This five-year progress report reflects the major, institutional goals identified in the Kent State University Strategy Map. The university created a strategy map based on the mission and vision articulated in the university's Strategic Plan. The map summarizes strategic goals in which all university units are involved directly or indirectly. Most important, the document ties key tasks and meaningful measurements to each goal.
Making People, Pride And Appreciation Top Priorities

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Jacqueline F. Woods
Chair, Board of Trustees

A message from the BOARD OF TRUSTEES

We, the Trustees of Kent State University, are pleased — and enormously proud — to share this overview of the university’s progress during the last five years. The following pages offer compelling proof that Kent State has entered its second century as a major contributor to the public good in Northeast Ohio and far beyond.

From world-class research that is attracting worldwide attention to ground-breaking degree programs that are keeping our students and our state competitive, we attribute the university's growing list of achievements to the talents and dedication of its faculty, staff, students, alumni and administration. At the same time, we must give credit to the leader who has made excellence an institutional priority and a personal passion: President Lester A. Lefton.

In this era of unprecedented changes, challenges and opportunities, President Lefton has proven to be the right leader at the right time. He shares our view that Kent State has everything it takes to stand among the best universities anywhere. For half a decade, we have seen him demonstrate his deep commitment to realizing this vision through the relentless pursuit of excellence — for the sake of our students, our state and our nation.

We consider it a privilege to support Kent State excellence, and to do so with a community of alumni, administration, faculty, staff, students and President Lefton.

Jacqueline Woods
Chair, Board of Trustees
"Everything we do as a faculty and staff should shepherd students to the timely completion of their degrees — degrees that graduate school and employers nationwide associate with excellence, integrity and the ability to think critically and creatively."

President Lester A. Lefton
Kent State's Commitment to Diversity Starts at the Top

Building a diverse and inclusive environment is a critical component of the university's pursuit of excellence in all endeavors. In November 2007, President Lester A. Lefton formed the broad-based Commission on Inclusion, chaired by respected community leader the Rev. Ronald Fowler. Commission members charged with finding effective and financially feasible ways to create a more welcoming campus environment, and to take full advantage of the wealth of knowledge, talents and traditions within the university community, submitted 15 high-priority recommendations. Chief among them was the addition of Kent State's first cabinet-level diversity officer, Alfreda Brown, to oversee a new Division of Diversity, Equity and Inclusion.

The university recently established the President's Ambassadorship, a vehicle that brings distinguished, local minority professionals to campus to share their knowledge, insights and experiences. The first ambassadorship, held during 2010-11 by Cleveland baseball legend and business leader Andre Thornton, was a resounding success, generating positive feedback among students and the larger community, as well as positive media attention.

Constructing Facilities, Framing Futures

Recognizing that students need first-class classrooms, laboratories, stages and other facilities to successfully compete for jobs, internships and advanced education, Kent State has developed a culture of philanthropy and fundraising that supports the university's already strong commitment to capital improvements that enhance teaching and learning. Recent facilities improvements include the Roe Green Center for the School of Theatre and Dance made possible by the generosity of alumna Roe Green. The $6.5 million project gives students in theatre, dance and music a Broadway-caliber black box theatre, dance studios, lighting laboratory and costume shop.

A $22 million renovation transformed historic Franklin Hall into one of the nation's leading training grounds for aspiring reporters, editors, producers, photographers, videographers and designers where they gain unprecedented opportunities for collaborating and mastering the practice of "backpack journalism," in which news content is layered across a variety of media to reach multiple audiences.

To meet growing regional needs, Kent State University at Ashtabula constructed the Robert S. Morrison Health and Science Building with strong campus and community support. The cutting-edge facility offers 21st-century education in nursing and a range of high-demand, allied-health fields.
Raising the Bar Leads to Record Enrollment

The university's pursuit of excellence has yielded annual increases in the quality and quantity of entering classes, including increases in underrepresented, out-of-state and international students. Last year, systemwide enrollment climbed to 41,365, creating university history and making Kent State Ohio's second-largest public university. At the same time, the percentage of students who stay and graduate continues a steady, upward trajectory.

Earning World and National Recognition

In 2010, the university's far-reaching impact and reputation on the international stage were affirmed with its ranking as one of the top 200 universities in the world by Times Higher Education of London. Kent State was the only public research university in Northeast Ohio — and one of only four in Ohio — to make the list.

