K-State 2025 Strategic Direction Action Plan and Alignment Template for the College of Engineering

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

Response:

College of Engineering Mission Statement:

The College of Engineering serves the citizens of Kansas, the nation, and the world by providing world-class educational, research, and service programs where students and faculty can develop in their chosen disciplines and advance as successful leaders and professionals.

College of Engineering Vision Statement:

The Kansas State University College of Engineering will be a highly ranked college providing quality education within a research environment that develops engineering leaders to benefit society.

2. What are your College's/Major Unit's/Department's key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? Identify the University metrics that directly link with your plan in brackets.

Response: See tables below.

K-State2025

Theme 1. Recruit and retain diverse academic achievers from both inside and outside Kansas to produce graduates who will take the lead in generating technological solutions for and new knowledge about tomorrow's challenges.

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*
What we plan to do… **(a) Undergraduate Students** 1. Provide comprehensive scholarships for legacy and top students. 2. Develop programs to retain students with emphasis on students who are high-performing and/or from underrepresented groups 3. Develop comprehensive advising programs and provide support at both College and Department levels 4. Increase undergraduate enrollment and number of engineering graduates 5. Conduct workshops for high school science teachers to provide them with material on engineering applications 6. Develop programs that expose middle school students to engineering concepts and applications 7. Expand recruitment programs and incentives for recruiting high-quality students 8. Provide opportunities for undergraduate research **(b) Graduate Students** 1. Supplement GRA stipends to attract top-notch graduate students 2. Provide Ph.D. tuition scholarships 3. Focus on integrated B.S.-M.S. programs to promote graduate programs 4. Provide first year academic scholarships or fellowships (other than GRAs on specific projects) for graduate students 5. Provide funds for graduate student recruiting	**What do we expect to happen in 5 years?** A. Increase number of entering undergraduate students with ACT>28 or top 10% of their class from 207 to 230 [None] B. Increase undergraduate enrollment from 2809 to 3287 [None] C. Increase enrollment of underrepresented minority students from 201 to 300 [T2-6] D. Increase enrollment of women students from 406 to 460 [T2-6] E. Increase engineering graduates from 423 to 505 [None] F. Improve 6-year graduation rate of all new freshmen including underrepresented groups from 44% to 45% [B-7, T2-7] G. Improve freshmen-to-sophomore retention rate from 67% to 70% [B-6,T2-7] H. Increase number of undergraduate students supported in research from 149 to 180 [B-8, T2-4]	**What do we expect to happen in 6 to 10 years?** A. Increase number of entering students with ACT>28 or top 10% of their class to 260 [None] B. Increase undergraduate enrollment to 3673 [None] C. Increase enrollment of underrepresented minority students to 330 [T2-6] D. Increase enrollment of women students to 530 [T2-6] E. Increase number of engineering graduates to 555 [None] F. Improvements 6-year graduate rate to 47% [B-7, T2-7] G. Improve freshmen-to-sophomore retention rate to 73% [B-6,T2-7] H. Increase in number of undergraduate students supported in research to 200 [B-8, T2-4]	**What do we expect to happen in 11 to 15 years?** A. Increase number of entering students with ACT > 28 or top 10% of class to 270 [None] B. Increase undergraduate enrollment to 3750. [None] C. Increase enrollment of underrepresented minority students to 360 [T2-6] D. Increase enrollment of women students to 560 [T2-6] E. Increase number of engineering graduates to 586 [None] F. Improve 6-year graduate rate to 49% [B-7, T2-7] G. Improve freshmen-to-sophomore retention to 75% [B-6, T2-7] **H.** Increase number of undergraduate students supported in research to 230 [B-8, T2-4]

	I. Increase Ph.D. enrollment from 150 to 190 [T3-7] J. Increase number of Ph.D. graduates from 14 to 25 per year [B-5, T3-6]	I. Increase Ph.D. enrollment to 245 [T3-7] J. Increase Ph.D. graduates to 27 per year [B-5, T3-6]	I. Increase PhD enrollment to 310. [T3-7] J. Increase number of PhD graduates to 32 per year. [B-5, T3-6]

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. RSCAD – Increase capacity to recruit and retain highly talented, diverse graduate students Theme 2. Undergraduate Educational Experience Theme 3. Graduate Scholarly experience Common elements: Funding, Diversity	• T1, T3: Tuition waivers for all GRAs • T1, T3: Competitive compensation and support available to GRAs, GTAs and GAs • T2: Successful recruitment and retention strategies that address our entire student population • T2: Excellent, customized academic advising and services available to all students to support their success and degree completion • T2: Improved six-year graduation and retention ratios • T3: Outstanding mentoring of graduate students	• T2: Ongoing improvement of six-year graduation rates and retention ratios • T3: Increased number of doctorates awarded • T3: Increased funding for graduate research and training	• T2: Freshman to Sophomore retention ratios comparable to benchmarks institutions • T2: Six-year graduation rates comparable to benchmark institutions • T3: World-class reputation as a preferred destination for outstanding graduate students • T3: Doctorates awarded comparable to benchmark institutions • T3: Stable funding for graduate research and teaching assistants competitive with benchmark institutions

