin and Ice halls.
- K-State Salina completed the first phase of its campus master plan, including renovations to the Welcome Center and expanded Student Life Center.
- Following a devastating fire in May 2018, a reimagined Hale Library is once again at the heart of the Manhattan campus, including the new Dave & Ellie Everitt Learning Commons, the Sunderland Foundation Innovation Lab and Butler Digitization Lab.
- Space vacated as a result of new construction was strategically reallocated through K-State's first-ever space migration planning process.
- With completion of energy conservation projects such as the new Chiller Plant, energy consumption was significantly reduced while expanding the Manhattan campus footprint and resulting in significant utility cost savings.
- The university and Flint Hills Area Transportation Agency launched a fixed-loop bus route to serve students, faculty and staff.
- Technology infrastructure improvements included migrating over 80% of our data center to the cloud as part of our Cloud First initiative, replacing our central email and calendaring system with Office 365, converting our learning management system to Canvas, and completing technology upgrades to more 450 classrooms and other spaces to support the pivot to online and hybrid learning and remote work in response to COVID-19.

Leading the way

The May 22, 2018, accidental fire at Hale Library was heartbreaking for the university community. But in true K-State fashion, what has emerged from the soggy, smoke-damaged building is a re-envisioned, functional and innovative library to serve future generations.

Following three years of extensive recovery, restoration and renovation efforts, the last book returned to its shelf in Hale Library and all floors were open to the public in August 2021. The heart of campus is full again.

The new vision of Hale includes a multitude of study spaces, lecture rooms, collaboration rooms, meditation space and comfortable seating throughout. Quiet study floors remain a key component of the space. The library and IT help desks are also co-located in Hale. New technology is available throughout the library, including state-of-the-art technology available for projects and to check-out in the new Sunderland Foundation Innovation Lab.

Historic Farrell Library is the picture of grandeur again with a new reading room, the Dow Center for Multicultural and Community Studies and the beloved Great Room with restored murals.

It is great to be home sweet Hale.



VII. | ATHLETICS

Activities and Accomplishments

- Our student-athletes lead on and off the field, continuing to rank among the top schools in the Big 12 in Academic Progress Rating, or APR, scores and graduation success rates.
- On the field successes included Big 12 Championships in football in 2012, men's basketball in 2013 and 2019, baseball in 2013, and women's track and field in 2017 and 2018.
- Over the last decade, K-State has averaged five student-athlete Big 12 individual champions, 20 All-America selections, 34 All-Big 12 selections, three Academic All-Americans, and 205 Academic All-Big 12 selections per year.
- Academic-athletic partnerships and collaborations were strengthened to benefit students through programs such as Powercat Mentor, the Powercat Positioning Athletes for Lifelong Success, or

GOAL

Strengthen the interconnectivity between intercollegiate athletics and the campus community, prepare our student-athletes for success in school, in sport and after graduation, and benefit our university, community and state.



P.A.L.s, Snyder Leadership Legacy Fellows, KSUnite and Wildcat Dialogues.

- The K-State Athletics Diversity and Inclusion program continues to grow with implementation of annual action items and goals.
- The Ike and Letty Evans Student-Athlete Success program was launched to provide enhanced staffing, technological advances and programming for all student-athletes and academic services staff.
- The university is home to outstanding athletic facilities, enhanced by the completion of more than \$280M in overall facility renovations and new construction since 2012. Projects included Tointon Family Stadium for baseball, Ice Family Basketball Center, Intercollegiate Rowing Center, Mike Goss Tennis Stadium, Buser Family Park for soccer, Shamrock Zone, Vanier Family Football Complex and West Stadium Center.
- Total giving to K-State Athletics during the past decade reached nearly \$349M. The Ahearn

Fund, K-State's national fund for student athletic excellence, reached record membership.

- The elimination of direct and indirect university funding for supporting K-State Athletics enabled the university to redirect that funding to critical needs. Today, K-State Athletics is one of only eight programs nationwide operating without state, tuition or student fee funding.
- K-State HD.TV, an online high-definition network, was launched to provide worldwide access to athletic and academic content.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, given every two years to recognize the top marching band in the U.S.

Leading the way

Kansas State University student-athletes aren't just committed to their respective sports, they also work to give back to the community that supports them as students and young adults.

Over the last five years, student-athletes across all sports have averaged more than 1,500 hours of community service per year.

The following are the four largest service initiatives that are managed, planned and executed by the Student-Athlete Advisory Committee:

- **Cats for Cans** – Student-athletes collect nonperishable food items, canned goods and monetary donations for the Flint Hills Breadbasket. Past events have averaged nearly \$12,000 in cash and more than 4,000 pounds of food items donated.
- **Cats in the Classroom** – Student-athlete volunteers visit local elementary schools to spend time in the classrooms, read stories and serve as Breakfast Buddies.
- **Adopt-a-Family** – Student-athletes work with Junior League of the Flint Hills and collect dollars to fulfill Christmas wish lists of families and youth in and around the Manhattan community. The athletes go shopping, wrap the gifts and deliver the items.
- **Special Olympics sports clinic** — 100 student-athletes volunteer and host a sports clinic for 100 Special Olympic athletes from all over Kansas. The clinic includes lunch and a baseball game, where a Special Olympian is preselected to throw out the first pitch.

MEASURING OUR PROGRESS

Realizing the vision of K-State 2025 requires an institutional commitment to planning and holding ourselves accountable at all levels. Over the past 10 years, we made progress building a sustainable framework to enable doing just that.

K-State 2025 not only inspired us to be aspirational, but also pushed us to develop concrete plans, set specific timelines and take responsibility for success. In fall 2012, we began an effort to align all college/major unit and associated departmental plans to the K-State 2025 Visionary Plan. Today, our academic colleges, major units and associated departments have defined their K-State 2025 goals, activities and measurable outcomes in completed plans available online. K-State 2025 is supported not just by a university strategic plan, but also by nearly a hundred plans that together define where we are going and how we get there.

We also took steps to align our internal budgeting processes and our fundraising goals, including the highly successful Innovation and Inspiration Campaign, with our K-State 2025 plans.