The university also earned a coveted spot in the first-tier list of Best National Universities in the 2011 edition of Best Colleges issued by U.S. News Media Group. The well-known rankings, which evaluate more than 1,400 schools nationwide, are viewed by millions of readers when they appear in print and electronic editions of U.S. News & World Report.

Graduating Needed Talent for Our Nation

One of the results envisioned by President Lefton when he introduced an institutional agenda for excellence is coming to life to the benefit of all Kent State students: A Kent State degree has become a passport to success in every field, with employer surveys showing high levels of satisfaction with new graduates' ability to hit the ground running and a desire to hire more employees educated at Kent State.

Kent State's talented graduates succeeded in many fields from health care to education and from finance to manufacturing. Following graduation, many remain in Northeast Ohio working for such household names as Allstate, American Greetings, Delphi Packard Electric, Goodyear Tire and Rubber, KeyBank, PNC Financial Services, Progressive, Sherwin-Williams and Timken to name just a few. Thousands of others help meet the needs of our region through their employment in hospitals and schools, including colleges and universities.

The success of Kent State graduates was the inspiration for a well-received advertising campaign launched in 2010 and intended to show prospective students and their families the transformational power of a Kent State education. Using the theme, "Experience for Life," a series of three television commercials and companion print ads featured well-known, successful and multigenerational alumni Kent State University and its graduates generate $1.96 billion in added income to the Northeast Ohio economy.

The commercials aired in national markets to millions of viewers during prime viewing hours. The university intensified the campaign's reach and impact by taking it to an online audience via social media sites such as Facebook and YouTube. The campaign earned an award in the statewide ADDY Awards competition for excellence in advertising.
In a climate of excellence, student achievements grow. Here are just a few of the many honors Kent State’s Flight Team won the prestigious National Intercollegiate Flying Association’s 2010 Safety andising the Bar Leads to Record Enrollmentshowing high levels of satisfaction with new graduates’ ability to hit the ground running and a desire to hire more employees educated at Kent State.

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A Kent State University and its graduates generate $1.96 billion in added income to the Northeast Ohio economy.

Nurturing the Entrepreneurial Spirit

Because 21st-century students must compete in an innovation-driven economy, the university established an undergraduate major in entrepreneurship that is unique nationally in its interdisciplinary approach. The College of Business Administration operates the Center of Excellence for Entrepreneurship and Business Innovation. In the center’s Entrepreneurial Lab, students gain professional experience working with area start-ups, family businesses and individual entrepreneurs on projects from feasibility studies to marketing campaigns.

Student-run businesses provide services from canned kumquats to Cannes Film Festival flicks. International students can purchase food, spices and other merchandise that they may miss from home at HOME Markets, located in Acorn Alley in downtown Kent. HOME Markets carries a variety of foods and beverages from China, India and Japan.

Other student-staffed services include the Tannery, a full-service integrated marketing communications firm, and Glyphics, an award-winning student-staffed graphic design studio, both hosted by the College of Communication and Information.

Using the Bar Leads to Record Enrollment

The university’s pursuit of excellence has yielded annual increases in the quality and quantity of entering classes, leading increases in representation, out-of-state and international students. Last year, midyear enrollment stood at 41,365, seeing university history making Kent State’s second-largest enrollment. At the same time, the percentage of students who stay and continue a steady, upward trajectory.

Nurturing World and National Recognition

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Graduating Needed Talent for Our Nation

One of the results envisioned by President Lefton when he restructured an institutional agenda for excellence is coming to life, benefiting all Kent State students: A Kent State degree has become a passport to success in every field, with employer surveys showing high levels of satisfaction with new graduates’ ability to hit the ground running and a desire to hire more employees educated at Kent State.

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Graduate architecture students work alongside faculty to provide design services, research and advocacy for cities, neighborhoods and institutions as part of Kent State’s unique city-university partnership, the Cleveland Urban Design Collaborative, in Cleveland’s PlayhouseSquare District.

In a climate of excellence, student achievements grow. Here are just a few of the many honors Kent State’s students have earned in recent years.

The Precision Flight Team won the prestigious Loening Trophy at the National Intercollegiate Flying Association’s 2010 Safety and Flight Evaluation Conference competition. The Loening Trophy, the rarest and oldest of all collegiate aviation awards, is presented annually to the outstanding all-around collegiate aviation program.