Theme 2. Provide outstanding and diverse faculty and technological facilities so students receive quality teaching and advising, enabling them to become problem solvers, leaders, and critical thinkers highly sought after by universities, industry, and the government.

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
at we plan to do… 1. Recruit and retain outstanding faculty with teaching and scholastic excellence. 2. Invest in upgrading classroom technology, classroom expansions, and new construction 3. Employ teaching assistants (e.g., graders, lab assistants) to enhance teaching experience, especially for large classes 4. Hire additional faculty members to improve student-faculty ratio 5. Provide incentives and opportunities for continuous development of faculty 6. Develop comprehensive advising programs with adequate support at the department level 7. Work with the university to provide tuition remission for faculty children and spouses to attract new faculty. 8. Pursue recruitment of NAE members (or equivalent) as faculty in the college.	**What do we expect to happen in 5 years?** A. Increase in retention rate of high- achieving students by improving freshmen-to-sophomore retention rate from 67% to 70% [B-6] B. Increase in number of national teaching recognition and awards from 2 to 6 [B-4, T5-1] C. Increase in number of education grants from 25 to 30 [None] D. Improvement in student-faculty ratio from 26% to 25% [None] E. Improvements in classroom infrastructure and facilities with addition of 80,000-100,000 square feet space [T6-4; T6-1, T6-2] F. Addition of underrepresented minority faculty by 0-1 [T5-5] G. Recruitment of an NAE member (or equivalent) as faculty in the college by 0-1 [B-3]	**What do we expect to happen in 6 to 10 years?** A. Ongoing increase in retention rate of high-achieving students by improving freshmen-to-sophomore retention rate to 73% [B-6] B. Continued increase in number of national teaching recognition and awards to 7 [B-4, T5-1] C. Continued increase in number of education grants to 35 [None] D. Continued improvement in student-faculty ratio to 24% [None] E. Improvements in classroom infrastructure and facilities with new addition of 80,000-100,000 square feet space [T6-4;T6-1, T6-2] F. Continued improvement in additional under-represented minority faculty to 0-1 [T5-5] **G.** Continued recruitment of an NAE member (or equivalent) as faculty in the college to 0-1 [B-3]	**What do we expect to happen in 11 to 15 years?** A. Increase in retention rate of high-achieving students by improving freshmen-to-sophomore retention rate to 75% [B-6] B. Increase in number of national teaching recognition awards to 8 [B-4, T5-1] C. Increase education grants to 40 [None] D. Improvement of student-faculty ratio to 24% [None] E. Excellent and well-maintained learning environments with the addition of 80,000 -100,000 square feet space. [T6-4; T6-1, T6-2] **F.** Recruitment of 1-2 under-represented minority faculty [T5-5] **G.** Recruitment of 1-2 NAE members (or equivalent) as faculty in the college [B-3]

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 2. Undergraduate Educational Experience Theme 5. Faculty and Staff Theme 6. Facilities and Infrastructure Common Element: Technology	• T2: Improved six-year graduation rates and retention ratios • T2: Excellent, customized academic advising and services available to all students to support their success and degree completion • T2: Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development • T2: Effective system in place that supports and promotes teaching excellence • T5: Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission • T5: Career-long learning recognized by the university and its employees as a shared value and responsibility • T6: Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration	• T2: Excellent reputation for high quality teaching and advising that prepare students for their professional, community, social and personal lives • T2: Superior and diverse faculty recognized for reaching excellence • T2: Ongoing improvements in six-year graduation rates and retention rates. • T5: Faculty and staff current with developments in their fields and skills needed to achieve excellence in performing their jobs • T5: Successful recruitment and retention of a talented and high-performing, diverse workforce • T6: Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interactions between students, faculty, researchers, staff and administrators	• T2: Faculty teaching and advising awards comparable to our benchmark institutions • T2: Freshman to Sophomore retention ratios comparable to benchmark institutions • T5: Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers • T6: 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

Theme 3. Establish focused, high-impact, nationally recognized research programs and build a prominent faculty that will enhance the college's national and international reputation.

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
What we plan to do… 1. Establish and promote high-impact research programs by building on existing strengths and hire faculty whose expertise complements these strengths 2. Allocate resources to invest in high-impact research areas 3. Secure substantial number of tenure-track faculty positions to embark upon proactive searches for nationally prominent faculty; attract them with high salaries (e.g., through endowed chairs), competitive start-up packages, and other inducements. 4. Provide funds and other inducements to retain top-quality faculty 5. Pursue recruitment of NAE members (or equivalent) as faculty in the college. 6. Establish and maintain a diverse faculty 7. Establish efforts for faculty to gain national honors and to contribute national service to government agencies and professional societies. 8. Fund faculty visits/collaborations with other campuses 9. Provide opportunities for undergraduate research	**What do we expect to happen in 5 years?** A. Increase number of scholarly publications in journals and conferences from 217 to 240 per year [T1-4] B. Increase in number of fellows, editors, honors, and significant national/ international activities from 266 to 300 [T5-4] C. Increase number of endowed chairs and professorships from 29 to 32 [T5-2] D. Increase enrollment from 150 to 190 and number of PhD graduates from 14 per year to 22 per year [B-5, T3-6, T3-7] E. Increase research expenditures from $23M to $27M [B-1, T1-2] F. Increase in number of college–funded assistantships/scholarships for PhD from $298K to $475K per year [T3-1, T3-2, T3-3]	**What do we expect to happen in 6 to 10 years?** A. Increase number of scholarly publications to 265 per year [T1-4] B. Increase in number of fellows, editors, honors and significant national/international activities from to 330 [T5-4] C. Increase number of endowed chairs and professorships to 36 [T5-2] D. Increase PhD enrollment to 245 and number of PhD graduates to 27 per year [B-5, T3-6, T3-7] E. Increase research expenditures to $37M annually [B-1, T1-2] F. Increase PhD student funding to $525K per year. [T3-1, T3-2, T3-3]	**What do we expect to happen in 11 to 15 years?** A. Increase number of scholarly publications to 290 per year [T1-4] B. Increase in number of fellows, editors, honors and significant national/ international activities to 360 [T5-4] C. Increase number of endowed chairs and professorships to 40. [T5-2] D. Increase PhD enrollment to 310 students, and number of PhD graduates to 32 per year. [B-5, T3-6, T3-7] E. Increase research expenditure to $46 million annually. [B-1, T1-2] F. Increase amount of college support for PhD students to $600K per year. [T3-1, T3-2, T3-3]

	G. Increase number of collaborative projects that Engineering faculty is involved in from 382 to 420 [T1-1]	G. Increase number of collaborative projects that Engineering faculty is involved in from 464 [T1-1]	G. Increase the number of collaborative projects to 512 [T1-1]
	H. Recruit an NAE member (or equivalent) as faculty in the college by 0-1 [B-3]	H. Continues recruitment of an NAE member (or equivalent) as faculty in the college to 0-1 [B-3]	H. Recruit 1-2 NAE members as faculty in the college. [B-3]
	I. Increase number of undergraduate students involved and supported in research from 149 to 180 [B-8, T1-1, T2-4]	I. Increase number of undergraduate students involved in research to 220 [B-8, T1-1, T2-4]	I. Increase number of undergraduate students involved in research to 230. [B-8, T1-1, T2-4]

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 3: Graduate Scholarly Experience Theme 5: Faculty and Staff Common Element: External Constituents Common Element: Funding Common Element: Communication and Marketing	• T1: Increased intellectual and financial capital to support *RSCAD* • T1: More clusters/centers of collaborative RSCAD focus • T1: Increased funding for investigator-based research, research centers and graduate training grants • T1: Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs • T1: Increased visibility, and appreciation for research, discovery and scholarly and creative activities • T3: Expectation of excellence for the graduate scholarly experience • T3: Increased capacity to secure funding for graduate research and teaching	• T1: Intellectual and financial capital in place for expanded *RSCAD* efforts • T1: Greater proportion of nationally and internationally recognized award winning faculty in RSCAD programs • T1: Nationally and internationally recognized research centers • T3: Increased participation by our graduate students in unique high level learning and experiential training • T3: Increased funding for graduate research and teaching	• T3: Stable funding for graduate research and teaching competitive with benchmark institutions • T5: Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers • T5: Stable funding available for recruitment and retention of top level faculty and staff

Theme 4: Establish lifelong connections with alumni and capitalize on this network, corporate partnerships, and related research/scholarship within the college to strengthen the education experience, research/scholarship quality, and financial support of the college

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
What we plan to do… 1. Establish and maintain an alumni email system, a list of alumni contacts by company, and engage via social media (Facebook, LinkedIn, etc) 2. Encourage faculty involvement that establish ties to industry, state agencies and alumni for the purpose of developing research, scholarship, and educational experiences for students and faculty 3. Work with the College Development staff to strengthen ties with alumni and industries to garner funding 4. Schedule more alumni events such as reunions, scholarship recognition banquets, invitations to student events, etc., and use Open House to establish strong bonds with alumni. 5. Encourage department to send newsletters and reports to its alumni. 6. Promote student connections with the college that foster long-term relationships after graduation via student clubs, events, and competitions 7. Implement and maintain a comprehensive marketing and communication plan.	**What do we expect to happen in 5 years?** A. Increase annual philanthropic gift totals from $21.3 M to $27.9M [B-2] B. Increase number of endowed chairs and professorships from 29 to 32 [T5-2] C. Increase in college scholarships to students from $1.5M to $1.8M [T2-3, T3-2] D. Increase number of students participating in national student organizations and competitions from 431 to 492 [None] E. Increase college endowment from $45M to $65M [B-2]	**What do we expect to happen in 6 to 10 years?** A. Increase annual philanthropic gift to $35.6M annually [B-2] B. Increase number of endowed chairs/professorships to 36 [T5-2] C. Increase scholarships provided to students to $2.2M per year [T2-3, T3-2] D. Increase number of students participating in national student organizations and competitions to 570 [None] E. Increase college endowment to $93M [B-2]	**What do we expect to happen in 11 to 15 years?** A. Increase philanthropic giving to $45.4 million per year [B-2] B. Increase number of endowed chairs and professorships to 40. [T5-2] C. Increase scholarships provided to students to $2.5 million per year [T2-3, T3-2] D. Increase participation of students in national organizations and competition to 661 [None] E. Increase college endowment to $116 million. [B-2]

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: RSCAD Theme 4: Engagement, Extension, Outreach and Service Theme 5: Faculty and staff Common Elements: External Constituents	• T1: Increased intellectual and financial capital to support RSCAD • T4: Increased number and diversity of faculty and staff participating in Engagement • T5: Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas	• T1: Intellectual and financial capital in place for expanded RSCAD efforts • T1: Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs • T4: Increased appreciation by K-State graduates for lifelong involvement in engagement and service • T5: Successful recruitment and retention of a talented and high performing, diverse workforce	• T1: Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies • T4: Nationally and internationally recognized as leaders in Engagement on a global scale • T5: Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers

Theme 5. Prepare students and faculty for the changing global environment to create a culture of diversity, creativity, innovation, and entrepreneurship.

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*
What we plan to do… 1. Promote international experience for undergraduates through the Study Abroad Scholarship Program. 2. Facilitate a path for high-quality international students to come to K-State. 3. Promote international research and scholarly collaborations, and attendance at international meetings. 4. Conduct college-wide multicultural competency training. 5. Promote internships that allow students to work in Kansas industry settings, gaining real-world experience	**What do we expect to happen in 5 years?** A. Increase number of students with international experience (exchange programs, Study Abroad, cultural trips during semester breaks, etc.) from 18 to 28 per year [T2-1] B. Increase number of faculty participating in international scholarly activities and travel from 58 to 64 [T5-4] C. Increase in number of Kansas industries participating in internship programs from 42 to 45 [None] D. Increase in number of students with industrial experience [T2-2]	**What do we expect to happen in 6 to 10 years?** A. Increase number of students with international experience (exchange programs, Study Abroad, cultural trips during semester breaks, etc.) to 36 per year [T2-1] B. Increase faculty involvement in international scholarly activities to 70 [T5-4] C. Increase in number of Kansas industries participating in internship programs to 48 [None] D. Increase in number of students with industrial experience [T2-2]	**What do we expect to happen in 11 to 15 years?** A. Increase number of students with international experience to 46 per year [T2-1] B. Increase number of faculty with international experience to 78 per year. [T5-4] C. Increase in number of Kansas industries participating in internship programs to 50 [None] D. Increase in number of students with industrial experience. [T2-2]

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 2: Undergraduate Educational Experience Theme 3: Graduate Scholarly Experience Theme 4. Engagement Theme 5: Faculty and Staff Common Element: Diversity Common Element: International	• T2: Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university • T3: Expanded partnerships industry and government to provide high level learning and experimental training opportunities for graduate students • T4: Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences • T4: Enhanced visibility and appreciation of Engagement and its interconnectedness with research and education within our university community	• T2: Superior and diverse faculty recognized for teaching excellence • T2: All UG students engaged in a diversity of experiences that expand their viewpoint • T3: Expanded reputation for outstanding graduates with critical skill sets needed to excel in their careers in a global environment • T3: Increased number of nationally and internationally recognized award-winning graduate faculty • T4: Exposure on a national level as a leader/partner engaged in a significant social, political, health	• T2: An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities • T5: Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers

Theme 6. Disseminate new knowledge to a global society and the citizens of Kansas to meet the land-grant mission.