Measuring and reporting progress is integral to holding ourselves accountable. We developed processes for reporting and communicating progress. Since 2011, the president and provost have held annual 2025 fall visits with the colleges and major units to share progress on the university plan and priorities. During these visits, the deans, vice presidents and other university leaders also share their annual progress reports. These reports are all available online.

Seven key metrics and 10 comparison universities are used to measure our progress toward our visionary goal to become a student-centered Top 50

public research university by 2025. The most current institutional, comparison and rankings data are available online on our K-State 2025 dashboard. Ten years of rankings data from the Center for Measuring University Performance are available on our “At A Glance” report on the K-State 2025 website. Baseline, five-year and 10-year comparison and rankings data is available online.

While we have improved our rankings in several measures, the university will need to continue to make progress against a very competitive set of schools — all of which are trying to increase their national rank and stature at the same time.

These national rankings measures are important but not the only measures of our success. Reflecting on the past 10 years, remarkable progress has been made while facing enormous challenges. We reached all-time highs in six of our seven key metrics, including total research expenditures, doctorates awarded, freshman-to-sophomore retention and six-year graduation rates, the endowment pool and annual giving. We have provided students with a wider range of learning opportunities to be successful in their academic, professional and civic lives; taken a lead in helping to solve the global challenges of our time, including global food, health and biosecurity; fostered new connections and engagement with our communities and our state, the nation and the world; and invested in new programs, academic facilities and our faculty and staff.

As we look ahead, we will continue to measure our progress, consider unanticipated challenges and unexpected opportunities, adjust when needed and be accountable to achieving our future.

Our Benchmarks

- Total research and development expenditures
- Endowment pool
- Annual giving
- Number of faculty awards
- Number of doctorates granted annually
- Freshman-to-sophomore retention rate
- Six-year graduation rate

Our Peers

Land-grant institutions without medical schools:

- Auburn University
- Clemson University
- Colorado State University
- Iowa State University
- Louisiana State University, Baton Rouge
- North Carolina State University, Raleigh
- Oklahoma State University, Main Campus
- Oregon State University
- University of Massachusetts, Amherst
- Washington State University

BENCHMARKS OF EXCELLENCE

(Based on the most recent comparison data available)

Institution	Total Research Development Expenditures ^b		
	FY 2010	FY 2014	FY 2019
Kansas State University	\$160,679,000	\$184,945,000	\$218,622,000
Auburn University	\$145,115,000	\$142,487,000	\$231,619,000
Clemson University	\$174,693,000	\$161,070,000	\$218,760,000
Colorado State University	\$302,896,000	\$307,978,000	\$398,477,000
Iowa State University	\$250,120,000	\$313,263,000	\$358,474,000
Louisiana State University, Baton Rouge	\$289,872,000	\$290,076,000	\$296,497,000
North Carolina State University, Raleigh	\$360,795,000	\$446,112,000	\$541,100,000
Oklahoma State University, Main Campus	\$147,094,000	\$126,543,000	\$184,276,000
Oregon State University	\$216,595,000	\$230,963,000	\$263,830,000
University of Massachusetts, Amherst	\$169,143,000	\$200,199,000	\$223,177,000
Washington State University	\$304,352,000	\$326,414,000	\$369,333,000

a. from IPEDS Data Center - most recent available comparative data

b. from the NSF annual report – most recent available

c. from NACUBO annual report- most recent available

d. does not include D.V.M. or other “first professional” degrees

e. from CMUP “Top American Research Institutions” – most recent available

* did not have at least \$40 million in federal research in this fiscal year

BENCHMARKS OF EXCELLENCE



(Based on the most recent comparison data available)

Institution	Endowment Pool ^c			Annual Giving ^e			
	FY 2011	FY 2015	FY 2019	FY 2010	FY 2014	FY 2019	
Kansas State University	\$337,460,000	\$488,936,000	\$613,400,000	\$58,624,000	\$156,335,000	\$105,237,000	
Auburn University	\$471,851,000	\$641,993,000	\$792,983,000	\$59,091,000	\$86,579,000	\$96,605,000	
Clemson University	\$473,748,000	\$648,611,000	\$774,514,000	\$33,178,000	\$61,721,000	\$94,260,000	
Colorado State University	\$221,231,000	\$281,355,000	\$376,063,000	\$29,586,000	\$143,239,000	\$47,548,000	
Iowa State University	\$612,283,000	\$786,205,000	\$1,101,709,000	\$57,322,000	\$64,854,000	\$122,717,000	
Louisiana State University, Baton Rouge	\$672,790,000	\$851,833,000	\$926,247,000	\$87,593,000	\$110,644,000	\$111,593,000	
North Carolina State University, Raleigh	\$617,632,000	\$983,979,000	\$1,400,655,000	\$77,963,000	\$117,535,000	\$158,539,000	
Oklahoma State University, Main Campus	\$681,744,000	\$877,549,000	N/A	N/A*	\$76,101,000	\$71,089,000	
Oregon State University	\$411,964,000	\$505,369,000	\$622,473,000	\$75,989,000	\$97,217,000	\$112,749,000	
University of Massachusetts, Amherst	\$529,262,000	\$770,222,000	\$973,276,000	\$57,272,000	\$33,918,000	\$41,175,000	
Washington State University	\$722,717,000	\$885,777,000	\$1,067,842,000	\$59,377,000	\$85,672,000	\$98,680,000	

	Faculty Awards ^e			Doctorates Granted ^{a, d}			Freshman-to-Sophomore Retention ^a			Six-year Graduation Rate by Cohort ^a		
	2010	2014	2019	2010 – 2011	2014 – 2015	2018 – 2019	Fall 2010	Fall 2014	Fall 2019	2005	2009	2014
	9	4	5	162	190	207	81%	83%	87%	56%	62%	68%
	5	2	3	204	257	244	87%	90%	92%	66%	73%	79%
	6	5	8	192	237	243	89%	93%	94%	80%	81%	85%
	7	7	14	203	251	263	83%	87%	85%	64%	67%	70%
	10	6	12	358	321	389	86%	87%	89%	68%	71%	75%
	2	4	4	255	331	325	84%	85%	86%	62%	67%	70%
	11	12	20	395	512	564	88%	93%	94%	72%	75%	84%
	3	5	6	187	242	231	78%	81%	85%	62%	61%	64%
	7	6	12	172	198	290	83%	85%	85%	61%	64%	69%
	8	10	20	258	268	350	89%	91%	89%	67%	78%	83%
	8	6	11	197	281	312	82%	78%	81%	67%	64%	59%