The Portz Scholars Program of the National Collegiate Honors Council was developed to honor and reward the best undergraduate and scholarly papers in any discipline. Kent State’s talented graduates succeeded in many fields from health care to education and from finance to manufacturing. Following graduation, many remain in Northeast Ohio working for such household names as Allstate, American Greetings, Delphi Packard Electric, Goodyear Tire and Rubber, KeyBank, PNC Financial Services, Progressive, Sherwin-Williams and Timken to name just a few. Thousands of others help meet the needs of our region through their employment in hospitals and schools, including colleges and universities.

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"Kent State is committed to offering programs in high-demand and emerging fields. These 21st-century programs translate into good jobs for our students — students who graduate with everything it takes to help our nation retain its competitive edge and sustain long-term economic health."

President Lester A. Lefton

Kent State is helping to prepare a well-educated, technologically savvy and multidisciplinary workforce that includes epidemiologists, biostatisticians, health educators, health program administrators, health policy analysts, nurses and occupational and environmental health specialists.

CREATING ACADEMIC PATHWAYS AND PROGRAMS
Addressing Urgent, National Health Care Needs

The university’s decision to put the creation of a College of Public Health on a fast track was big, bold and, ultimately, the right one at the right time. The new college — the only one in Northeast Ohio; the second in Ohio; and one of only 40 nationwide — is helping to meet the demands of an H1N1 world, taking advantage of Kent State strengths in areas such as nursing, biopreparedness, sociology and violence prevention.

The only institution in Ohio to offer public-health degrees at the bachelor’s, master’s and doctoral levels, Kent State prepares students for career prospects in high-demand areas such as biostatistics, epidemiology, health services administration, environmental health and health education, while providing the nation with highly trained public-health professionals.

Kent State addressed the growing national shortage of nurses and nursing faculty by launching an accelerated Bachelor of Science in Nursing/Master of Science in Nursing program. Kent State nurses with master’s degrees are in high demand as clinical specialists, nursing school educators and leaders in health care agencies.

The School of Health Science in the College of Education, Health and Human Services trains professionals for the fields of allied health, athletic training, exercise science, exercise physiology, health education and promotion, integrated health studies, nutrition and dietetics, and speech pathology and audiology.

Kent State is helping to prepare a well-educated, technologically savvy and multidisciplinary workforce that includes epidemiologists, biostatisticians, health educators, health program administrators, health policy analysts, nurses, and occupational and environmental health specialists.

Broadening Career Opportunities in Regional Markets

Kent State’s status as one university at eight locations provides unparalleled capacity to address regional needs. President Lefton believes that capacity carries with it an unparalleled responsibility. Under his leadership, the university’s Regional Campuses have created a wide range of innovative academic and workforce-development programs, all tailored to the current and projected needs of the communities they serve.

Kent State University at Ashtabula established a respiratory therapy major in direct response to a request from the Ashtabula County Medical Center, which projected a growing need for skilled employees to work in the area of respiratory therapy at the center and within the Cleveland Clinic Health System. The campus also is home to new associate degree programs that will prepare students for skilled jobs in Ohio’s multimillion-dollar wine and grape industry: one focused on wine and winemaking, and one...
President Lefton tours the $2 million Air Traffic Control Simulator that includes two air traffic control towers with 240 degree views of the airport and 20 computers where students and instructors can simulate a whole flight, from takeoff to landing.

Participating in research allows students hands-on experience in their chosen field and an opportunity to see the scientific process in action.
Focused on vine growing and grape harvesting. Each program is the first of its kind in Ohio, which is one of the nation’s top 10 wine-producing states.

In direct response to an exploding need for skilled “green industry” employees, an associate degree program in urban environment management technology was created at Kent State University at Trumbull, and a bachelor of applied horticulture degree program was established at Kent State University at Salem. To help give students and regional businesses a competitive edge in a global economy, Kent State University at Stark became the first regional campus in Ohio to offer Japanese language courses. And the campus established a music technology major, the only one of its kind offered by a state institution in Northeast Ohio, to prepare graduates for careers requiring a background in music as well as expertise in the rapidly evolving technologies used in the entertainment industry.

Landing a Highly Select FAA Program

Recent events underscore the direct link between national safety and security and the availability of highly qualified, highly professional air-traffic controllers to serve America’s airports. Because Kent State is home to Ohio’s first and only accredited aviation program, it was not surprising that the FAA turned to the university to help fill this critical, national need. It chose Kent State to offer Ohio’s only degree program in air-traffic control, making it one of only 23 such programs at colleges and universities nationwide.

Launching the Experts for the Digital Age

Kent State acted swiftly in response to government projections that computer-related jobs will grow more than twice as fast as the average for other occupations in the next decade. With the endorsement of the administration, the university created a School of Digital Sciences that is the only one of its kind in the nation. The school’s programs are unique in their focus on digital sciences in an enterprise environment. The school also breaks new ground by bringing together faculty from more than half a dozen disciplines.

Graduates will have expertise in business processes, information repositories, software development and underlying telecommunications infrastructure. As it prepares the next wave of digital-age experts, Kent State will serve economic development as an incubator for research in digital sciences and as a partner in projects within the academic and private sectors.

Translating Knowledge Into Success

The expansion of programs and experiences that prepare students for life in a global society has been among the highest priorities of the university. Demand for employees with knowledge of foreign languages in fields such as international business, industry and national security is projected to grow by 22 percent in the next decade. To give students a competitive edge — and to provide Ohio with business professionals who can work effectively across countries and cultures — Kent State created a graduate program that combines study in language translation and business administration. It is the first of its kind at a public or private university in the United States. Students who complete Kent State’s unique program will earn an MBA and a Master of Arts in translation.

Hosting Education in the Hospitality and Tourism Industry

President Lefton’s service on a variety of community- and regional-development groups gives him special insight into the huge economic impact of the region’s hospitality and tourism industries. He strongly supported the creation of a master’s-level program in hospitality and tourism management, which is the world’s largest industry and comprises businesses such as attractions, conventions, amusement parks, events, sports, restaurants, lodging and transportation. Kent State’s program, which prepares graduates for leadership and industry-related research and consulting positions, is the only one of its kind in Northeast Ohio.
"Path-breaking ideas will continue to be central to our institutional identity. I see a Kent State that builds on this proud history to become a national center of discovery and innovation … ”

President Lester A. Lefton
At Centennial Research Park, the university has entrepreneurial assets available to aid business growth through its centers that specialize in technology transfer, small business development, business innovation, and minority-owned businesses.

Growing Research to Grow the Economy

The Carnegie Foundation ranks Kent State among the nation's top 77 public research universities, and a recent, independent study of Kent State's economic impact concluded that Kent State is Northeast Ohio's leading public research university. President Lefton believes that building on this leadership role is an institutional imperative - one that will help ensure Ohio's economic viability; help America regain its status as the world's innovation leader; and give Kent State students an edge as the innovators of the future.

During the last five years, Kent State faculty members in all disciplines have been meeting President Lefton's challenge to increase research activity and intensify their pursuit of federal funding that supports research, creative activity, and graduate education. The total of outside grants and contracts awarded in fiscal year 2010 was $10 million more than in fiscal year 2006.

Many discoveries originating at Kent State have the potential to spawn new products, new companies, new jobs, and new tax revenues. A shining example is Kent Displays Inc., which creates applications for portable, liquid-crystal-based devices and recently was awarded a $3 million federal grant. Its electronic writing tablet, the Boogie Board, is one of the most popular products on Amazon.com.

The university offers a range of resources that support regional economic development, including its Office of Technology Transfer and Economic Development and centers geared to helping small and minority-owned businesses.

Kent State research extends far beyond liquid crystal technology to areas from biomedicine to advanced materials. A $2.5 million federal grant enabled the addition of a 3D Immersive Classroom to facilities that have developed a strong initiative in 3D and 4D visualization, giving Kent State students a distinct learning advantage. A sophisticated projection system produces large, three-dimensional images of cells. The Center for Materials Informatics was created to leverage faculty expertise in biotechnology, chemical physics, and information architecture.

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President Lester A. Lefton
In 2008, the Kent State University Museum was honored to receive Katharine Hepburn's personal collection of film, stage and television costumes, as well as clothes worn by her for publicity purposes.

Showcasing Our Museum's Star Power

The spirit of excellence and innovation reflected in Kent State research is equally evident in faculty and student creative endeavors, and in campus cultural resources that serve students, enrich the lives of area residents, attract visitors from around the world and put Kent State on the map as a center of artistic excellence. The university community celebrated the 25th anniversary of the Kent State University Museum in 2010 with the world premiere of an exhibit showcasing costumes worn by fashion icon and screen legend Katherine Hepburn. Kent State's receipt of the Hepburn collection was a collegiate coup that speaks volumes about the museum's stature.

