K-State 2025 Strategic Direction Action Plan and Alignment Template
for the Kansas State University Global Campus

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?

Response: K-State Global Campus Mission Statement: To extend Kansas State University's intellectual resources through quality degree programs, lifelong learning, and professional development opportunities.

K-State Global Campus Vision Statement: As the fourth campus of Kansas State University, K-State Global Campus provides the avenue for traditional K-State academic programs to be readily extended to students across the state, the nation and around the world through shared vision and planned programming with each of the 9 academic colleges. International noncredit partnerships are forged through a collaborative effort of K-State Global Campus staff and K-State departments and colleges. K-State Global Campus will provide educational and professional development opportunities through partnerships with academic institutions and industry. Through the K-State Global Campus student services unit the student at a distance is as much a part of KSU as the student who attends class in Manhattan, Salina or Olathe. K-State Global Campus also extends its offerings to the Manhattan community by offering community outreach programs and actively participates in local economic development through strategic workforce program development.

K-State Global Campus Contributions to K-State 2025:

Internationalization

Student Services

Engagement & Outreach

Faculty and Staff

Endowment

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? (*If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary* **)**

K-State Global Campus Infrastructure:

Strengthen the K-State Global Campus infrastructure by ensuring the tools needed to provide services to students are available including facility, personnel, technology and web-related needs.

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*
Facilities 1. Identify future facility needs to support the K-State Global Campus services, program development, research, collaboration, and corporate outreach.	A. Master plan is developed to address needs and projected growth for workforce training and conference space, staffing and community learning center. [T6-A]	A. Fulfillment of space needs that will support staff in the accomplishment of their work. [T6-D]	A. New facilities to house K-State Global Campus offices and staff, a major workforce training and conference center for community and state, and a community learning center. [T6-K]

Technology			
1. Develop a strategic model and propose specific recommendations to strengthen marketing and communications systems to benefit K-State Global Campus clients and employees by identifying appropriate resources and partners.	**B. Improved marketing funnel through implementation of multi-step campaign management software. [T6-C]**	**B. Technology needs for K-State Global Campus are fully met and systems are well integrated. [CE-8]**	
Personnel and Staff Development			
1. Develop a career path plan for promotion for K-State Global Campus employees.	**C. K-State Global Campus participates in development of title and job families as organized through Human Capital Services. [T5-B]**	**C. Career path plan established for promotion of K-State Global Campus employees. [T5-G]**	
2. Provide relevant and timely professional development for K-State Global Campus staff.	**D. Professional development opportunities are available to all K-State Global Campus staff. [T5-C]**	**D. Staff participate in professional development opportunities which enhance their work at K-State Global Campus. Staff regularly disseminate information learned through presentations, summaries, round table discussions and reports. [T5-F]**	**D. A diverse staff capable of challenging the status quo with innovative ideas. [T5-H]**
3. Provide a range of professional development activities that address diversity and multicultural competency.	**E. Activities addressing diversity and multicultural issues are identified and plans are in place to provide opportunities for professional development in this area. [CE-3]**	**E. Staff are regularly engaged in activities promoting diversity and multicultural competencies. [T5-G, CE-3]**	
Marketing			
1. Set standards for maintaining and developing the K-State Global Campus website.	**F. A process for reviewing and updating the K-State Global Campus website is developed and implemented. [CE-1]**		
2. Determine marketing metrics and benchmark marketing return on investment.	**G. Marketing metrics for reporting and determining ROI are defined and a process is developed for collecting the data. [CE-1]**	**G. ROI is evaluated annually for each academic and noncredit program which is marketed through K-State Global Campus. [CE-1]**	
Data and Reporting			
1. Determine appropriate data for collection, evaluation and dissemination. Implement periodic reports, defining what is measured and who receives the information.	**H. Global Campus functional groups define what data and reports are needed to gauge both internal and external effectiveness, as well as which specific reports, benchmarks and metrics support 2025 initiatives.**	**H. Working with ITS, a data warehouse or reporting tool for benchmarks and reports are available for Global Campus end users to access according to their designated level of security and need. Reports include rolled-up summary level data as well as detailed information for analysis. [CE-8]**	**H. Predictive analytical capabilities are in place for key areas such as student admissions, enrollments, retention, and marketing, as well as any internal effectiveness measures that support strategic 2025 initiatives. [CE-8]**
		I. Student enrollment and demographic information from Global Campus will be available to support Research, Scholarly and Creative Activities and other themes as needed.	

2. Define hand-off points for significant indicators found in periodic reports.	**J.** Key areas of concern for monitoring relative to overall health of Global Campus are identified and contacts for notifications as well as next steps for addressing issues are defined.	**J.** Action plans and a detailed roadmap for each issue are developed and implemented. Feedback loops to monitor success of interventions are in place.	