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*
What we plan to do… 1. Identify and respond to critical needs for technical assistance and educational outreach that complement research and scholarly activities within the college and have a direct impact on government organizations/agencies and the private sector in Kansas. 2. Identify and tap into state and national funding sources, both public and private, which will be sustainable and will complement existing university funding. 3. Know the latest techniques utilized by other land-grant institutions for conducting large-scale information dissemination in order to increase the efficiency of delivering and receiving information. 4. Network with selected state-level public and private entities to determine their short- and medium-term needs for data and information.	**What do we expect to happen in 5 years?** A. Increased in number of requests for technical assistance and educational outreach from within Kansas and the U.S., and from outside the U.S. [None] B. Improved response from public and private entities to technical assistance and educational outreach programs offered by the college measured by outcomes such as number of outreach presentations, workshops/training sessions conducted, and impact of mitigation and conservation techniques [T4-4]	**What do we expect to happen in 6 to 10 years?** **A.** Increased in number of requests for technical assistance and educational outreach from within Kansas and the U.S., and from outside the U.S. [None] **B.** Improved response from public and private entities to technical assistance and educational outreach programs offered by the college measured by outcomes such as number of outreach presentations, workshops/training sessions conducted, and impact of mitigation and conservation techniques [T4-4]	**What do we expect to happen in 11 to 15 years?** A. Increased in number of requests for technical assistance and educational outreach from within Kansas and the U.S., and from outside the U.S. [None] B. Improved response from public and private entities to technical assistance and educational outreach programs offered by the college measured by outcomes such as number of outreach presentations, workshops/training sessions conducted, and impact of mitigation and conservation techniques. [T4-4]
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 4: Engagement, Extension, Outreach, and Service Common Element: International Common Element: Funding	• T4: Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide • T4: Increased extramural funding for *Engagement* initiatives at the	• T4: Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues • T4: Increased capacity to	• T4: Nationally recognized as a leader in and model for a re-invented and transformed land–grant university integrating research, education, and engagement

	local, state, national, and international level • T4: Recognition as leaders in *Engagement* within our state and nation	respond to emergencies worldwide	• T4: Nationally and internationally recognized as leaders in *Engagement* on a global scale • T4: Recognized as a leader in *Engagement* reaching both rural and urban communities

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 <u>exist</u> for your College/Major Unit/Department to achieve its vision and outcomes?
Response:
The major resource that the College of Engineering has is its dedicated faculty and staff.
The College also has the following offices to help achieve its objectives:
- Recruitment and Leadership Development,
- Retention, Diversity and Inclusion
- Student Services
- Development
- Engineering Communications
- Engineering Extension
- Engineering Experiment Station

The College has several research centers which are engaged in excellent research and development activities.

4b. What resources and/or opportunities are <u>needed</u> for your College/Major Unit/Department to achieve its vision and outcomes?
Response:
To achieve the goals, the College will need the following resources:
- Additional faculty lines (20 lines coming from funds from UEIA and matching tuition fee)
- Incentives to recruit and retain high-performing faculty including compensation packages, endowed chairs/professorships and startup packages (10 endowed chairs/professorships coming from UEIA match from private sources)
- Funds to expand scholarship programs (focus of the Capital Campaign)
- Funds to expand recruitment and retention programs (focus of the Capital Campaign)
- Improvements in facilities and research infrastructure (focus of the Capital Campaign)
- State and Foundation funds for scholarships, graduate student tuition waivers and stipends
- Funds to hire instructors to enable research-active faculty to conduct more research (10 lines coming from funds from UEIA and matching tuition fee)

5. How do you propose to acquire the resources needed for your College/Major Unit/Department to accomplish its vision and outcomes?
Response:
We plan to acquire the resources as follows:
- Request central administration for additional faculty and instructor lines
- Request central administration for improvements in facilities and research infrastructure
- Pursue development opportunities to raise funds for scholarships and endowed positions
- Pursue grant opportunities to create a stable funding base for students
- Leverage UEIA funds to improve teaching and classroom facilities

Additional notes:
- Theme 1. B and E: Used UEIA baseline data.
- BG is Bette Grauer, ML is Mike Lynch, FB is FactBook, DH is Department Head, LR is Lori Rogge, and BS is Bruce Snead.
- Data will be reviewed again after departments submit their plans and then adjusted accordingly.