TOP PUBLIC RESEARCH UNIVERSITIES: KEY BENCHMARK RANKINGS

(Based on Center for Measuring University Performance: Top American Research Universities annual report data)

Institution	Total Research Development Expenditures Control Rank *			Endowment Pool Control Rank *			
	2009	2013	2018	FY 2010	FY 2014	FY 2019	
Kansas State University	75	69	68 	77	67	83 	
Auburn University	77	81	72	62	55	51	
Clemson University	68	92	83	57	54	52	
Colorado State University	42	47	44	99	97	93	
Iowa State University	54	50	45	42	43	40	
Louisiana State University, Baton Rouge	45	48	51	67	74	79	
North Carolina State University, Raleigh	26	31	32	43	34	30	
Oklahoma State University, Main Campus	87	86	85	45	58	63	
Oregon State University	61	57	55	64	63	64	
University of Massachusetts, Amherst	71	73	71	95	93	95	
Washington State University	46	49	47	32	36	42	

*Based on Center for Measuring University Performance at the University of Massachusetts Amherst and the University of Florida: Top American Research Universities Annual 2020 Report Data

In the Top 25

In the Top 50

	Faculty Awards Control Rank *			Doctorates Granted July 1 to June 30 Control Rank *			Annual Giving Control Rank *		
	2010	2014	2019	2009 – 2010	2013 – 2014	2018 – 2019	2010	2014	2019
	46	85	83 ▼	82	81	75 ▲	63	20	54 ▲
	77	126	108	60	59	64	61	50	60
	69	71	61	69	66	65	88	75	61
	60	50	32	59	65	59	98	24	92
	44	58	40	37	38	31	64	71	43
	126	85	90	38	39	50	40	40	51
	37	27	16	23	21	17	47	35	27
	99	71	75	57	61	67	35	63	71
	60	58	40	68	73	55	48	46	50
	53	35	16	42	50	42	65	99	101
	37	58	43	70	57	53	60	51	58

K-STATE 2025 PROGRESS REPORT FOR 2011-2021

RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY

GOAL: Create a culture of excellence that results in flourishing, sustainable and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.

Activities and Accomplishments

- Total research expenditures grew 36% over the past decade – from \$160.7M to a record high of nearly \$218.6M in FY19. Our national ranking for this key university benchmark measure improved from 75th to 68th among public research universities.
- Researchers are actively competing for funding at unprecedented levels, resulting in more proposals submitted and more dollars awarded. Since launching K-State 2025, annual award dollars grew by 50%, from \$137.4M in FY12 to \$206.3M in FY21, and the university received nearly \$1.6M in grant awards.
- The university was awarded a growing number of major prestigious multistate, multi-institutional major grants with an international and interdisciplinary focus.
- As the only university in the country with four USAID Feed the Future Innovation Labs, K-State is a leader conducting cutting-edge research on critical global food challenges.
- The Office of Undergraduate Research and Creative Inquiry was established to facilitate, increase and measure participation of undergraduates in meaningful research, scholarly and creative activities, and discovery, or RSCAD.
- Research faculty development was enhanced through a variety of initiatives, including annual visits of new faculty with granting agencies in Washington, D.C., and compliance training.
- Research visibility was raised through communication initiatives such as RSCAD Momentum, a weekly newsletter; an expanded research website; a social media presence; the launch of Seek, K-State's flagship research magazine; and research showcase events.
- To better support our researchers, research administration was modernized with major process improvements and systems development, including a proposal and awards electronic repository system, Cayuse SP; an electronic research compliance system, IRB Manager; an online compliance training system, CITI; Research and Discovery Activity Reporting, RADAR; and Research Information Secure Enclave, RISE.
- Corporate sponsored research increased, with 159 projects totaling \$8.5M in FY21. The university's master agreements with strategic industry partners grew exponentially, from 4 master agreements in FY11 to 89 in FY21.

Expected Outcomes by 2015

- Increased intellectual and financial capital to support RSCAD.
- More clusters/centers of collaborative RSCAD focus.
- Increased funding for investigator-based research, research centers and graduate training grants.
- Tuition waivers for all GRAs.
- Competitive compensation and support available to GRAs, GTAs and GAs.
- Enhanced and systematic approach for undergraduate research.
- Successful recruitment, retention, evaluation, compensation and rewards strategies in place to support RSCAD needs.
- Enhanced visibility and appreciation for RSCAD.

Expected Outcomes by 2020

- Intellectual and financial capital in place for expanded RSCAD efforts.
- Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs.
- Nationally and internationally recognized research centers.
- Recognized for prominent and productive placement of our graduates.
- Increased participation by undergraduates in expanded opportunities in research.

Expected Outcomes by 2025

- Fifty nationally recognized Kansas State University researchers, a high proportion of whom are members of their National Academies.
- Extramural funding competitive with our benchmark institutions.
- Research and development expenditures competitive with benchmark institutions.
- Competitive amongst our peers in the percentage of undergraduates involved in research.

II. UNDERGRADUATE EDUCATIONAL EXPERIENCE

GOAL: Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social and personal lives.