New Initiatives/Partnerships:

Expand outreach activities and access through the development of new partnerships and quality distance education programs.

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*
Endowment and Fundraising 1. Establish self-sustaining scholarship funds for undergraduate distance education students through endowments. 2. Seek additional funding opportunities to support K-State Global Campus initiatives including scholarships for students enrolled in distance education programs through K-State Global Campus.	**A.** Endowment for distance education student scholarships is increased to $50,000 ($1,500 expendable). [T2-3, B-2, CE-5] **B.** 90% of staff participate in the All University Campaign. [CE-5]	**A.** Endowment for distance education student scholarships is increased to $500,000 ($15K expendable). [T2-3, B-2, CE-5] **B.** 90% of staff participate in the All University Campaign. [CE-5]	**A.** Endowment for distance education student scholarship is increased to $1,000,000 ($30K expendable). [T2-3, B-2, CE-5] **B.** 90% of staff participate in the All University Campaign. [CE-5]
3. Establish an external advisory board to provide direction for programming and fundraising efforts. 4. Develop regular communication tools for connecting with K-State Global Campus alumni.	**C.** One new source of student financial support is identified and in place. [T2-3, CE-5] **D.** Advisory board is established and charged with board mission. **E.** Building on the initial alumni newsletter, a biannual magazine is published and distributed to alumni and friends of K-State Global Campus. [CE4]	**C.** Three new sources of student financial support are identified and in place. [T2-3, CE-5] **D.** Advisory board provides direction for fundraising efforts and building partnerships. [B-2, CE-4, CE-5] **E.** A system for regular follow-up with contacts made at K-State Global Campus alumni/student events is developed and implemented. [CE-4]	**C.** Five new sources of student financial support are identified and in place. [T2-3, CE-5]
Program Development 1. Initiate the development of the remaining courses needed to provide full bachelor's degrees online. 2. Explore and implement a major marketing campaign to highlight the online master's degrees offered by K-State. 3. Work with KSU academic units to establish 15 new master's degree programs. 4. Work with KSU academic units to establish 4+1 agreements with partner schools.	**I.** One new 4+1 partnership is in place. [CE-4]	**F.** Three additional complete bachelor's degrees are available online. **G.** The marketing campaign for promoting K-State online graduate degree programs is evaluated and additional strategies are implemented to further market the graduate level online degree programs. **H.** Ten (10) new master's degree programs are established (from 2010 baseline). **I.** Three new 4+1 partnerships are in place. [CE-4]	**F.** Five additional complete bachelor's degrees are available online. **G.** The campaign is further evaluated and new strategies and a new theme is developed. **H.** Fifteen (15) new master's degree programs are established (from 2010 baseline). **I.** Five new 4+1 partnerships are in place. [CE-4]

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
5. Develop a template of strategic steps for the development of new programs. 6. Develop non-credit online training and professional development programs.	J. A template is in place and partners for program development are identified. K. Building on K-State's strengths, key areas for noncredit online training that will benefit and interest industry and professional groups are identified. [T4-C]	J. Ten ideas are identified and the strategic template for program development is utilized to develop the ideas. K. Working with industry and professional partners, 5 new noncredit online training and professional development programs are developed. [T4-C, CE-4]	J. Five programs are developed using the strategic template. K. Working with industry and professional partners, 10 new noncredit online training and professional development programs are developed. [T4-C, CE-4]
Research 1. Develop a faculty-led research agenda for distance and non-traditional education. 2. Expand the K-State Global Campus RFP process to include funding research related to continuing education. 3. Publish continuing education research results in collaboration with the KSU community.	L. One research project related to distance education is developed. [B-1] M. One article, publication or presentation is produced for a national audience based on K-State distance education research results.	L. Three additional research projects related to distance education are developed. [B-1] M. Two articles, publications or presentations are produced for a national audience based on K-State distance education research results.	

Faculty Training and Course Quality:

Identify and develop resources that K-State faculty will utilize to provide the highest quality courses and programs to students taking online courses, both at a distance and in an on-campus setting.