Creating a Haven for High-Tech Innovations

To date, 16 innovative start-up companies are using Kent State faculty research. Most are based in Northeast Ohio, including some housed in the university's Centennial Research Park. The research park was created in 2007 transforming a former campus bus garage into a place where companies could use university resources to accelerate the development of promising innovations. As they pursue commercial success, companies such as anchor tenant AlphaMicron Inc. provide research, internship and employment opportunities for students. The company, the first in the world to market a flexible liquid crystal device, is expanding its well-paid workforce as it expands production.
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University Professor of Anthropology C. Owen Lovejoy is widely recognized for his reconstruction of “Lucy,” a fossil of a human ancestor that walked upright more than three million years ago.

Dr. C. Owen Lovejoy, one of the world’s leading authorities on physical anthropology, has developed what some consider a grand unified theory of early hominid evolution. Dr. Lovejoy is also widely known for his analysis of the famous “Lucy” skeleton discovered in Ethiopia in 1974. And he’s part of an international research team that recently discovered one of Lucy’s ancient ancestors. For such accomplishments Dr. Lovejoy was elected to membership in the National Academy of Sciences, a select group of scientific pioneers that includes Einstein and Edison.

Dr. Katherine A. Rawson was among 100 researchers named by President Barack Obama as recipients of the 2009 Presidential Early Career Awards for Scientists and Engineers.

Kent State’s Liquid Crystal Institute lured nanotechnology expert Dr. Hiroshi Yokoyama from one of the largest research organizations in Japan. He holds one of the coveted Ohio Research Scholar positions created by the Ohio General Assembly and coordinated by the Ohio Board of Regents.

Dr. Claudia Khourey-Bowers, who teaches middle childhood education at Kent State University at Stark, was invited to work at the United Nations Educational, Scientific and Cultural Organization headquarters in Paris in conjunction with the International Hydrological Programme. She is developing a water-education curriculum for distribution to UNESCO member states.
"Our students must be able to succeed in a global society, one in which their co-workers and competitors will be graduates of not only local universities, but also the Sorbonne, Oxford and Tokyo University. We would be remiss if we did not put academic excellence — and a myriad of ideas and people — at their fingertips."

President Lester A. Lefton
Kent State offers multiple opportunities for students to be involved in international programs. Fashion School students participate in study tours to Europe and Asia on a regular basis.

Forging Win-Win International Ties

The Carnegie Foundation ranks Kent State among the nation's top 76 colleges and universities in the area of community engagement. President Lester A. Lefton's commitment to making Kent State a world-class university — and his belief that a global perspective is essential for success in all fields — has led to a greatly broadened definition of community — one that starts in the university's backyard and extends to every corner of the globe.

Acting on the president's charge to build new global bridges, the university established a center in Beijing; opened an office in India; signed academic agreements with Saudi Arabia's largest university and with seven leading Chinese universities; and began positive relationships with universities in Japan, Russia and Turkey. Those actions led to a record number of international students, who now enrich Kent State's campuses as they represent nearly 100 nations.

International students also seek a Kent State education through the Fashion School's New York Studio, which opened in 2006. Kent State students have a growing number of opportunities to study abroad through new international partnerships in India and China, as well as with established, well-respected programs in Florence, at the renovated Palazzo dei Cerchi, and in a modern new home in Geneva.

As students gain invaluable experience by studying abroad, Kent State faculty are making an academic mark around the world as Fulbright Scholars, research partners and leaders of outreach initiatives. Recently Dr. Patrick Coy of the Center for Applied Conflict Management spent the 2010-11 academic year at the University of Botswana in Africa, studying the nation's conservation policies and helping the university develop a peace studies curriculum. In turn, the university hosts scholars from around the world. Sharing U.S. academic practices is a specialty of the Gerald H. Read Center for International and Intercultural Education, which last year hosted teachers from 11 countries.
Opening New Doors to Higher Education
Kent State University's 100-year commitment to keeping college accessible and affordable — and its impressive track record in forging partnerships across the university and throughout the region — was seen in 2010, when ground was broken on a new Regional Academic Center in Twinsburg. The new center will allow greatly expanded course offerings that are expected to attract new students who want to earn a Kent State degree, expanded workforce-development and job-training programs; and new community-engagement opportunities. The project, which benefited from the strong leadership and vision of Kent State University at Geauga's administration and faculty, is a public-private partnership that uses a Cleveland developer and a loan from the Akron Port Authority.

Kent State joined Lakeland Community College in a new commitment to expanding higher education services to Northeast Ohio in the form of two- and four-year degree programs in Lake, Ashtabula and Geauga counties. And Cuyahoga Community College, Cleveland State University and Kent State created a dual-admissions program that — for the first time — allows Ohio students to select both a community college and a university when they are admitted to a community college.

Kent State's Pre-College/TRIO Upward Bound Programs are increasing educational opportunities and obliterating barriers for first-generation, low-income students and families through comprehensive services in targeted school districts. The programs help students overcome class, social, academic and cultural barriers to higher education.

To help remove barriers to college admission and college success for the university's increasing number of adult students, many of whom are military veterans, the university created the Center for Adult and Veteran Services, which offers a highly personalized and comprehensive support system, including career guidance and support groups.
Partnering in a Downtown Renaissance

Across campus and across the community strong leadership is being credited for the major transformation of downtown Kent — one that promises an economic boon for the city and new opportunities to attract students, scholars and visitors to the Kent Campus. Built on the foundation of a strengthened relationship between the university and the city, the transformation features the construction of a university-affiliated hotel and conference center; new restaurants and stores, including student-run businesses housed in the popular Acom Alley cluster of shops and offices; and a multimodal transportation facility made possible with a $20 million grant from the U.S. Department of Transportation.

The School of Art's Downtown Gallery, the only commercial-arts university gallery of its kind in the nation, reopened at a new location on Main Street in Kent, making art more accessible to the campus community and providing opportunities for students to display and sell art alongside regional and national artists.

Keeping the Covenant: Serving the Public Good

During the last five years, efforts to fulfill Kent State's public-service mission have grown in size, scope and impact.

Kent State researchers are working to address societal ills and issues from environmental pollution to poverty to disease. By creating a Department of Applied Social and Behavioral Research within the College of Arts and Sciences, the university took a major step in applying research to solve community problems related to violence, crime, mental illness, addictions and other complex social ills.

Kent State students are engaged in a remarkable range of volunteer-service programs and activities. From tutoring children to building homes through Habitat for Humanity, students contributed more than $480,000 in volunteer labor (per independent-sector values) during 2010 alone. Each year, participants in the Alternative Spring Break program hit the streets instead of the beaches to help people impacted by poverty and natural disasters. In 2011, Kent State became the first campus in Ohio chosen to join The Campus Kitchens Project, a national program to recover food from cafeterias and events to support local hot meals programs.

The university and the Urban Zen Foundation, which advocates the combination of Eastern and alternative healing therapies with Western medicine, are working to solve issues such as nursing burnout and job-related stress. The partnership with Kent State is the foundation's first collaboration with a university nursing program in the country.

Kent State's Alumni Association hosts an annual Alumni National Day of Service. Alumni devote hundreds of hours to community-service projects across Northeast Ohio and beyond.

Using May 4 as a Powerful Teaching Tool

As Kent State marked its Centennial in 2010, it also commemorated the 40th anniversary of the events surrounding May 4, 1970. As part of that milestone, the university succeeded in having the May 4 site added to the National Register of Historic Places, dedicated a May 4 walking tour and launched a fundraising effort for a multimedia May 4 Visitors Center. Many in the community — including alumni and many in the national and international news media — praised the focus on teaching the lessons of May 4 to current and future generations.

The Kent State University team responsible for the successful nomination of the site of the May 4, 1970, shootings to the National Register of Historic Places was recently honored with a 2010 Ohio Historic Preservation Merit Award.

The university's commemoration of May 4 and the associated events reached many tens of thousands of people — in person and online — from Aurora to New Zealand. The extensive educational and media relations work for the commemoration earned the highest honors presented in the 2010 Public Relations Society of America's Cleveland Rocks Awards, as well as several awards at the PR News' recognition ceremony at the National Press Club in Washington, D.C., Nov. 3, 2010.

Though a painful and sensitive event that continues to affect members of the Kent State community, the university was able to take the darkest day in its history and showcase the university in a positive light 40 years later.
"To maintain relevance, we cannot rely upon processes, procedures and criteria established decades ago and assume they are appropriate today."