- The university achieved its highest-ever freshman-to-sophomore retention rates, progressing from 81% to 87% over the past decade and nearing the 2025 goal of 90%.
- The six-year graduation rate reached record highs with a 12-point increase since K-State 2025 was launched. Advancing from 56% to 68.4%, we are nearing the 2025 goal of 70%.
- The university set records for multicultural student enrollment and highest freshman ACT averages.
- Expanded student success performance targets were established in 2021 to include four-year graduation and sophomore-to-junior retention rates, with additional targets for student populations by race and ethnicity, international, Pell recipients and first-generation students.
- Investments were made across the university to support improved student success, including in tutoring, peer mentoring, academic advising, diversity, undergraduate research, transition and career coaching programs.
- Record numbers of students participated in student success programs such as K-State First during the past decade, resulting in better academic performance and higher graduation and retention rates for participants. For example, over 16,000 students experienced K-State First classes; participation in our expanded living/learning community system, or CAT communities, increased 277%; and students taking the First Year Seminar increased 45%.
- The student convocation program was reinstituted to welcome new students to the university as they embark on their college experience.
- The Honors House opened as a living/learning facility for Honors Program students.
- A competitive grant program launched to expand undergraduate research provided financial support to 500 students through the Office of Undergraduate Research and Creative Inquiry.
- The First Scholars program was launched with funding from the Suder Foundation to better support our large population of first-generation students. K-State earned the

NASPA designation as a First-Gen Forward Advisory Institution.

- Undergraduate students studying abroad increased 66% over the past 10 years. With 16% of our graduates having at least one education abroad experience, K-State is exceeding the national average by 5%.
- World culture/study abroad programs have been integrated into 80% of our undergraduate degree programs.
- The Textbook Affordability Program supported the creation of free or low-cost textbooks, reducing the burden of textbook costs for more than 10,000 students annually and an estimated savings to students of \$7M since 2015.
- Financial assistance to students was increased through new or expanded institutional, college and departmental scholarships and need-based aid. Over the past four years alone, funding was raised for 676 new scholarships through philanthropy.
- The university's first Strategic Enrollment Management, or SEM, plan was completed and is in its fourth year of implementation. This student-centered plan reaffirms our land-grant commitment to access, affordability and student success.
- Our institutional scholarship model was adjusted to better balance merit- and need-based awards and aid for students. The university piloted retention grants, reallocated funding to provide need-based aid to current students, increased need-based aid awarded to incoming freshmen through the Freshman Wildcat Grant by 48%, and expanded the number of available need-based housing scholarships for students living in residence halls.
- Our tuition and fees model was restructured and simplified for all learners and communications to students and families about cost of attendance were improved.

View the complete Undergraduate Educational Experience achievements on the 2025 Visionary Plan website. k-state.edu/2025

- Excellent, customized academic advising and services available to all students to support their success and degree completion.
- Engaged students benefiting from high-impact educational practices used by excellent faculty and staff across the university.
- Increased participation by undergraduates in expanded opportunities for meaningful research.
- Successful integration of undergraduate education and meaningful research is standard practice.

- Effective evaluation practices that recognize and reward teaching, advising and lifelong learning/professional development.
- Effective system in place that supports and promotes teaching excellence.
- Successful recruitment and retention strategies that address our entire student population.
- Improved six-year graduation rates and retention ratios.

- Integrated learning communities experienced by students, faculty and staff that promote student success within a culture of excellence.
- Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social and personal lives.
- Superior and diverse faculty recognized for teaching excellence.

- All undergraduate students engaged in a diversity of experiences that expand their viewpoint.
- Increased undergraduate contributions in the creation of scholarship through research.
- Ongoing improvement of six-year graduation rates and retention ratios.

- An undergraduate educational experience recognized as one of the best among the nation's Top 50 public research universities.
- Faculty teaching and advising awards comparable to benchmark institutions.
- Freshman-to-sophomore retention ratios comparable to benchmark institutions.

- Six-year graduation rates comparable to benchmark institutions.

III. GRADUATE SCHOLARLY EXPERIENCE

GOAL: Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.

- The number of doctorates awarded, a key university benchmark measure, increased more than 33% over the past decade, with a record 216 doctorates awarded in academic year 2020-2021.
- Funding support for graduate students was improved through initiatives in the colleges and Graduate School, including the addition of new programs such as the Presidential Doctoral Scholarship Program, the Marie R. Bonebrake Graduate Award and the Arts, Humanities and Social Sciences Small Grant Program.
- Eight new graduate degrees and 52 graduate certificates were approved since 2011, expanding our online and in-person graduate programs to meet today's need for graduate education. Twelve of these new graduate degrees and certificates are interdisciplinary.
- The number of fully online graduate program offerings increased, including 6 doctoral programs, 16 master programs and 25 graduate certificates. Five doctoral programs are now available both online and on campus.

- K-State Olathe's School of Applied and Interdisciplinary Studies was established and now offers a professional science master's in applied biosciences and 3 graduate certificates in addition to several graduate programs based on our Manhattan campus.
- Career development activities were expanded for graduate students with an increased number of professional development workshops offered annually.
- Graduate School alumni reunions were held for the first time to reconnect graduate alumni with the Graduate School, academic departments and the university.
- The Graduate School enhanced operational support serving both graduate programs and students, including implementation of College Net for admission processing, more efficient processing of student documents and an enhanced online presence.
- A Graduate Student Ambassador Program was launched to support the recruitment of graduate students and facilitate their transition to the university.

- Competitive compensation and support available for GRAs, GTAs and GAs.
- Tuition waivers for all GRAs.
- Engaged graduate students integrated in university life with enhanced visibility and appreciation.
- Outstanding mentoring for our graduate students.

- Expectation of excellence for the graduate scholarly experience.
- Increased capacity to secure funding for graduate research and teaching.
- Broader spectrum and greater overall number of courses offered at the graduate level and especially at the Ph.D. level.
- Expanded partnerships with industry and government to provide high-level learning and experiential training opportunities for graduate students.

- Increased participation by our graduate students in unique high-level learning and experiential training.
- Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment.

- Increased funding for graduate research and teaching.
- Increased number of nationally and internationally recognized award-winning graduate faculty.
- Increased number of doctorates awarded.

- National and international reputation for outstanding graduates with demonstrable career success.
- World-class reputation as a preferred destination for outstanding graduate students.

- Stable funding for graduate research and teaching competitive with benchmark institutions.
- Doctorates awarded comparable to benchmark institutions.

IV. ENGAGEMENT, EXTENSION, OUTREACH, AND SERVICE

GOAL: Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education and engagement.

