



K-State 2025 Strategic Direction Action Plan and Alignment for the College of Arts & Sciences DRAFT - December, 2012

1. What is your College’s mission/vision and how does your organization contribute to achieving the University’s vision for K-State 2025?

The College of Arts and Sciences is the academic foundation of Kansas State University. The Mission of the College is four-fold:

- to take the lead in providing a high quality liberal arts foundation for all K-State students;
- to promote high quality graduate education and scholarly research activities;
- to promote high quality undergraduate programs for its own majors;
- to provide service to the disciplines, state, and nation.

2. What are your College’s key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes?

Theme I: *The College will be recognized as a core academic organization that is central to the success of K-State and Vision 2025*

Key Activities	Short Term (1 to 5 Years) <i>Key Outcomes</i>	Intermediate (6 to 10 Years) <i>Key Outcomes</i>	Long Term (11 to 15 Years) <i>Key Outcomes</i>
<p>What we plan to do...</p> <p>Short Term:</p> <p>1. Develop a marketing plan for the College and create a College identity around teaching and scholarly activities</p> <p>2. Develop a plan to grow general fund resources that follow student credit hour production</p> <p>3. Develop an assessment and tracking plan that compares CA&S faculty size (by program) to Top 50 programs so we can grow to an optimum size</p> <p>4. Create a College convocation/ celebration each year to showcase programs and faculty and student talent</p> <p>Intermediate Term:</p> <p>5. Grow faculty according to the plan developed by year 2</p> <p>6. Utilize cluster hires to grow faculty where appropriate</p> <p>Long Term:</p> <p>7. Grow the faculty to levels comparable to Top 50 programs</p> <p>8. Develop and implement a robust partner accommodation program</p>	<p>What do we expect to happen in 5 years?</p> <p>A. The College will be recognized by the campus for its contributions to teaching, research, and service.</p> <p>B. Resources will follow student growth areas (majors and minors) as well as student credit hour production</p> <p>C. Assessment plan will be in place by year 2</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>C. Faculty numbers will increase on track with a 10-year plan.</p>	<p>What do we expect to happen in 11 to 15 years?</p> <p>C. Faculty numbers will meet our plan</p> <p>D. Program research/scholarship and teaching will be marketed off campus, in the State, to elected representatives.</p> <p>E. All faculty hire accommodation requests will be met</p>



2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
Theme 5: Faculty and Staff Common Elements: Communication and Marketing		I-5. metrics: T5-5	T5-I Stable funding available for recruitment and retention of top level faculty and staff T5-J Optimal number of faculty and staff comparable with our benchmark institutions

3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).

- Total research & development expenditures
- Endowment pool
- Number of National Academy members
- Number of faculty awards
- Number of doctorates granted annually
- Freshman to sophomore retention rate
- Six-year graduation rate
- Percent of undergraduate students involved in research
- None

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?

4b. What resources and/or opportunities are needed for your College to achieve its vision and outcomes?

5. How do you propose to acquire the resources needed for your College to accomplish its vision and outcomes?

Revised December4, 2012

Theme II: Faculty quality will be recognized by external awards, presentations, publications, grants, and exhibitions to be among Top 50			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <ol style="list-style-type: none"> 1. Fund a faculty mentored seed grant program to promote scholarly activities 2. Promote faculty for national awards 3. Create a fund to support faculty travel for presentations of scholarship at national/international venues 4. Revive the faculty grant writing work-shops in the College to help increase grant funding from 2010 baseline to meet 2025 Top 50 goals of expenditures. 5. Develop departmental priorities for publication/exhibition in top disciplinary venues/outlets <p>Intermediate Term:</p> <ol style="list-style-type: none"> 6. Create a fund to seed IP and technology transfer <p>Long Term:</p>	<p>What do we expect to happen in 5 years?</p> <ol style="list-style-type: none"> A. New sources of funding will be identified to enhance our current faculty research grant program B. The number of external awards/ recognition for our faculty will increase. C. Faculty travel grants for \$1,500 each will be provided. D. College-wide recognition of top faculty productivity, top disciplinary venues/outlets of scholarship 	<p>What do we expect to happen in 6 to 10 years?</p> <ol style="list-style-type: none"> E. Fund raising activities will enable us to fund faculty research investment strategies 	<p>What do we expect to happen in 11 to 15 years?</p> <ol style="list-style-type: none"> F. Meet/exceed 2025 Top 50 research expenditure goal with 20% of university research expenditures.