President Lester A. Lefton
In the last five years, President Lester A. Lefton has proven his belief that actions speak louder than words. But he also believes that actions must be based on meticulous, strategic planning.

Early in his presidency, he formed a universitywide committee to seek broad input about the future and update Kent State’s existing strategic plan. The committee came back with a plan for the future that is true to the university’s historic, public-service mission and focuses firmly on excellence. With an updated plan in place, each university division articulated specific actions — with specific measures — in support of the university’s overarching strategic goals. Those divisional maps were aggregated into a single, concise Kent State University Strategy Map that was shared widely and is referenced daily.

Funding Our Future

When President Lefton took office, he also took on the role of friend- and fund-raiser-in-chief, traveling across the nation whenever possible to make the case for supporting Kent State to countless individuals and groups. Working with various stakeholders, colleges and schools, the university’s team of professional fundraisers, assisted by a growing alumni army, saw a new level of activity that shattered records for private giving. The university had its best-ever fundraising effort in fiscal year 2010, securing nearly $40 million in private donations and attracting a 15.9 percent increase in the number of donors investing in Kent State excellence.

In conjunction with the university’s Centennial, Kent State launched the most ambitious fundraising campaign in its history. The Centennial Campaign is well on the way to meeting its $250 million goal, having generated more than $235 million in gifts and pledges, including more than $40 million for student scholarships. To date, more than 75,000 individuals, businesses and foundations have joined Kent State’s growing culture of philanthropy.

Mapping Smart, Sound and Bold Plans for Our Second Century

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Centennial Campaign: New Commitments

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$235 million towards the goal of 250M
Moving to a Financial Model That Rewards Innovation

It used to be that any funds an academic unit earned beyond earmarked expenses went back to a central budgetary pot. A broad-based committee of faculty, staff and administrators recommended a Responsibility Center Management system that allows colleges to keep these extra funds and decide how they will be used. The decision reflects the reality that limited state funding has stretched public university budgets to the limit. Responsibility Center Management encourages academic units to create courses and programs that promise robust enrollments and new revenue streams. The move to Responsibility Center Management is intended to do more than boost bottom lines; it is meant to spark new options and opportunities for faculty and students.

Making Campus Sustainability a Priority

Kent State's commitment to campus sustainability reflects a deep sense of social responsibility. And in most cases, it saves money. With a groundswell support from students, faculty, staff and community members, the Sustainability Task Force recommended ways to foster campus sustainability and to lead a search for a sustainability manager. That new position was added in 2009 to oversee universitywide sustainability efforts from energy conservation to recycling to community education.

In accordance with state requirements, the university developed a strategic master plan for energy conservation that will reduce universitywide energy consumption at least 20 percent by 2014. The plan set in motion a wide range of improvements to the university’s technology infrastructure and HVAC systems. It also includes voluntary conservation programs in residence halls and retro-commissioning of existing buildings to maximize energy efficiency.

Calling All Alumni: You’ve Got a Friend

Kent State is increasingly tapping into the talents of a worldwide alumni community that now is nearly 200,000 strong. Alumni can stay connected to their alma mater through the Alumni Association's website and a range of electronic communications from the university. In keeping with the times, the association has invested in technology that engages alumni to an unprecedented degree through the power of social media.

Breakdown of all living Kent State alumni by place of residence

- Northeast Ohio: 55%
- United States (excluding Ohio): 31%
- Ohio (excluding Northeast Ohio): 13%
- International: 1%
moving to a Financial Model at Rewards Innovation

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"It remains humbling to me to witness such great effort toward Kent State's noble goals of academic excellence and public service."

President Lester A. Lefton

MAKING PEOPLE, PRIDE AND TOP PR
Shining a Spotlight on Employee Excellence

Just as the university takes pride in its stellar faculty and students, it appreciates the contributions and accomplishments of its dynamic, diverse, and multitalented staff members. Toward this end, the university community was invited to participate in an appreciation campaign that has many campus offices proudly displaying posters about Kent State excellence and many employees wearing "I ♥ KSU" buttons.

Efforts from building pride to improving health and wellness have led to national recognition of the university's work environment, including Kent State's selection by the Chronicle of Higher Education as one of academia's Best Places to Work. In addition, the Employers Research Council has recognized the university four times in its annual rankings of the 99 great workplaces for top talent in Northeast Ohio.

