



*A Strategic Roadmap to*  
**A DISTINCTIVE KENT STATE**



## YOUR JOURNEY STARTS HERE

### Message from the President

#### Section One: **Student's First**

*Provide an inclusive and engaged living-learning environment where all students thrive and graduate as informed citizens committed to a life of impact*

#### Section Two: **A Distinctive Kent State**

*Drive innovation, idea generation and national distinction through top-tier academic and research programs including the recruitment and support of talented faculty and staff*

#### Section Three: **Global Competitiveness**

*Advance Kent State's impact and reach as a leading international university*

#### Section Four: **Regional Impact**

*Serve as the innovative engine and engaged partner to meet community needs and enhance quality of life in the region and state*

#### Section Five: **Organizational Stewardship**

*Ensure a culture of continuous improvement and the efficient stewardship of university resources and infrastructure*

**TOP 10 HIGHLIGHTS FROM 2015-16**

**2015-16 ANNUAL REPORT SUMMARY**





## MESSAGE FROM THE PRESIDENT

Most reasonable people would not start a journey to anywhere important without a map and a plan. At the very least, you would use Google Maps, right?

Through a series of conversations and engagements over the past two years with thousands of members of the Kent State University family, it became very clear that this community has aspirations to take the university and its students to places and levels of distinction never before realized. And, so, we worked

together to create the plan that will get us there.

A Strategic Roadmap to a Distinctive Kent State was developed through broad engagement across the university family under the leadership of a 13-member Strategic Visioning Advisory Committee. It is comprised of five priorities and 12 University-Level Initiatives (ULIs), all that map to the university's compelling **mission, vision, and values**.

The Roadmap also includes performance metrics to measure progress and a University Dashboard complete with six-year goals and both peer and aspirational institution comparative data.

With our Roadmap in hand and a dashboard to keep us pointed in the right direction, it is assured that we will reach our destination – **a Distinctive Kent State**.

Beverly Warren, President  
Kent State University

## VISION

*To be a community of change agents whose collective commitment to learning sparks epic thinking, meaningful voice and invaluable outcomes to better our society.*

## MISSION

*We transform lives and communities through the power of discovery, learning and creative expression in an inclusive environment.*

## CORE VALUES

- *A distinctive blend of teaching, research and creative excellence*
- *Active inquiry and discovery that expands knowledge and human understanding*
- *Life-changing educational experiences for students with wide-ranging talents and aspirations*
- *A living-learning environment that creates a genuine sense of place*
- *Engagement that inspires positive change*
- *Diversity of culture, beliefs, identity and thought*
- *Freedom of expression and the free exchange of ideas*
- *A collaborative community*
- *Respect, kindness and purpose in all we do*



*“Our focus on student success and an environment in which every university decision is made relative to its impact on students has resulted in improvements in retention and graduation rates and greater student engagement in high-impact experiences.”*

– Beverly Warren, President, Kent State University

# 1 Student's First

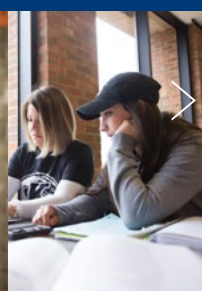
***Provide an inclusive and engaged living-learning environment where all students thrive and graduate as informed citizens committed to a life of impact***

Kent State's top priority is to ensure that students have the education, experiences and support they need to graduate and to live successful, satisfying lives in their work and in their commitment to become engaged citizens. Attention to academic quality and student success is a cornerstone of a student's first environment. This focus begins with the strategic recruitment of talented and diverse students and continues with the commitment to support students as they learn to thrive in an academically challenging environment. Key benchmarks of the Student's First priority are actions targeted to attract a talented freshman class, to improve first-year retention and graduation rates, and to increase degree attainment in a timely manner