2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD) Theme 5: Faculty and Staff	II-1. metrics: T1-2, B-1, CAS development priority for excellence funds. II-2. metrics: B-4, T5-1 II-3. metrics: CAS development priority for excellence funds. II-4. metrics: B-1, T1-2 Baseline Expenditures = \$31M for FY13 II-5. metrics: T1-3, T1-4	T1-I Increased intellectual and financial capital to support RSCAD II-6. metrics: T1-2, T1-1	T5.H Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers CAS awards promotion strategy developed to meet/exceed Top 50 disciplinary awards recognition. II-2. metrics: B-4; T5-1; 5 awards II-4. metrics: B-1, T1-2 : \$49M goal

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| <input checked="" type="checkbox"/> Number of faculty awards | <input type="checkbox"/> Number of doctorates granted annually | <input type="checkbox"/> Freshman to sophomore retention rate |
| <input type="checkbox"/> Six-year graduation rate | <input type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None |

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?

4b. What resources and/or opportunities are needed for your College to achieve its vision and outcomes?

5. How do you propose to acquire the resources needed for your College to accomplish its vision and outcomes?

Theme III: <i>Faculty salaries will be competitive with peer/Top 50 university faculty salaries</i>			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term: 1. Assess faculty salaries compared to aspirant institutions and advocate for central support of salary growth</p> <p>2. Invest in retention by directing College resources at high-performing faculty (reviving the targeted enhancement program for the College or endowed faculty positions)</p> <p>Intermediate Term: None</p> <p>Long Term:</p>	<p>What do we expect to happen in 5 years?</p> <p>A. We will establish a baseline for faculty competitive salaries at all levels and in all College programs</p> <p>B. Faculty retention requests will decrease</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>B. Faculty retention requests will decrease</p>	<p>What do we expect to happen in 11 to 15 years?</p> <p>C. The number of endowed chairs will grow to over 30 in the College to enable us to be competitive for faculty recruiting and retention and to supplement salary support where appropriate</p>
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 5: Faculty and Staff</p>	<p>T5.A Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>III-1. metrics: T5-3</p>		<p>T5.H Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p> <p>III-2. metrics: T5-2, T5-3, B-2</p>

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| <input type="checkbox"/> Six-year graduation rate | <input type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None |

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?



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5. How do you propose to acquire the resources needed for your College to accomplish its vision and outcomes?

Theme IV: Facilities to support faculty and student growth and research productivity will be among the Top 50, including classroom/laboratory/studio/office facilities.			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term: 1. Initiate the College technology and infrastructure fee.</p> <p>2. Create a fundraising goal for alumni and friends for bricks and mortar support</p> <p>3. Develop corporate partnerships for access to equipment K-State cannot afford, so faculty and students can utilize new technologies</p> <p>Intermediate Term: 4. Initiate fundraising campaign (see VII below)</p> <p>Long Term: 5. Complete fundraising campaign for new facilities</p>	<p>What do we expect to happen in 5 years?</p> <p>A. Students will be provided state-of-the-art learning facilities in the college</p> <p>B. Long range plan for facilities needs will be completed in year 2 that dovetails the College Themes and the University Master Plan</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>C. Faculty and Staff will be provided quality teaching, research, and office space.</p> <p>D. All classrooms must have technology access. Build corporate partnerships through digital media work to fund the project.</p>	<p>What do we expect to happen in 11 to 15 years?</p> <p>E. New and renovated facilities will be completed</p>
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Theme 1: : Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 2: Undergraduate Educational Experience</p> <p>Theme 3: Graduate Scholarly Experience</p> <p>Theme 4: Engagement, Extension, Outreach, and Service</p> <p>Theme 5: Faculty and Staff</p> <p>Theme 6: Facilities and Infrastructure</p> <p>Common Elements: Funding</p>	<p>T6-A Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>IV-1. metrics: T6-1</p> <p>IV-2. metrics: T6-2, T6-4</p> <p>IV-3. metrics: T4-2, T4-3</p>	<p>T6-D Adequate office space for all K-State employees equipped to support their work and productivity</p> <p>IV-4. metrics: T6-2, T6-4</p>	<p>T6-G High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students</p>

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Total research & development expenditures

Number of faculty awards

Six-year graduation rate

Endowment pool

Number of doctorates granted annually

Percent of undergraduate students involved in research

Number of National Academy members

Freshman to sophomore retention rate

None

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?

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Theme V: Students will graduate K-State Arts & Sciences programs prepared to make a difference			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <ol style="list-style-type: none"> Engage departmental alumni councils and industry for internships and mentoring programs Develop disciplinary job fairs and other pre-professional activities, networking tied to careers in the discipline(s) or related areas Departmental web sites will list career and employment stories about their alumni to promote the major or minor The College will enhance its advising promoting student successes in nationally-competitive programs such as Truman, Marshall, Fulbright, etc. <p>Intermediate Term:</p> <ol style="list-style-type: none"> Design first year seminars and/or CAT Communities for all A&S majors Develop mechanisms to credit and reward faculty who excel in teaching, team-teaching Develop undergraduate research or engagement opportunities for each major Track, report, and celebrate undergraduate student employment or transitions to professional/graduate programs <p>Long Term:</p> <ol style="list-style-type: none"> Create flexible study abroad programs that complement majors and minors and provide scholarships for all A&S majors who desire the experience. 	<p>What do we expect to happen in 5 years?</p> <ol style="list-style-type: none"> Student internship opportunities will increase [T2-2] Networking with professionals and mentors in the work environment will increase Student employment/admission to professional & graduate programs rates will increase 	<p>What do we expect to happen in 6 to 10 years?</p> <ol style="list-style-type: none"> Every student will have a first year exposure to their discipline or interest Every A&S major will have the opportunity to engage in research with their discipline 	<p>What do we expect to happen in 11 to 15 years?</p> <ol style="list-style-type: none"> Every major in A&S will have access to a funded study abroad experience

2025 Linkages			
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Theme 2: : Undergraduate Educational Experience Theme 4: Engagement, Extension, Outreach, and Service Theme 5: Faculty and Staff Common Elements: External Constituents Funding	T2-A Excellent, customized academic advising and services available to all students to support their success and degree completion T2-B Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university V-1. metrics: T2-2 V-4. metrics: T2-5 FY12 A&S Graduates: 92% employed or in graduate/professional schools	T2-I Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence T2-L All UG students engaged in a diversity of experiences that expand their viewpoint T2-M Increased undergraduate contributions in the creation of scholarship through research T3-J Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment. V-6. metrics: CA&S # teaching awards. V-7. metrics: T2-2, T2-3, B-8 Baseline needed for FY12	T2-O An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities V-9. metrics: T2-1