Kent State launched a new awards program to honor full-time employees who demonstrate exceptional performance in advancing the university's excellence agenda. The annual President's Excellence Award, which includes a monetary expression of gratitude, is given to three staff members who are nominated by their supervisors and/or colleagues, and personally selected by President Lefton.
Supporting Faculty as They Support the Quest for Excellence

Kent State continues to encourage, recognize and reward the key roles played by faculty members, including their efforts to fulfill university priorities from increasing student success to producing pioneering research. As part of the 2008 Collective Bargaining Agreement between the university and the AAUP-KSU's Tenured/Tenure Track collective bargaining unit, a Success Pool was created to allow faculty to share in university successes such as achieving measurable goals in funded research, student retention and funds raised for institutional development. In the first year of the incentive program, the university awarded a share of the Success Pool to more than 800 faculty members.

In addition to the university's longstanding, annual awards for exceptional teaching and outstanding research and creativity, the Farris Family Innovation Awards allow the university to salute faculty members who combine teaching and research in new and effective ways. Each of the annual award recipients receives up to $8,000 for up to three years to support their path-breaking projects.

The university's Office of Technology Transfer and Economic Development held its third Inventor Recognition Ceremony in 2010. The event honored all of Kent State's many innovators, giving special recognition to faculty, staff and students who developed university inventions for the first time.

Building an Environment of Inclusive Excellence

The importance of acknowledging, respecting and celebrating the contributions of every community member is a Kent State value that led to the creation of the university's Division of Diversity, Equity and Inclusion. One of the division's innovative efforts to build a more inclusive environment was its "100 Commitments" initiative. The yearlong project asked individuals and units on every campus to commit to bringing the goal of inclusive excellence to life in ways large and small—from watching relevant movies to volunteering with social-service organizations to engaging in dialogue with community members from different cultures. More than 1,000 students and employees participated in this opportunity to explore Kent State's rich diversity of people and ideas.

Nurturing Professional Growth and Leadership

The range of opportunities for Kent State employees to build a repertoire of professional skills has grown significantly in the last five years. The Division of Human Resources continues to build a diverse catalog of professional-development workshops and courses, many of which are offered online.

To build a corps of employees equipped to lead positive change, the university launched an in-house Institute for Excellence that is overseen by the Division of Human Resources. The selective, yearlong program provides established and emerging leaders from throughout the university with education, training and tools to hone skills from talent management to financial literacy.

The Provost's Fellowships offer an opportunity for faculty members to become faculty leaders. The fellowship positions allow mid-career and senior faculty members to develop administrative leadership skills by serving half-time for one semester in an administrative role in the Office of the Provost.
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Investing in People With an Investment in Technology

Knowing that ready access to updated, accurate and consistent data is critical for making good decisions, Kent State has added, upgraded and simplified a range of technology tools and Web-based applications used by faculty and staff members in virtually every university unit. Whether it’s wise students, build budgets or process financial-aid forms, employees on every campus have 24/7 access to information that allows them to perform their jobs to the highest degree of excellence. In addition, employees now are a few, easy clicks away from submitting leave requests, checking vacation hours, ordering parking permits, enrolling in medical plans and performing countless other personal tasks via the university’s upgraded website.

Building a Leadership Team With the Right Stuff

Since joining the university community five years ago, President Lester A. Lefton has consulted widely and searched carefully to build a leadership team that sees excellence, inclusion and innovation as the keys to Kent State’s future; sees opportunities where others see obstacles; and sees the work of ensuring student success and serving the public good as the privilege of a lifetime.

From campus deans to coaches, the university has acted on the value of developing existing talent and promoting from within to the greatest extent possible. But whether a leader has reached the top rungs of an internal career ladder or was willing to leave a top university in another state to be part of an institution that could not be on a more exciting or more meaningful path, the bottom line is this: The university has a leadership team in place that, without exception, has made Kent State excellence a Kent State imperative.
Kent State University Leadership

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I want to look back and be glad that we served as the architects of our own future; that we dared to think and act in new ways to ensure our stability, our relevance, our capacity to serve the needs of 21st-century students, and our status as a first-tier institution.”

President Lester A. Lefton
This five-year progress report reflects the major, institutional goals identified in the Kent State University Strategy Map. The university created a strategy map based on the mission and vision articulated in the university’s Strategic Plan. The map summarizes strategic goals in which all university units are involved directly or indirectly. Most important, the document ties key tasks and meaningful measurements to each goal.