#### FEATURE STORY

**BETTERING SOCIETY THROUGH SERVICE, RESEARCH, AND AN INSPIRING EXAMPLE OF DETERMINATION**

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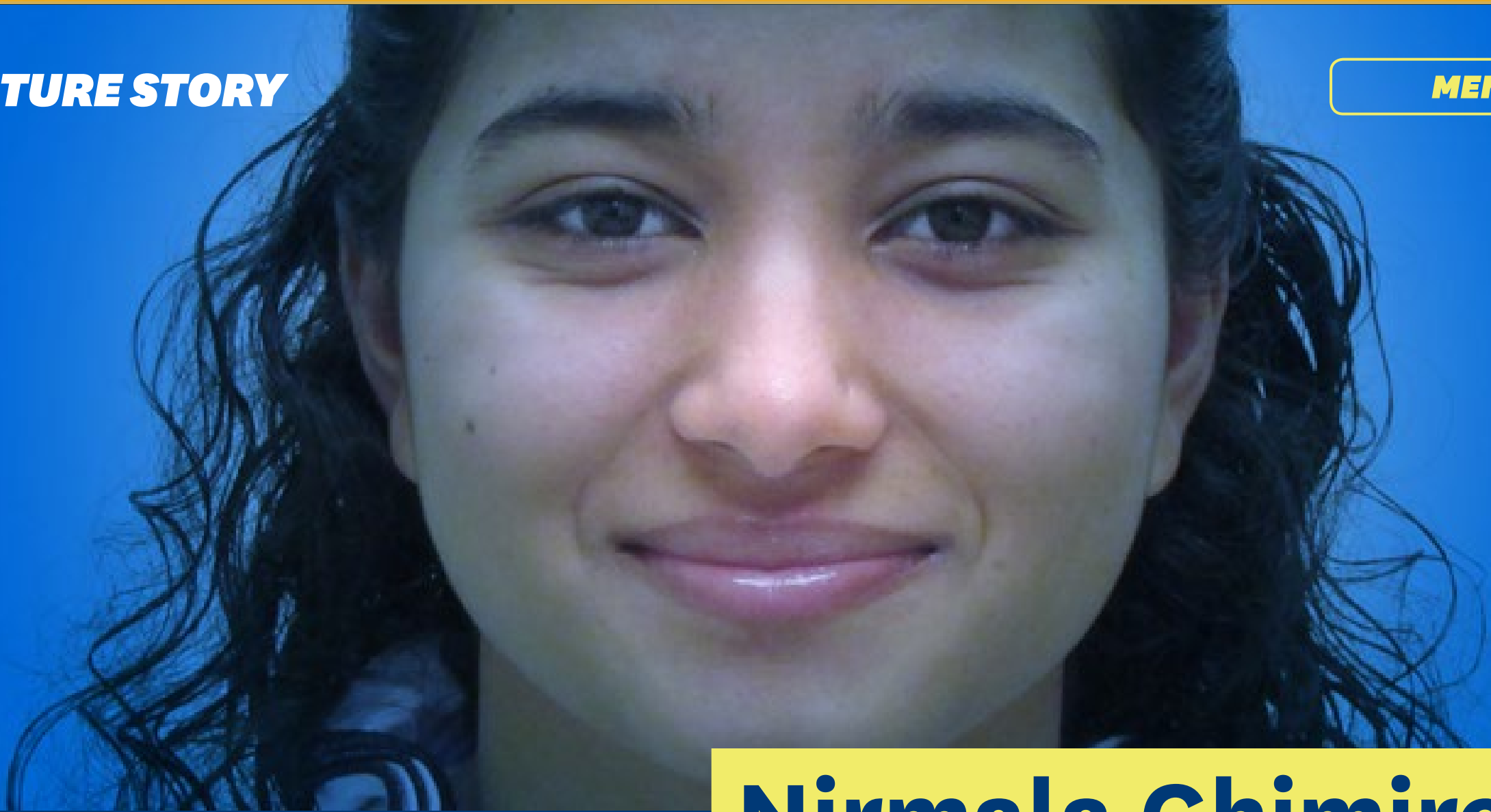
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## FEATURE STORY

[MENU](#)**Nirmala Ghimirey**

# **BETTERING SOCIETY THROUGH SERVICE, RESEARCH, AND AN INSPIRING EXAMPLE OF DETERMINATION**

Kent State University biology major Nirmala Ghimirey grew up in a refugee camp in Nepal. Upon coming to the U.S. at the age of 14, she met her mentors, Kent State Professor Dr. Terry Kuhn and his wife Elizabeth, who told her about the biology program at Kent. Graduating from Akron's North High School at the top of her class, Nirmala is now a student in Kent State's honors college preparing to graduate in December of 2016. She has served as a tutor for both biology and chemistry and has earned numerous scholarships. Nirmala landed a competitive research internship at the Moffitt Cancer Research Center in Tampa, Florida where she was applauded for accomplishing more in one summer than some graduate students do in a year. After graduation, Nirmala aims to continue her studies in medical school to earn both an M.D. and Ph.D.



*“The One University Commission is NOT an assertion of equality, if by equality we mean that each campus should be the same, and that each campus should offer the same things... it is a recognition that we can be ONE UNIVERSITY, yet each of our campuses can, and do, look very different from one another.”*

-Todd A. Diacon, Senior Vice President for Academic Affairs and Provost

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## A Distinctive Kent State

***Drive innovation, idea generation and national distinction through top-tier academic and research programs including the recruitment and support of talented faculty and staff***

Kent State University’s wealth of intellectual, physical and cultural resources makes it a whole that has a far greater impact than the sum of its parts. As one university with multiple campuses, Kent State serves as an economic driver and regional cornerstone in communities throughout Northeast Ohio. To best serve constituents across the region and beyond, it is imperative that there is clarity in the articulation of Kent State’s distinctive role as a public research university. A part of that distinctive role is the unique opportunity to form a cohesive eight-campus system spanning over a 500-mile radius of the Northeast quadrant of Ohio. As a large system with more than 41,000 students and offering more than 280 degrees from the associate

### FEATURE STORY

#### A USER’S GUIDE TO A MORE MINDFUL LIFE

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*“If your roommate hasn’t been in America long and they aren’t familiar with our culture, you will have to get used to some different social norms. And they may find some of our American habits difficult to understand as well. But if one is able to remain open-minded and is up for new experiences, then the IVE program can be extremely exciting and rewarding.”*

- KSU Freshman Austin Bashore,  
International Village Experience participant

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## Global Competitiveness

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### Advance Kent State’s impact and reach as a leading international university

Kent State defines its distinctiveness as a national public research university, it will be imperative to position the university for success in an increasingly global environment. Efforts to enhance the university’s global competitiveness focus on continuing a trajectory of increasing the enrollment of international students and providing a high-quality global education for all of our students.

#### FEATURE STORY

##### GLOBAL EXPOSURE

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