

KANSAS STATE UNIVERSITY

NEXT-GEN K-STATE

STRATEGIC PLAN SUMMARY



NEXT-GEN K-STATE

STRATEGIC PLAN 2030

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.

VISION

Kansas State University will lead the nation as a next-generation land-grant university — setting the standard for inspiring learning, creativity, discovery and engagement that positively impacts society and transforms lives in Kansas and around the world.

VALUES

CONNECTION	We are stronger together — cultivating trust and building relationships to connect our K-State community with our state, nation and world.
COURAGE	We lead with bold conviction — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.
IMPACT	We listen, adapt and challenge the status quo — leading change through learning and discovery that transforms lives and creates shared prosperity for all.
LEARNER-FOCUSED	We welcome all who seek to learn and grow — providing an accessible, inclusive and exceptional experience that helps them achieve their potential.
PEOPLE-CENTERED	We are everything because of our people — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.
STEWARDSHIP	We are committed to our future — using our resources responsibly to leave a positive, lasting legacy.

OUR STRATEGIC IMPERATIVES

IMPERATIVE 1

We will grow our total enrollment to 30,000 learners across all of our campuses and formats by steadily increasing our degree-seeking and credit-bearing student populations and expanding our alternative credential-seeking learner populations. The targets we have set for the learning populations that will drive this growth are intentionally framed as ranges to enable us to be nimble and responsive to real-time needs as demand shifts or grows with one or multiple learner populations.

We envision this learning population of 30,000 to include:

- 23,000 to 25,000 degree-seeking and credit-bearing undergraduate and graduate students studying at one of our three physical campuses or online
- 5,000 to 7,000 alternative credential-seeking learners – including those completing continuing education courses, earning microcredentials, completing training that lead to industry credentials at their worksites, pursuing upskilling opportunities and seeking skills that can broaden and enhance their value in the workplace

IMPERATIVE 2

We will improve our retention and graduation rates across all student populations, growing our first-year retention rate to 92%, our four-year graduation rate to 55% and our six-year graduation rate to 75% by implementing pathways and support structures that help all students progress through their K-State journey and earn their degree.

IMPERATIVE 3

We will provide every degree-seeking student with applied learning experiences before they graduate, fulfilling our commitment to prepare students for life beyond K-State starting early in their college experience.

IMPERATIVE 4

We will grow our research enterprise and annual research expenditures to \$300 million and our sponsored programs and awards to \$270 million with a strong focus on conducting world-renowned, problem-based interdisciplinary research that solves grand challenges and makes transformative impacts.

IMPERATIVE 5

We will nimbly and proactively meet the needs of learners, employers and society, working aggressively to understand and anticipate those needs and aligning our programs, services, and structures to equip learners with the skills and experiences they need.

IMPERATIVE 6

We will be known as a university that is open and aggressively pursues partnerships at all levels with a shared focus on making it easy and seamless for partners to work with K-State.

IMPERATIVE 7

We will be a positive force for Kansans — generating significant economic impact for the state of Kansas, contributing to the economic prosperity of all 105 counties, building social mobility for Kansans, and solving problems in our state that can help create a brighter future for our region, nation and world.

IMPERATIVE 8

We will become One K-State in all we do, supported by a culture that binds and connects us — prioritizing a mindset of operational excellence at all levels to move our university forward.

IMPERATIVE 9

We will become an employer of choice in Kansas and higher education that prioritizes a culture of well-being, satisfaction and engagement, competitive rewards, recognition of excellence, opportunity, continuous improvement and innovation.

IMPERATIVE 10

We will grow our total fundraising and philanthropic giving to new heights – with a target of raising a total of \$2 billion from FY21-22 to FY29-30, further amplifying our ability to serve and support our learners, scale our impact and fulfill our mission.

THE K-STATE OPPORTUNITY AGENDA

At K-State, we have both an opportunity and imperative to bring our resources and expertise together in a way that both respects our unique structure and challenges historical norms. These core areas of opportunity are designed to leverage our strengths across the institution and be inherently inclusive so that everyone across our institution can see themselves reflected in them. They underpin and cut across all aspects of our strategic plan in how we will achieve our imperatives, accomplish our goals and advance our priorities.

COMMUNITY HEALTH AND WELL-BEING

UNDERLYING DRIVERS: establishing community sense of place, improving the health and wellness of communities, building more resilient communities, improving health disparities and outcomes, enhancing education access and outcomes, supporting economic prosperity and meeting the needs of diverse and disadvantaged communities

This focus area encompasses understanding physical, social and cultural features of a community; researching social dynamics and cohesion within a community; identifying and addressing factors that drive health disparities (including social determinants of health and health care policies); and identifying and enhancing the structures, policies and practices that impact accessibility to education.