Activities and Accomplishments

- K-State's visibility as an engaged university was raised, including receiving the Carnegie Foundation classification for community engagement and the APLU designation as an Innovation and Economic Prosperity University.
- The Excellence in Engagement Awards were launched to recognize engaged scholarship and an engagement seed grant program was established.
- Food insecurity is one of the world's great challenges and became a focus of our engagement work. Examples include:
 - Students, the Division of Student Life and the Parents and Family program, and colleges worked together to address food insecurity on the Manhattan campus. Opened in fall 2017, Cats' Cupboard, our campus food pantry, now provides students, faculty and staff access to food and personal hygiene items at no cost.
 - The Kansas Healthy Food Initiative, launched in 2017, supports projects focused on increasing access to healthy food at the retail level in low-resource and underserved areas of Kansas.
 - The Global Food Systems initiative was established to support adopting multidisciplinary approaches to address some of the world's global food systems challenges while helping to create jobs and wealth for the state.
- Originally conceived as the North Campus Corridor, the Edge Collaboration District is now growing on the north edge of the Manhattan campus as a prime example of the university, city, state and federal governments, and business/industry working together to stimulate economic growth and prosperity.
- K-State Olathe opened its doors to students, creating university, public and private partnerships advancing innovative education, research and outreach in the Kansas City metropolitan region.
- Direct engagement with the military, soldiers, veterans and military families expanded through partnerships with the Army, Navy and Air Force; the Institute for Health and Security of Military Families; and 4-H Military Partnerships.
- The Applied Aviation Research Center and the Kansas State University Bulk Solids Innovation Center were opened by K-State Salina in partnerships with industry and local, state and federal agencies.
- The university and Biosecurity Research Institute researchers and staff collaborated with federal agencies and others on the construction of the National Bio and Agro-Defense Facility, or NBAF, and contributed to NBAF-funded transition projects in anticipation of the federal facility becoming fully operational in Manhattan in 2022-2023.
- Twelve reciprocal articulated agreements with Top 200 global universities were established, exceeding our goal of 10 by 2021.
- Kansas State University in Orvieto, Italy, was established as an anchor for programs of study and other university activities within that region.
- International noncredit programs grew with offerings such as the Go Teacher program, the Korean Summer Institute, the Engineering Summer Institute and the Mandela-Washington Fellowship program for Young African Leaders.
- The Leading Changes Institutes, an endowed program of the Staley School for Leadership Studies, was established, bringing together individuals from different countries and backgrounds and K-State students involved with multinational service organizations to discuss solutions to global challenges.
- Engagement with Australian partners expanded with the Oz to Oz program, active student exchange programs and the Australian Fulbright Initiative.

View the complete Engagement, Extension, Outreach, and Service achievements on the 2025 Visionary Plan website. k-state.edu/2025

Expected Outcomes by 2015

- Enhanced integration between academics and student service learning.
- Increased participation by undergraduates in expanded opportunities for meaningful engagement experiences.
- Increased recognition of our services as a source of expertise, information and tools for disciplines worldwide.
- Increased numbers and diversity of faculty and staff participating in engagement.
- Increased extramural funding for engagement initiatives at the local, state, national and international level.
- Recognition as leaders in engagement within our state and nation.
- Enhanced visibility and appreciation for engagement and its interconnectedness with research and education within our university.

Expected Outcomes by 2020

- Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and environmental issues.
- All undergraduate students engaged in at least one engagement/service learning project.
- Increased number of graduate students involved in engagement.
- Increased appreciation by K-State graduates for lifelong involvement in engagement and service.
- Increased capacity to respond to emergencies worldwide.
- Preferred destination for faculty, staff and students who value engagement as integral to their academic and personal lives.

Expected Outcomes by 2025

- Nationally recognized as a leader in and model for a re-invented and transformed land-grant university integrating research, education and engagement.
- Nationally and internationally recognized as a leader in engagement on a global scale.
- Recognized as a leader in engagement, reaching both rural and urban communities.

V. FACULTY AND STAFF

GOAL: Foster a work environment that encourages creativity, excellence and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration and is respectful, trusting, fair and collegial for all.

- 107 new endowed faculty funds were established through private giving during the past 10 years.
- Faculty salaries were enhanced through a new faculty compensation plan, which includes increased salary increments for promotion through tenure-track faculty ranks and the creation of targeted faculty salary enhancements to address faculty salary issues.
- Professional titles were established for non-tenure track faculty as a way to recognize their contributions and achievements.
- The K-State Postdoctoral Association was founded to support recent doctoral graduates engaged in research.
- New programs for faculty and staff development were created, including supporting faculty through the pivot to remote teaching in response to the COVID-19 pandemic.
- More faculty are engaged in education abroad experiences, with faculty-led programs from every college.
- International scholars visited the university in record numbers with the all-time high of 452 in 2019 before the pandemic.
- Total Rewards, a new job classification, grade and compensation structure, was put in place for unclassified professionals and university support staff.
- In a major change, K-State's classified employees chose to leave the state system and transition to university support staff.
- The All University Awards Ceremony and a new Student Employee of the Year award were established to honor the outstanding work of faculty, staff and student workers. A faculty honors website was launched to recognize outstanding faculty.
- Following a comprehensive assessment, university human resources related services were consolidated into the new Division of Human Capital Services, or HCS.
- Recruitment and hiring processes were streamlined and automated and resources developed to support recruitment of underrepresented faculty and staff.
- Numerous initiatives across the university were undertaken to advance an inclusive culture valuing human diversity and where all faculty, staff and students can thrive. Examples include:
 - Two climate surveys of faculty, staff and students were completed.
 - The university's first chief diversity and inclusion officer position was established as a cabinet-level position and the Office of Diversity and Multicultural Student Affairs was created in the Office of Student Life.
 - KSUnit, launched in 2017 during a pivotal time, is now an annual event that reaffirms who we are, what we value and what we stand for as a community of belonging.
 - Multiple forums were created to celebrate diversity and connect community, such as Wildcat Dialogues, Difficult Dialogues and What Matters to Me and Why, and faculty, staff and students were trained as facilitators for difficult conversations.
 - The Action Plan for a More Inclusive K-State was put in place in 2020 to address racial and social injustice through student and faculty/staff focused action steps — all of which are underway.
- The Center for Advocacy, Response and Education, or CARE, expanded its services to provide confidential advocacy to any K-State student, faculty or staff member impacted by sexual, domestic or dating violence, stalking or sexual harassment.
- New or updated policies were put in place, including a more flexible remote work policy, paid parental leave for all benefits-eligible employees and an expansion of the dependent/spouse tuition assistance program for term employees with five years of service.