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
Quality for Online Courses 1. K-State Global Campus works with campus faculty members and administrators to ensure that Kansas State University consistently offers online courses that meet or exceed established quality standards. 2. Using the quality course checklist, K-State Global Campus collaborates with distance education faculty members to develop a set of quality benchmarks for good interactive online courses so reviews of newly constructed online courses funded through the Global Campus RFP process can be made to ensure all elements of quality are included.	B. 5% of online instructors will complete the hybrid course. [T2-B] C. 100% of faculty receiving funding through the RFP grant process will utilize the checklist as they construct courses. [T2-B]	A. Greater capacity for the K-State Online Essentials course is reached and greater numbers of faculty are able to participate in the course. [T2-B, T2-J, T2-K] B. All Kansas State University faculty members teaching online have access to tools designed to promote excellence in online courses. [T2-B, T2-K]	A. 100% of online teaching faculty participate in regular recertification to maintain knowledge of distance education teaching best practices. [T2-B, T2-J, T2-K, T2-O] B. All online teaching faculty have demonstrated skills and understanding of techniques for engaging and interacting with students in their virtual classroom. [T2-O]

3. Introduce to distance education faculty the concept of reviewing existing online courses for quality benchmarks on a three-year rotating schedule.	**D. 100% of newly developed courses funded through the RFP grant process meet quality benchmarks. [T2-B, T2-J]**	**E. 20% of existing courses are reviewed for adherence to quality benchmarks. [T2-B]**	**E. 50% of existing courses are reviewed for adherence to quality benchmarks. [T2-B]**
4. Add elements to the E-Learning Faculty Module website and encourage faculty to take advantage of the resource.		**F. K-State Global Campus works to identify faculty members teaching online who will agree to take a strong role in mentoring other faculty members beginning to teach online. 10% of online instructors agree to become mentors. [T2-K]**	
	G. Faculty members attending distance learning conferences will post information learned to the website or demonstrate new techniques to incorporate into online classes.		
Current Pedagogy			
1. To stay abreast of new technologies, trends and issues, each K-State Global Campus credit program coordinator and the online noncredit coordinator annually attends at least one regional or national meeting related to online instruction and online training.	**H. K-State Global Campus staff members present at two campus events annually to share information about faculty resources.**		

Engagement and Outreach:

Provide leadership in developing opportunities for outreach in the areas of research, education and engagement as it relates to continuing education programs and services.

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*
1. Maintain relationships with university sponsored programs for collaboration on grant projects.	**A. A baseline measurement of research grants with outreach components is determined.**	**A. Occurrence of scholarly outreach incorporated in grant proposals is increased by 10% from 2013 baseline. [CE-4]**	**A. Occurrence of scholarly outreach incorporated in grant proposals is increased by 15% from 2013 baseline. [CE-4]**
2. Support university initiatives that expand educational outreach activities to international audiences.	**B. K-State Global Campus' role in international programs is determined and defined.**	**B. Three new international educational outreach agreements are supported. [T4-C, CE-4, CE-6]**	**B. Five new international educational outreach agreements are supported. [T4-C, CE-4, CE-6]**
3. In collaboration with the Office of Corporate Engagement, develop resources and partnerships to provide training, professional development and continuing education for corporate constituents.	**C. With Office of Corporate Engagement, identify and document training needs.**	**C. Three new industry training programs are established. [T4-C, T4-H, T4-N, CE-4]**	**C. Five new industry training programs are established. [T4-C, T4-H, T4-N, CE-4]**

Undergraduate and Graduate Student Experience:

Provide leadership in developing opportunities for outreach in the areas of research, education and engagement as it relates to continuing education programs and services.

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*
Student Recruitment 1. Work with the Office of Admissions and transcript analysts across colleges to build enrollment management strategies that decrease time between inquiry and actual enrollment.	**A. An understanding of the time it takes students from inquiry to enrollment is established and it is understood what demographics lead to successful enrollment. [T2-G]**	**A. Conversions of undergraduate applicants to students increases by 5% over baseline year of 2013. [T2-G]**	**A. Conversions of undergraduate applicants to students increases by 10% over baseline year of 2013. [T2-G]**
Student Orientation 1. Enhance distance student preparation for online coursework through orientations and appropriate tools.	**B. 75% of all distance education programs have an online orientation in place and it is updated annually. [T2-A, T2-G]**	**B. 100% of all distance education students have access to an online orientation. [T2-A, T2-G]**	
		C. 50% of department/college mentoring programs partner with Global Campus to allow distance student into current mentoring programs. [T2-A, T2-G, B-6, B-7]	**C. 100% of all distance education students who request a mentor are assigned one through their department/College mentoring program. [T2-A, T2-G, B-6, B-7]**
Student Community 1. Explore ways to enhance the student experience through communication with first-time students and encourage their participation in the distance student community.		**D. Video Chat is implemented through Student Services website and offers communication with a live person from 7 am 7 pm once per week. [T2-G]**	
Student Experience 1. Provide elements of a first semester experience to distance students similar to the K-State First Year Experience.	**E. Global Campus advocates for elements of a first semester experience being made available to distance education students similar to the K-State First Year Experience. [T2-A, B-6]**		
2. Create a networking environment for distance education students to connect with one another, with K-State distance education alumni, and with industry professionals.	**F. A distance education student advisory board is formed, composed of undergraduate and graduate students. Monthly meetings are conducted. [T2-A]**	**F. A distance education student association is established for networking with current students. [T2-A, T2-I]**	**F. The capability of the K-State distance education student association is increased to include networking with current students, K-State alumni and industry professionals. [T2-A, T2-I, T4-3, T4-4, T4-5]**
3. Work to assure that off campus students are provided with academic and student extracurricular experiences.		**G. SGA creates a process for adjudicating distance students who violate the code of conduct.**	**G. SGA creates a cabinet position for an online student.**