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Theme VI: Graduate programs in the College will be ranked in the Top 50 public research universities			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <p>1. Evaluate current PhD and Master’s programs using the NRC quality factors to establish a baseline of quality for 2012</p> <p>2. Assess current status of GTA and GRA stipends and other support with respect to peers and develop a plan to fund increased graduate stipends.</p> <p>3. Assess and understand student “time to degree” relative to peers</p> <p>4. Create plans for new graduate degree programs or grow graduate programs where there is interest to grow</p> <p>Intermediate Term:</p> <p>5. Match degree program growth with faculty, facilities, and resource growth</p> <p>6. Utilize enrollment management and planning to grow optimal GTA numbers in each program</p> <p>7. Partner with DCE, Olathe to identify growth opportunities off campus</p> <p>Long Term:</p> <p>8. Assess graduate programs using NRC quality factors every 5 years</p>	<p>What do we expect to happen in 5 years?</p> <p>A. Progress report on graduate programs since the last NRC study in 2010</p> <p>B. GTA and GRA stipends will be at the peer average across the college.</p> <p>C. Departments shall promote competitive time to degree history as well as graduate placement history to promote themselves</p> <p>D. The number of graduate students will grow from the current 968 Master’s and PhD.</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>E. Growth of faculty (Theme I) and facilities (Theme IV) will track growth of graduate programs.</p> <p>F. Grow GTA support to meet undergraduate course demands and allow growth of existing high-quality graduate programs</p>	<p>What do we expect to happen in 11 to 15 years?</p> <p>G. Graduate degree programs will rank in the Top 50</p> <p>H. Grow the PhD output to 90 per year from the current 60</p>

2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
Theme 3: Graduate Scholarly Experience Theme 5: Faculty and Staff Theme 6: Facilities and Infrastructure	T3-A Competitive compensation and support available for GRAs, GTAs, and GAs T3-E Expectation of excellence for the graduate scholarly experience T3-G Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level T3-H Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students VI-2. metrics: T3-1, T3-2, T3-3 VI-4. metrics: T3-6, T3-7, B-5	VI-6. metrics: T3-1, T3-3 VI-7. metrics: T3-4, T3-5	T3.Q Doctorates Awarded comparable with benchmark institutions VI-8. metrics: T3-6, B-5

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Theme VII: <i>Grow the college endowment to \$100M</i>			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term: 1. Develop a long range fundraising campaign based on College priorities</p> <p>2. Engage and train department heads and other College leaders to develop fundraising needs and plans.</p> <p>3. Focus the College marketing plan on fundraising opportunities</p> <p>Intermediate Term: 4. Continue the activities in previous years and assess progress.</p> <p>Long Term: 5. Celebrate the completion of the plan</p>	<p>What do we expect to happen in 5 years?</p> <p>A. A fundraising campaign plan will be developed in year 1</p> <p>B. All programs will create an alumni advisory group to help identify key alumni and friends of their departments</p> <p>C. The College will provide resources to enhance departmental fundraising plans</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>D. Endowment should be \$70M</p>	<p>What do we expect to happen in 11 to 15 years?</p> <p>D. Endowment will be \$100M</p>
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
Common Elements: Communication and Marketing Funding Sustainability	<p>Appropriate resources to achieve our Goals</p> <p>VII-1. metrics: B-2, T1-2, T2-3, T3-2, T5-2, T6-2</p>	<p>VII-1. metrics: B-2, T1-2, T2-3, T3-2, T5-2, T6-2</p>	<p>VII-1. metrics: B-2, T1-2, T2-3, T3-2, T5-2, T6-2</p>

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Theme VIII: The educational foundation offered to undergraduate students will be recognized as a Top 50 experience			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <ol style="list-style-type: none"> 1. Develop a GTA and new faculty training program to share best practices 2. Evaluate best practices in undergraduate experiences for non-majors in colleges of Arts & Sciences 3. Evaluate first-year student writing, mathematics assessment and placement practices to ensure success in K-State 8 and A&S core curricula <p>Intermediate Term:</p> <ol style="list-style-type: none"> 4. Coordinate with all the colleges across campus ensure a quality foundation of courses and experiences 5. Develop minors in A&S programs that complement majors across campus 	<p>What do we expect to happen in 5 years?</p> <ol style="list-style-type: none"> A. Partner with the Center for the Advancement of Teaching and Learning to create a training program B. Programs outside A&S will recognize the value of our courses, activities, and faculty 	<p>What do we expect to happen in 6 to 10 years?</p> <ol style="list-style-type: none"> C. Enrollment management of all majors that provides a positive experience for all students. D. Increase the A&S minor production to provide students with a liberal arts foundation 	<p>What do we expect to happen in 11 to 15 years?</p>
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Theme 2: Undergraduate Educational Experience</p> <p>Theme 3: Graduate Scholarly Experience</p> <p>Theme 5: Faculty and Staff</p>	<p>T2-B Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-F Effective system in place that supports and promotes teaching excellence</p> <p>T5-C Career-long learning recognized by the university and its employees as a shared value and responsibility</p>	<p>VIII. metrics: CAS student-to-faculty ratio will be at the median of peers in our programs.</p>	<p>T2-O An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p>

3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (*please check all that apply*).

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Theme IX: <i>The college will be a leader in promoting a diverse campus.</i>			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <ol style="list-style-type: none"> 1. The College Diversity Committee and the Assistant Dean for Diversity will be actively engaged to create and assess a diversity strategic plan in 2013. 2. Infuse cultural competencies into our A&S curricula 3. Provide cultural training for our GTAs (see Theme VIII.1.) 4. The College will partner with key regional communities to develop pipelines of high quality faculty prospects 5. Faculty recruiting plans will include publication/posting of positions with organizations that promote diversity 6. Working with the VP for Undergraduate Affairs and the Graduate School, we will evaluate best practices in advising and mentoring underrepresented students (see College Results Online). 7. Evaluate best practices in advising and mentoring veteran students 8. Develop key partnerships with national organizations that support diverse students and faculty <p>Intermediate Term:</p> <ol style="list-style-type: none"> 9. The College will support, promote, and grow relevant disciplinary student organizations. 10. The College will have a regular presence at 	<p>What do we expect to happen in 5 years?</p> <ol style="list-style-type: none"> A. The College will have a diversity strategic plan B. Students will be exposed to a variety of different ways of thinking about problem solving C. Student retention (Year 1 to Year 2) will improve to begin to close the gap for A&S majors D. An advising plan for all first year and departmental advisors will be created 	<p>What do we expect to happen in 6 to 10 years?</p> <ol style="list-style-type: none"> C. Student retention (Year 1 to Year 2) and 6-year graduation rates will improve to further close the gap E. More student groups such as HALO, LULAC, SACNAS, and BSU will be formed/promoted F. Our faculty applicant pools will reflect the diversity of the disciplines' terminal degree pools 	<p>What do we expect to happen in 11 to 15 years?</p> <ol style="list-style-type: none"> C. The gap between underrepresented and majority student retention (Year 1 to Year 2) and 6-year graduation rates will be closed for A&S majors.



<p>professional meetings of organizations that promote diverse faculty</p> <p>Long Term: None</p>			
2025 Linkages			
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<p>Theme 2: Undergraduate Educational Experience</p> <p>Theme 3: Graduate Scholarly Experience</p> <p>Theme 5: Faculty and Staff</p> <p>Common Elements: Diversity International Culture</p>	<p>T2-G Successful recruitment and retention strategies that address our entire student population</p> <p>IX. metrics: B-6, B-7</p>	<p>T2-L All UG students engaged in a diversity of experiences that expand their viewpoint</p> <p>T2-N Ongoing improvement of six-year graduation rates and retention ratios</p> <p>T5-G Successful recruitment and retention of a talented and high performing, diverse workforce</p> <p>IX. metrics: B-6, B-7</p>	<p>T2-Q Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R Six-Year graduation rates comparable to benchmark institutions</p> <p>IX. metrics: B-6, B-7</p>

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| <input type="checkbox"/> Total research & development expenditures | <input type="checkbox"/> Endowment pool | <input type="checkbox"/> Number of National Academy members |
| <input type="checkbox"/> Number of faculty awards | <input type="checkbox"/> Number of doctorates granted annually | <input type="checkbox"/> x Freshman to sophomore retention rate |
| <input type="checkbox"/> x Six-year graduation rate | <input type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None |

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?

4b. What resources and/or opportunities are needed for your College to achieve its vision and outcomes?

5. How do you propose to acquire the resources needed for your College to accomplish its vision and outcomes?

Theme X: Enhance the interdisciplinary/international research reputation using disciplinary expertise			
Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p>What we plan to do...</p> <p>Short Term:</p> <p>1. Develop successful models for creating, promoting, and recognizing interdisciplinary teaching</p> <p>2. Create a travel fund to support international travel for faculty</p> <p>3. Develop successful models for creating, promoting, and recognizing interdisciplinary research</p> <p>4. Identify 3-5 global problems that will promote interdisciplinary research centers built on disciplinary strengths</p> <p>Intermediate Term:</p> <p>5. Develop corporate and other public/private partnerships to enhance the research portfolio of the College and its local/regional/national engagement</p> <p>Long Term: None</p>	<p>What do we expect to happen in 5 years?</p> <p>A. Interdisciplinary/Team teaching will be tracked, credited, and recognized as an important complement to traditional teaching.</p> <p>B. Faculty travel to international meetings/shows will increase</p> <p>C. Research centers based on interdisciplinary problem solving will be started and will attract external funding</p> <p>D. Create and fund an internal program to promote international research teams</p>	<p>What do we expect to happen in 6 to 10 years?</p> <p>E. Engagement with private and NGO partners will increase</p>	<p>What do we expect to happen in 11 to 15 years?</p>
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Theme 1: Research, Scholarly and Creative Activities, and Discovery</p> <p>Theme 3: Graduate Scholarly Experience</p> <p>Theme 4: Engagement, Extension, Outreach, and Service</p> <p>Theme 5: Faculty and Staff</p> <p>Common Elements:</p>	<p>T1- B More clusters/centers of collaborative RSCAD focus</p> <p>T1-C Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-H Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p> <p>X-2. metrics: T1-3; CAS metric: international appearances Baseline data needed for FY12</p>	<p>X-5. metrics: T3-4, T4-3</p>	



Culture Funding International			
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3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).

- Total research & development expenditures
- Endowment pool
- Number of National Academy members
- Number of faculty awards
- Number of doctorates granted annually
- Freshman to sophomore retention rate
- Six-year graduation rate
- Percent of undergraduate students involved in research
- None

4a. What resources and/or opportunities exist for your College to achieve its vision and outcomes?

The College general fund budget provides salaries and limited OOE resources to grow. The recent per credit hour fee has enabled the College to balance its resources and infuse funding into a few specific activities. In FY13, a new source of funds will begin to be infused into the College to grow the base by \$1M over two years. In total, the General Use and Restricted Fees budget was just over \$43M.

4b. What resources and/or opportunities are needed for your College to achieve its vision and outcomes?

Salary adjustments for performance for faculty, staff, and graduate teaching assistants are required along with increases in tenure track faculty at this point due to student growth the past few years. Faculty salary compression/inversion is currently a >\$500,000 problem. More than \$800,000 is required to bring our GTAs up to the current average peer level across the College. Many of the College faculty and staff are housed in substandard offices, studios, and laboratories in 22 buildings across campus. Several new building additions have been proposed (~\$30M) and additional renovations are badly needed (~\$50M). We estimate that faculty growth will be needed in order to meet the goals of graduate student production and research production as well as to meet the teaching demands created by growth in our own majors and those proposed by other colleges (\$5M).

5. How do you propose to acquire the resources needed for your College to accomplish its vision and outcomes?

We propose to increase revenues to the College through an increased per credit hour fee. We propose to embark on an aggressive fundraising campaign to support students and faculty with endowed scholarships and faculty chairs and to support building projects. We propose evaluating the current resource flow model for some significant fraction of General Use funds so that student credit hour production yields a greater portion of revenues to the College. We also support a student “technology fee” for specific high-cost programs/courses for the College. A professional development enhancement fee for students similar to the fee approved for CBA students will generate >\$1.4M per year.