- Total compensation competitive with aspirant university and regional employers for faculty and staff in high-priority areas.
- Efficient, effective and integrated university human resources processes and services that place employees in the right positions with the right skill sets at the right time.
- Careerlong learning recognized by the university and its employees as a shared value and responsibility.
- Effective evaluation processes that results in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the university's mission.

- Total compensation competitive with aspirant university and regional employers for all employees.
- Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs.
- Successful recruitment and retention of a talented and high-performing diverse workforce.

- Talented, high-performing, diverse workforce recognized for excellence.
- Award-winning faculty and researchers.
- Stable funding available for recruitment and retention of top-level faculty and staff.
- Optimal number of faculty and staff comparable with benchmark institutions.

VI. FACILITIES AND INFRASTRUCTURE

GOAL: Provide facilities and infrastructure that meet our evolving needs at a competitive level with benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers and staff.

- The Manhattan and Salina campus master plans were updated with broad stakeholder involvement, charting the path for growth and renewal.
- The university invested \$588.2M in renovation and new construction of academic facilities since FY12, excluding the Hale Library reconstruction. Much of this investment was made possible by record-breaking philanthropic giving. Major projects included:
 - Classes began meeting in the new wing of the Engineering Complex in spring 2015 and the College of Business relocated to a new state-of-the-art facility in 2016.
 - The Seaton Complex revitalization was completed and today Seaton and Regnier halls, home to the College of Architecture, Planning & Design, combine history and modern space for students.
 - The Morris Family Multicultural Student Center, one of only two stand-alone multicultural centers in the Big 12, was completed in 2020 and is the home for 40 multicultural student organizations and a hub for intercultural learning and collaborative initiatives.
 - The Berney Family Welcome Center opened as the front door to the Manhattan campus, making innovative use of the iconic East Memorial Stadium.
 - The Purple Masque Theatre moved into the renovated West Stadium, providing a student-centered experimental theater and learning environment, and the McCain lobby was expanded, providing a more welcoming, functional space for patrons of the arts.
 - Wefald Hall, our first new residence hall since 1967, and the renovation of Kramer Dining Center were completed in fall 2016, followed by renovation of the Derby Dining Center and the expansion and renovation of the K-State Student Union.
- Additional projects include the O.H. Kruse Feed Technology Innovation Center, the Equine Performance Center, the Mosier Hall Research Center, the Southeast Research and Extension Center, and renovations in Justin and Ice halls.
- K-State Salina completed the first phase of its campus master plan, including renovations to the Welcome Center and expanded Student Life Center.
- Following a devastating fire in May 2018, a reimagined Hale Library is once again at the heart of the Manhattan campus, including the new Dave & Ellie Everitt Learning Commons, the Sunderland Foundation Innovation Lab and Butler Digitization Lab.
- Space vacated as a result of new construction was strategically reallocated through K-State's first-ever space migration planning process.
- With completion of energy conservation projects such as the new Chiller Plant, energy consumption was significantly reduced while expanding the Manhattan campus footprint and resulting in significant utility cost savings.
- The university and Flint Hills Area Transportation Agency launched a fixed-loop bus route to serve students, faculty and staff.
- Technology infrastructure improvements included migrating over 80% of our data center to the cloud as part of our Cloud First initiative, replacing our central email and calendaring system with Office 365, converting our learning management system to Canvas, and completing technology upgrades to more 450 classrooms and other spaces to support the pivot to online and hybrid learning and remote work in response to COVID-19.

- Responsive, timely and strategic facilities services aligned with campus operational needs as well as future planning and implementation.
- Adequate temporary space to house programs and staff impacted by renovations of existing facilities.

- Adequate office space for all K-State employees equipped to support their work and productivity.
- Efficient, reliable and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort and integrity of our research, animal and human environments.

- High-quality, technology-enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to faculty and students.
- High-quality research laboratories and specialty spaces that enhance research and scholarly activities.
- Well-maintained buildings, utilities, information technology infrastructure and grounds consistent with the expectations and image of a highly ranked land-

grant research and teaching institution.

- An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration.
- Signature facilities that promote collaborative learning and working environments; multidisciplinary work; and integrated interaction among students, faculty, researchers, staff and administrators.

VII. ATHLETICS

GOAL: Strengthen the interconnectivity between intercollegiate athletics and the campus community, prepare our student-athletes for success in school, in sport and after graduation, and benefit our university, community and state.

- Our student-athletes lead on and off the field, continuing to rank among the top schools in the Big 12 in Academic Progress Rating, or APR, scores and graduation success rates.
- On the field successes included Big 12 Championships in football in 2012, men's basketball in 2013 and 2019, baseball in 2013, and women's track and field in 2017 and 2018.
- Over the last decade, K-State has averaged five student-athlete Big 12 individual champions, 20 All-America selections, 34 All-Big 12 selections, three Academic All-Americans, and 205 Academic All-Big 12 selections per year.
- Academic-athletic partnerships and collaborations were strengthened to benefit students through programs such as Powercat Mentor, the Powercat Positioning Athletes for Lifelong Success, or P.A.L.S., Snyder Leadership Legacy Fellows, KSUnite and Wildcat Dialogues.
- The K-State Athletics Diversity and Inclusion program continues to grow with implementation of annual action items and goals.
- The Ike and Letty Evans Student-Athlete Success program was launched to provide enhanced staffing, technological advances and programming for all student-athletes and academic services staff.
- The university is home to outstanding athletic facilities, enhanced by the completion of more than \$280M in overall facility renovations and new construction since 2012. Projects included Tointon Family Stadium for baseball, Ice Family Basketball Center, Intercollegiate Rowing Center, Mike Goss Tennis Stadium, Buser Family Park for soccer, Shamrock Zone, Vanier Family Football Complex and West Stadium Center.
- Total giving to K-State Athletics during the past decade reached nearly \$349M. The Ahearn Fund, K-State's national fund for student athletic excellence, reached record membership.
- The elimination of direct and indirect university funding for supporting K-State Athletics enabled the university to redirect that funding to critical needs. Today, K-State Athletics is one of only eight programs nationwide operating without state, tuition or student fee funding.
- K-State HD.TV, an online high-definition network, was launched to provide worldwide access to athletic and academic content.
- The Pride of Wildcat Land, the Kansas State University Marching Band, received the prestigious 2015 Sudler Trophy, given every two years to recognize the top marching band in the U.S.