4. Partner with campus resources to find means to provide tutoring to undergraduate distance education students	**H. Distance education students have access to tutoring in one subject. [T2-A, T2-G, B-6, B-7]**	**H. Distance education students have access to tutoring in five subjects. [T2-A, T2-G, B-6, B-7]**	**H. Distance education students have access to tutoring in the same undergraduate areas as on campus students. [T2-A, T2-G, B-6, B-7]**
Student Retention 1. In conjunction with Kansas State University's Office of Planning and Analysis, refine the retrieval of data from iSIS to allow tracking of distance education students, their progress, stop-outs, graduation rates and dates, and overall retention efforts.	**I. A student history tracking process from inquiry to alumni is established.**		
2. Review retention data on an annual basis for BDCP and graduate programs. Make adjustments to any program with poor retention rates.	**J. Data collected is accurate and clear to all entities. Definitions of persistence in distance programs and a baseline measurement for the data are created.** **K. Baseline retention benchmarks are defined.**	**K. 5% overall rise in retention is seen for distance programs over baseline year 2013. [T2-A, T2-G, T2-H, T2-N, T2-Q, T2-R, B-6, B-7]**	**K. 10% overall rise in retention is seen for distance programs over baseline year 2013. [T2-A, T2-G, T2-H, T2-N, T2-Q, T2-R, B-6, B-7]**
3. Evaluate student retention data and formulate action plans based on best practices.	**L. Kansas State University Global Campus overall retention rates will be calculated and recorded compared to the overall retention rates of peer institutions.**	**L. Kansas State University retention rates are benchmarked against national standards, if they are available.**	**L. Kansas State University courses are retaining 5% more students per capita than the national average, if they are available. [B-6, B-7]**

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   ☒ Freshman to sophomore retention rate

☐ Number of faculty awards   ☐ Number of doctorates granted annually   ☐ None

☒ Six-year graduation rate   ☒ Percent of undergraduate students involved in research   ☐ None

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

Response:

K-State Global Campus grant funding for program development.

Partnerships with colleges, Global Campus Advisory Council and outside organizations.

Dedicated staff with valuable skills/knowledge/expertise.

Current infrastructure within K-State Global Campus.

Partnerships between K-State Global Campus, the Center for Teaching and Learning, iTAC and other campus entities will allow collaboration in the production of needed development opportunities.

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

Response:

Adequate personnel to support growth, development and research and to allow sustainable workloads avoiding burnout and high turnover.

The grant funding program needs to continue and be increased.

Rewards for excellent job performance to enhance retention of staff.

Appropriate and cutting-edge technological solutions to stay competitive in the distance education market.

Instructional designers.

Funding for attendance at national conferences that showcase cutting edge technologies and services.

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

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6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate

Links to Common Elements
CE-1 - Communications and Marketing CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
T2 - Undergraduate Educational Experience (UEE) **Theme 2 Metrics:** T2-3 - Total funding awarded for undergraduate scholarship support	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 T2-G - Successful recruitment and retention strategies that address our entire student population T2-H - Improved six-year graduation rates and retention ratios	T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2-K - Superior and diverse faculty recognized for teaching excellence T2-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions
T4 - Engagement, Extension, Outreach and Service **Theme 4 Metrics:** T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement T4-4 - # of engagement activities and programs disaggregated by geographic boundaries	T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide	T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues	T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	**Links to Short Term Outcomes (2011 – 2015)**	**Links to Intermediate Outcomes (2016 – 2020)**	**Links to Long Term Outcomes (2021 – 2025)**
T4-5 - # of participants involved in community-based research and outreach projects			
T5 - Faculty and Staff **Theme 5 Metrics:** T5-6 - % of fulltime staff by demographic group	T5-B - Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility	T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers
T6 - Facilities and Infrastructure	T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation T6-C - 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-D - Adequate office space for all K-State employees equipped to support their work and productivity	T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators