K-State 2025 Strategic Direction Action Plan and Alignment
College of Education

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

The College of Education prepares highly qualified professional educators for Kansas, the nation and beyond to serve the life-long learning needs of diverse students. Our vision is to be recognized as a national model of excellence in the preparation of teachers and other school personnel, while contributing to graduate education, research, engagement, professional development, and the improvement of education practice at a level consistent with the achievements of Education colleges in Top 50 public research universities (T50PRU).

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?

Key Activities/Goals	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…(GOALS) **1. Increase quality and quantity of publications and increase extramural funding within the college (Theme 1)** _Activities:_ 1. Hire a diverse faculty with priority on research and sponsored program experience and potential 2. Differentiate load assignments to promote research and sponsored project activity while maintaining quality instruction and supervision 3. Develop infrastructure and support for research & scholarly activities within COE	What do we expect to happen in 5 years? A. Increase in total extramural awards from $5 million to $6 million [T1-2] B. Increase faculty refereed scholarly publications 27 to 32 (20%) [T1-4]	What do we expect to happen in 6 to 10 years? A. Increase extramural awards from $6 million to $8 million. [T1-2] B. Increase faculty refereed scholarly publications from 32 to 40 [T1-4]	What do we expect to happen in 11 to 15 years? A. Increase extramural awards from $8 million to $10 million. [T1-2] B. Increase faculty refereed scholarly publications from 40 to 50 [T1-4]

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4. Implement strategies to develop, support, promote, and reward research and extramural funding within the college			
2. Recruit and graduate ethical caring decision-makers for school and other educational settings at the undergraduate level via our accredited excellent teacher preparation programs (Theme II) *Activities:* 1. Develop policies and practices for recruiting and retaining quality students 2. Develop and implement a recruitment plan for increasing diverse students 3. Develop criteria for undergraduate research experiences (align ST portfolio) 5. Develop opportunities for international experience for UGs 6. Increase $ for scholarships 7. Activities/programs to increase number of STEM certified teachers 8. Provide quality advising services to undergraduate students.	C. Increase diversity of UG population from (11% to 13%) [T2-6] D. Improve retention rates by 2% over baseline (from 82% Freshman to Sophomore and 75% Sophomore to Junior to 85% and 77%) and maintenance of 6-year graduation rates [T2-6] E. Increase the number of UGs with approved research experience [T1-2] F. Increase # scholarships awarded and total $ for scholarships, including scholarship support for ST semester by 10% over baseline (baseline mean: # = 233; $ = $262,381) to 256 and $289,719. [T2-3] G. Increase the % of graduating seniors participating in international experiences from 21% baseline to 25%. [T2-1]	C. Increase diversity of population from 13% to 15% [T2-6] D. Improve retention rates by 5% over baseline and maintenance of 6-year graduation rates [T2-6] E. 100% of graduates completing approved research experiences [T1-2] F. Increase scholarships awarded and scholarship dollars by 25% over baseline (291 and $327,976) [T2-3] G. Increase the % of graduating seniors participating in international experiences from 25% to 35%. [T2-1]	C. Maintain or increase diversity of UG population [T2-6] D. Maintain retention rates and 6-year graduation rates [T2-6] E. Maintain 100% research experiences [T1-2] F. Increase scholarships awarded and scholarship dollars for undergraduate students and for ST semester by 50% over baseline (350 and $393,571) [T2-3] G. Increase the number of students participating in international experience from 35% to 40%. [T2-1]

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9. Integrate technology in teaching and learning in COE high-tech classrooms and in school settings	H. Increase the number of STEM (middle and high school) teachers produced from 38 (baseline) to 50.	H Increase the number of STEM teachers produced from 50 to 60.	H. Increase the number of STEM teachers produced from 60 to 75.
	I. Increase number of UG admissions to baseline mean, 368.	I. Increase number of UG admissions to 5% above baseline mean, to 386.	I. Increase number of UG admissions to 10% above baseline mean, to 405.
	J. High student satisfaction with advising process in the college [T2-1]	J. High student satisfaction with advising process in the college [T2-1]	J. High student satisfaction with advising process in the college [T2-1]
	K. Meet standards for utilization of technology in teaching, student assignments, and practicum settings (from accreditation data)	K. Rate above standards for utilization of technology in teaching, student assignments, and practicum settings (from accreditation data)	K. Rate above standards for utilization of technology in teaching, student assignments, and practicum settings (from accreditation data)
3. Provide quality graduate education to produce students that are prepared for leadership positions in educational settings (Theme III)	L. Increase % of racially and ethnically diverse graduate students to 10% above baseline, 11.5% to 12.7%. (Master's) and 14.5% to 16% for doctoral students. [T3-7]	L. Increase % of racially and ethnically diverse graduate students to 20% above baseline, to 14% and 18%. [T3-7]	L. Increase % of racially and ethnically diverse graduate students to 30% above baseline, 16% and maintain doctoral students at 18%. [T3-7]
Activities: 1. Recruit, retain and develop high quality, diverse graduate students 2. Increase externally funded graduate assistant positions	M. Increase the number and funding amount for graduate student assistantships and funding for grad student travel to 10% above baseline levels: # from 24 to 26; funding from	M. Increase number and funding for graduate student assistantships and student travel 25% over baseline to 30 assistantships, $397,560 total, and $4,595. [T3-1, T3-2]	M. Increase the number and funding for graduate student assistantships and student travel 30% over baseline for number (31) and funding ($413,462) and 50% for

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3. Upgrade / develop quality scholarly experiences for graduate students, focusing on research courses and research experience	$318,048 to $349,853, and travel from $3,676 to $4,044. [T3-1, T3-2]		travel ($5,514). [T3-1, T3-2]
	N. Increase national awards and recognitions to graduate programs by 4 since 2012.	N. Increase national awards and recognitions to graduate program by 8 since 2012.	N. Increase national awards and recognitions to graduate programs by 12 since 2012.
	O. Increase number of graduate students enrolled by 10% over baseline (from 1,138 to 1,252).	O. Increase number of graduate students enrolled by 15% over baseline to 1,309.	O. Maintain or increase number of graduate students enrolled from intermediate term numbers.
	P. Increase number of graduate degrees awarded by 5% over baseline (# Master's, # doctorates) (Master's from 218 to 229; doctorates from 26 to 28)	P. Increase number of graduate degrees awarded by 10% over baseline to 240 and 29.	P. Increase number of graduate degrees awarded by 15% over baseline to 250 and 30.
4. Provide quality service learning and international experiences of students and faculty and increase service to communities through systematic engagement of students and faculty (e.g. KELI, PDS, and the military (Theme IV) *Activities:* 1. Develop set of standards for service learning experiences and promote state, national and international engagement of	Q. Increase number of UGs participating in engagement/service learning activities funded through the Center for Social Studies Education. [T4-1]	Q. Increase number of UGs participating in engagement/service learning activities funded through the Center for SSE to 5% over annual mean of first five years. [T4-1]	Q. Increase number of UGs participating in engagement/service learning activities funded through the Center for SSE to 10% over annual mean of first five years. [T4-1]
	R. Increase number of students in study abroad or international practica lead by COE faculty. [T1-4] (no baseline)	R. Increase number of students in study abroad or international practica lead by COE faculty by 10% of mean of first 5 years. [T1-4]	R. Increase number of students in study abroad or international practica lead by COE faculty by 15% of mean of first 5 years [T1-4]

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faculty and students, including study abroad 2. Support the development and growth of the Kansas Educational Leadership Institute (KELI) 3. Improve quality and quantity of collaborative partnerships that impact students and faculty / serve the mission of the College 4. Develop a comprehensive communications plan designed to engage stakeholders.	S. Increase number of faculty activities related to international academic and scholarly engagement across the first 5 years of the plan [T1-5] (no baseline) T. Increase number of KELI opportunities for school leaders served by the program, and increase external $ for KELI activities from over baseline: from 226 to 250 annually, and $13,750 to $15,000. [T1-1]	S. Increase number of faculty activities related to international academic and scholarly engagement to at least 10% over first 5 years of the plan. [T1-5] T. Increase number of KELI opportunities for school leaders served by the program, and increase external $ for KELI activities to 275 annually, and $25,000 annually. [T1-1]	S. Increase number of faculty activities related to international academic and scholarly engagement to at least 25% above the first 5 years of the plan [T1-5]. T. Increase number of KELI opportunities for school leaders served by the program, and increase external $ for KELI activities, to 300 annually and $50,000 annually. [T1-1]
5. Maintain a high-quality, diverse, and dedicated faculty who demonstrate excellence in teaching, research and service (Theme V) *Activities:* 1. Recruit, hire and retain a high-quality, diverse faculty dedicated to the mission of the college and demonstrating the capacity for excellence in teaching, research and service (high quality) 2. Develop strategies to improve compensation packages	U. Improve compensation packages for tenure-track faculty and instructional staff over baseline [T5-3] V. Improve race/ethnicity diversity of tenure track faculty from 16% to 20%. [T5-5, T5-6]	U. Improve compensation packages for tenure track faculty and instructional staff [T5-3] V. Maintain diversity of tenure track faculty at 20% or more. [T5-5, T5-6]	U. Compensation packages for tenure track faculty and instructional staff commensurate with our top 10 peers [T5-3] V. Maintain diversity of tenure track faculty at 20% or more. [T5-5, T5-6]

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	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	T1 Competitive compensation and support available to GRAs, GTAs, and GAs T1 Enhanced and systematic approach for UG research T1 Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs T1 Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities		T1 Extramural funding competitive with our benchmark institutions T1 Competitive amongst our peers in the percentage of undergraduates involved in research
Theme 2. Undergraduate Educational Experience	T2 Excellent, customized academic advising and services available to all students to support their success and degree completion T2 Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university T2 Increased participation by undergraduates in expanded opportunities for meaningful research	T2 Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2 Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives	T2 six-year graduate rates comparable to benchmark institutions
Theme 3. Graduate Scholarly Experience	T3 Competitive compensation and support available for GRAs, GTAs, and GAs T3 Tuition waivers for all GRAs	T3 Increased funding for graduate research and teaching	T3 Stable funding for graduate research and teaching competitive with benchmark institutions

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	T3 Increased capacity to secure funding for graduate research and teaching		
Theme 4. Engagement, Extension, Outreach and Service	T4 Enhanced integration between academics and student service learning T4 Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide	T4 All undergraduate students engaged in at least one engagement /service learning project.	T4 Nationally recognized as a leader in and model for a re-invented and transformed land –grant university integrating research, education, and engagement
Theme 5. Faculty and Staff	T5 Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas	T5 Total compensation competitive with aspirant university and regional employers for all employees T5 Successful recruitment and retention of a talented and high performing, diverse workforce	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 T5 Optimal number of faculty and staff comparable with our benchmark institutions
Theme 6. Facilities and Infrastructure	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	T6 Adequate office space for all K-State employees equipped to support their work and productivity	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
Common Elements: Technology, Diversity, International, Communications and Marketing, Funding	Develop a communications and marketing plan	Regular and ongoing communication with all stakeholders	Enhanced visibility among aspirant national peers

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_**).**

X Total research & development expenditures

☐Endowment pool

☐Number of National Academy members

☐Number of faculty awards

X Number of doctorates granted annually

x Freshman to sophomore retention rate

X Six-year graduation rate

X 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: Financial resources will come from SRO; Key leadership selection

4b. What resources and/or opportunities are <u>needed</u> for your College/Major Unit/Department to achieve its vision and outcomes?
Response: The College needs stable leadership and successful hires in key positions

5. How do you propose to acquire the resources needed for your College/Major Unit/Department to accomplish its vision and outcomes?
Response: Align financial needs to capital campaign connections; increase external funding

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