- Outstanding academic and athletic success by our student-athletes.
- Enhanced learning environments and relationships promoted by facilities and integrated activities that support interaction between students, student-athletes and the campus community.
- Enhanced integration between academics and athletics.
- Increased support for academics through athletics.
- Exposure on a national and global level with unique branding that highlights the academic/athletic success of our student-athletes.

- A world class student-athlete experience.
- Outstanding student athletes prepared to excel in their chosen careers and community and personal lives.

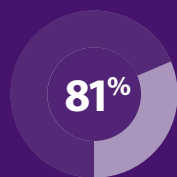
- Increased funding for total endowment.

- National reputation for a world class student-athlete experience.
- Recognized leader in integrating academics and athletics.

- World class facilities at all levels.
- Sustained funding for student athlete scholarships.

K-STATE 2025: SNAPSHOTS OF SUCCESS

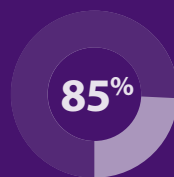
FRESHMAN-TO-SOPHOMORE RETENTION



Fall 2012



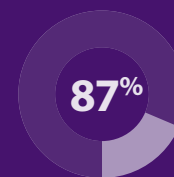
Fall 2014



Fall 2016



Fall 2018

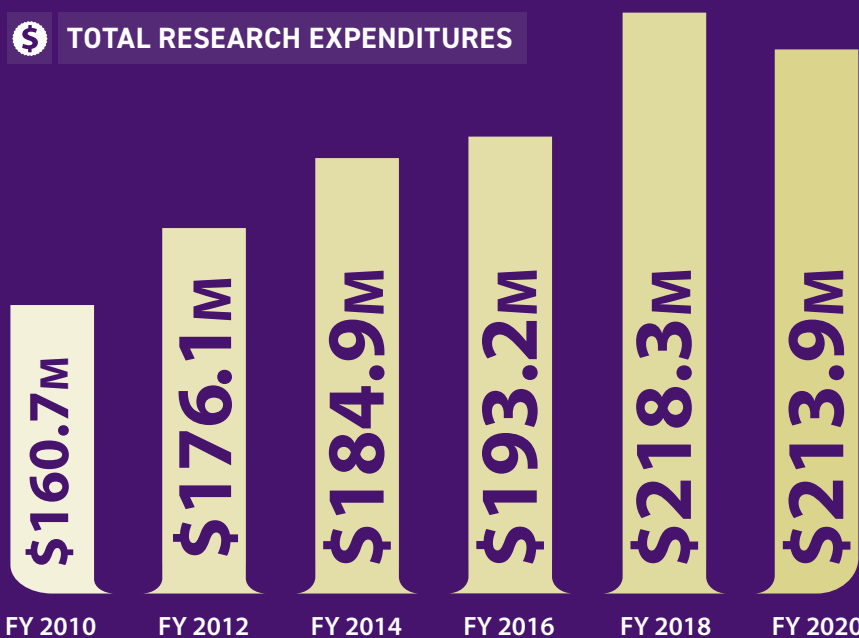


Fall 2020

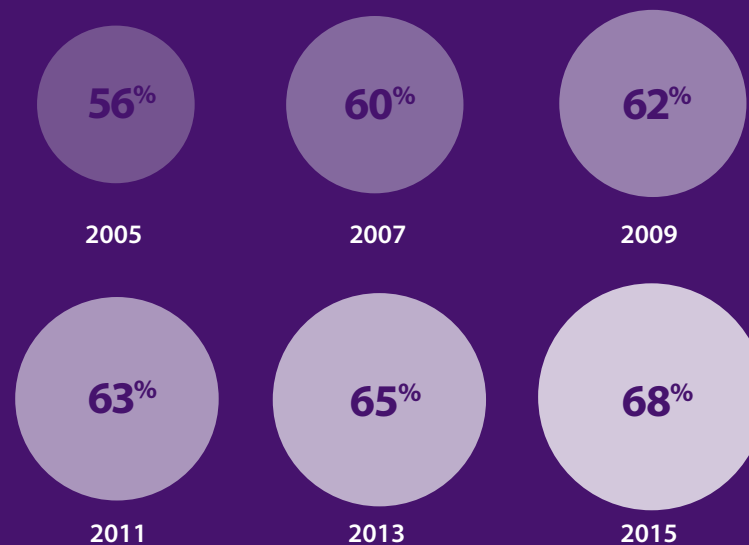


Fall 2021

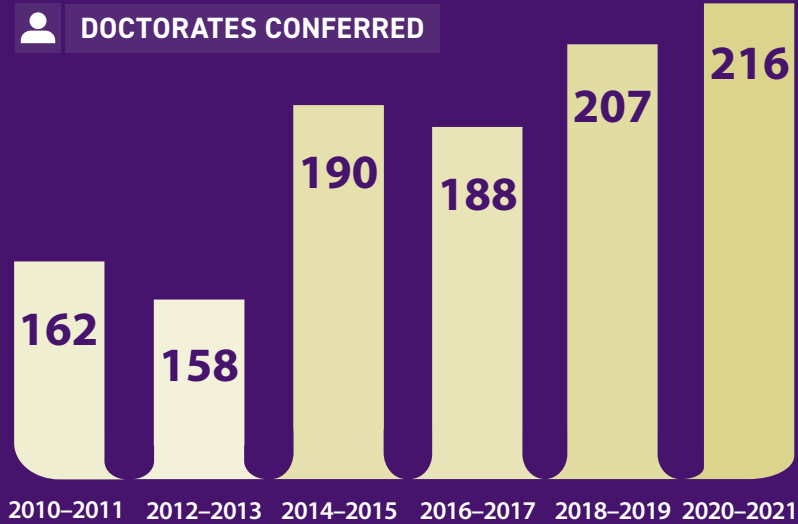
TOTAL RESEARCH EXPENDITURES



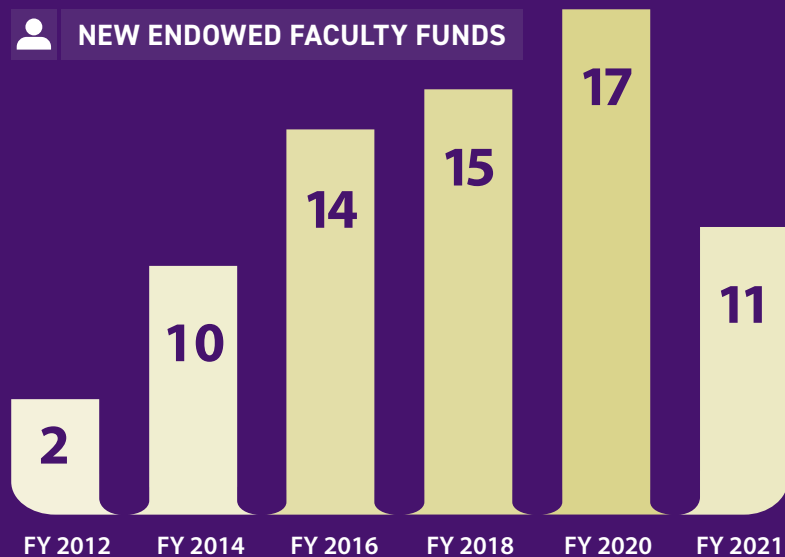
6-YR GRADUATION RATE BY COHORT



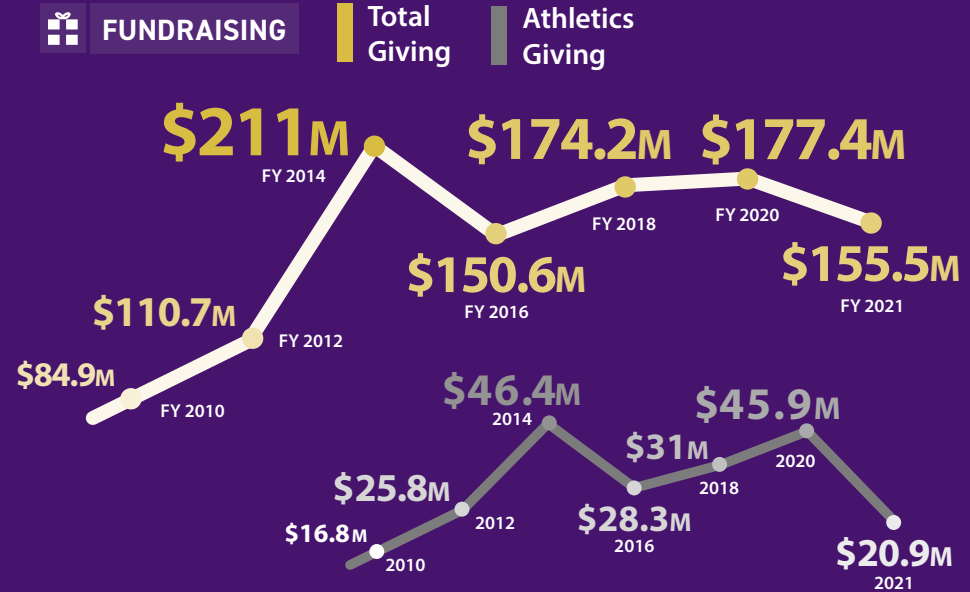
DOCTORATES CONFERRED



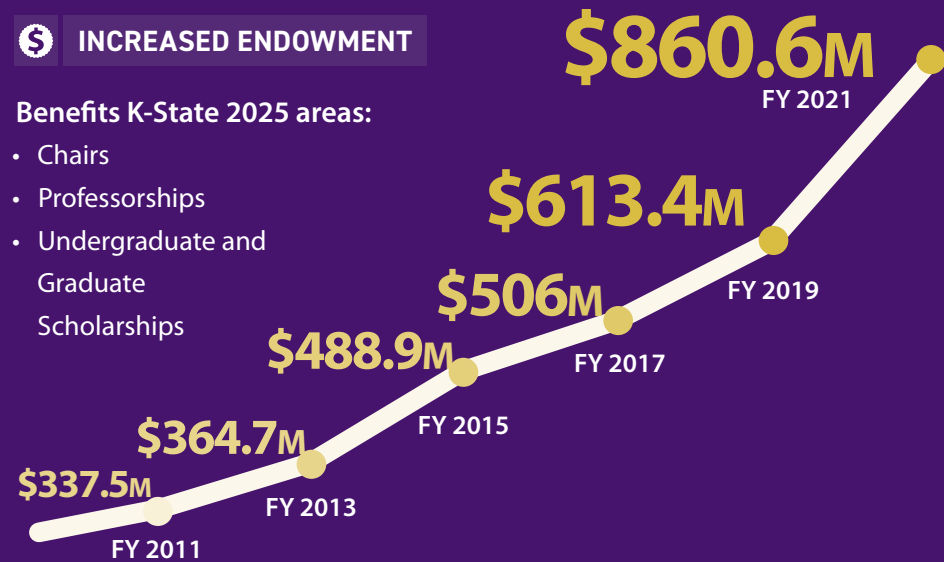
NEW ENDOWED FACULTY FUNDS



FUNDRAISING



INCREASED ENDOWMENT



Benefits K-State 2025 areas:

- Chairs
- Professorships
- Undergraduate and Graduate Scholarships





KANSAS STATE
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k-state.edu/2025