SUSTAINABILITY

UNDERLYING DRIVERS: working toward a more sustainable future in water, air, energy, soil, climate change, biodiversity and community resilience

This focus area includes considerations of water and resource management practices, the natural and environmental factors that impact resource usage, our health, environment and society; the conservation and restoration of biodiversity; and economic policies and cultural practices and their impacts on human ecology.

GLOBAL FOOD SECURITY AND BIOSECURITY

UNDERLYING DRIVERS: enhancing and expanding food production, developing safe and sustainable agricultural practices and studying animal and plant infectious diseases to improve global health and security

Relevant work includes practices for increasing food production and the impact of social, political and environmental policies and factors on production, as well as strategies for preventing and controlling infectious diseases and environmental factors that contribute to their prevalence. Other areas may include communication and human impact, supply chain considerations and the interactions between policy and economics that affect food access and security.

ENABLING TECHNOLOGIES

UNDERLYING DRIVERS: innovating technologies rooted in advanced manufacturing, artificial intelligence, internet of things (IoT), big data and data science, cybersecurity, aerospace technology, creativity and smart and connected communities

This focus area can include considerations of how to advance and understand the implications of natural language processing and machine learning, as well as integration of technology across foundational elements of modern human life. It also includes the opportunity to consider the ethical and societal impacts of these integrations.

OUR PRIORITIES

ACCELERATE ACADEMIC INNOVATION TO MEET THE NEEDS OF STUDENTS AND LIFELONG LEARNERS

We must reimagine everything about how we educate and prepare learners — broadly challenging ourselves to move nimbly beyond our traditional approaches and lean into a culture of disruption, agility and change.

BOLD IDEAS

- Explore a 12-month university concept that transforms how we serve learners, offering continuous learning opportunities and new and flexible opportunities through traditional and accelerated course formats and schedules
- Embed applied learning experiences into degree and credential plans for all learners through credit-based internships, service-learning, practicums, education abroad and other strategies
- Rebalance our graduate school population by steadily growing our doctoral student levels and rapidly accelerating the growth of our Master's degree-seeking students

BUILD AND SUSTAIN THE NEXT-GENERATION LAND-GRANT WORKFORCE AT K-STATE

We must establish a foundation that enables us to grow our next-generation land-grant workforce, inclusive of a common culture, systems and structures that value, incentivize, recognize and empower faculty and staff.

BOLD IDEAS

- Establish a university employee compensation philosophy and supporting structures focused on competitiveness and performance
- Rethink and broaden traditional approaches to incentivizing and rewarding faculty and staff
- Expand university guidance to colleges and departments for promotion and tenure criteria to fully value and recognize the breadth of faculty contributions to the university and those it serves
- Establish a consistent approach and common framework for staff evaluations
- Grow faculty, staff and graduate students to meet our research and enrollment targets
- Establish a culture of career growth, pathways and opportunity for all employees

DELIVER AN UNMATCHED AND IMPACTFUL STUDENT EXPERIENCE

We must take an already strong student experience and make it even stronger — empowering students with support and experiences that position them for immediate and lifelong success.

BOLD IDEAS

- Reimagine holistic student support for all learners to include academic, co-curricular and wellness resources
- Expand access to applied learning experiences for all learners, including opportunities such as internships, undergraduate research, judging and design teams, on-campus employment, education abroad and student organizations

DRIVE TRANSFORMATIONAL DISCOVERY, INNOVATION AND SCHOLARSHIP

We must transform how we carry out our research mission in an integrated, interdisciplinary way — from our focus areas and culture to strategically building capacity through structures, resources and people.

BOLD IDEAS

- Align our research enterprise with our K-State Opportunity Agenda to drive our university's growth strategy through intentional resource deployment in support of these areas
- Transform and elevate our research enterprise, structures, resources and culture to support and champion interdisciplinary research on grand, societal challenges
- Implement strategic cluster hires to grow priority research areas

INTEGRATE ENGAGEMENT ACROSS ALL WE DO

We must maximize the impact of our engagement, outreach and Extension services — fully leveraging and elevating engagement as the third co-equal pillar of our land-grant mission.

BOLD IDEAS

- Elevate our relationship in all 105 counties as the university's primary connector to drive business development, partnerships and job creation in the state
- Maximize the impact of engagement as a university-wide function to transform how K-State connects with communities and external stakeholders

INVEST IN THE JOBS AND ECONOMIES OF TOMORROW

We must focus on business development, job creation and unique partnerships that drive economic prosperity, impact and growth in Kansas and beyond.

BOLD IDEAS

- Reimagine our model for economic partnerships and industry engagement
- Streamline and resource the structures to make it easy to do business with K-State
- Establish a university-wide focus on social mobility and economic impact
- Establish large-scale public-private partnerships spanning multiple university programs, units and areas focused on generating significant economic value and impact

OUR CRITICAL ENABLERS: PURSUE OPERATIONAL EXCELLENCE AS ONE K-STATE

We must ask ourselves at all times, in a way that guides all decisions, **“what is best for K-State?”**

KEY PRIORITIES

- Establish a culture of continuous improvement and excellence across operations
- Develop detailed operational excellence plans that establish priorities, goals and strategies for technology, human resources, risk and safety, communications and other key operational functions
- Conduct a holistic review of our university budget model to align with our strategic plan and future direction
- Implement standardized foundational processes that support our people
- Implement consistent, modern policies that help inform effective and efficient decision-making across the university
- Establish coordinated, integrated systems to do our core university work
- Develop a new campus master plan with a focus on investing in modern infrastructure that enables cutting edge research and attracts talent
- Establish and implement a university-wide cohesive brand and communications strategy with supporting structures, policies and resources in alignment with the university strategic plan

MEASURES OF SUCCESS

IMPERATIVE ALIGNMENT	SUCCESS METRIC	2025 TARGET	2030 TARGET
IMPERATIVE 1: Grow enrollment to 30,000 total learners	Student and learner enrollment	27,000 total students and learners	30,000 total students and learners
IMPERATIVE 2: Improve retention and graduation rates for all student populations	First-year retention rate (overall and by race, gender, Pell recipient, first-generation and international students)	90% overall	92% overall
IMPERATIVE 2: Improve retention and graduation rates for all student populations	Second-year retention rate (overall and by race, gender, Pell recipient, first-generation and international students)	80% overall	81% overall
IMPERATIVE 2: Improve retention and graduation rates for all student populations	Four-year graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)	50% overall	55% overall
IMPERATIVE 2: Improve retention and graduation rates for all student populations	Six-year graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)	70% overall	75% overall
IMPERATIVE 2: Improve retention and graduation rates for all student populations	Transfer student first-year retention and graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)	82% overall	85% overall
IMPERATIVE 3: Provide every degree-seeking student with applied learning experiences	Applied learning experiences for all students	All students have access to applied learning experiences	100% participation rate in applied learning experiences
IMPERATIVE 4: Grow research expenditures to \$300 million annually and sponsored programs and awards to \$270 million annually	Research expenditures	\$250 million annually	\$300 million annually
IMPERATIVE 4: Grow research expenditures to \$300 million annually and sponsored programs and awards to \$270 million annually	Sponsored programs and awards	\$210 million annually	\$270 million annually

MEASURES OF SUCCESS

IMPERATIVE ALIGNMENT	SUCCESS METRIC	2025 TARGET	2030 TARGET
IMPERATIVE 5: Nimbly and proactively meet the needs of learners, employers and society	Total degrees and credentials awarded by type (undergraduate, Master's, doctoral, and credit/non-credit bearing microcredentials and certificates)	Positive growth (targets to be determined)	Positive growth (targets to be determined)
IMPERATIVE 6: Build partnerships at all levels of K-State	International engagement (total countries served and total international agreements)	Establish baseline across the university	Positive growth (targets to be determined)
IMPERATIVE 7: Be a positive force for the Kansas economy	Annual Extension educational contacts (direct and indirect)	Direct: 641,000 Indirect: 5.9 million	Direct: 725,000 Indirect: 6.7 million
IMPERATIVE 7: Be a positive force for the Kansas economy	Total contacts through all university engagement programs	Establish baseline across the university	Positive growth (targets to be determined)
IMPERATIVE 7: Be a positive force for the Kansas economy	Overall economic impact on the state (annually)	Establish baseline across the university	Positive growth (targets to be determined)
IMPERATIVE 8: Focus on operational excellence and being One K-State in all we do	Total investment in facilities	\$300 million cumulative (FY23-25)	Targets to be determined based on the completion of the university campus master plan by 2025
IMPERATIVE 9: Become an employer of choice in Kansas and higher education	Faculty, staff and graduate student compensation compared to peers	Establish baseline, positive growth	Competitive with peer institutions
IMPERATIVE 10: Grow total, combined fundraising to \$2 billion by 2030	Total philanthropic giving	\$210 million annually (FY25-26)	\$2 billion cumulative (FY21-22 – FY29-30) \$250 million annually (FY29-30)

LEARN MORE

Visit k-state.edu/next-gen to access the full Next-Gen K-State strategic plan and track our progress as we implement our plan.

KANSAS STATE

UNIVERSITY