K-State Olathe- University Strategic Action and Alignment Plan

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

Overarching Goal: K-State Olathe evolves as a model and leader advancing the vision of K-State 2025 with strong academic/industry/government partnerships integrating graduate education, research, and engagement to address the needs of a rapidly changing world.

Assumptions: ■ K-State Olathe's success is impacted by the shift in the university culture to embrace an integrated multi-campus system ■ Faculty at K-State Olathe will be a combination of resident and non-resident, full- and part-time, and adjunct faculty supporting graduate programs, research, and/or engagement. ■ As defined in the 2025 Visionary Plan, "engagement" refers to engagement, extension, outreach, and service activities ■ The identification of strategic research foci for K-State Olathe is part of the university effort to identify its strategic areas of research emphasis as called for in the 2025 Visionary Plan ■ K-State Olathe's graduate programs will include a combination of existing, unique, and new research- and professional-based degrees (Certificates, Master's, and Doctorates), a high proportion of which will be interdisciplinary ■ K-State Olathe will continue to work in partnership with the Johnson County Education and Research Triangle (JCERT) to support existing businesses and attract new industry to the area while delivering a substantial return on investment. ■

2. What are the 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.

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…	What do we expect to happen in 1 to 5 years?	What do we expect to happen in 6 to 10 years?	What do we expect to happen in 11 to 15 years?

Graduate Students
 1. Recruit, retain, and support high quality, diverse graduate students.
   a) Design recruitment and retention strategies responsive to the demographics of the potential graduate student population, including local, national, and international students.
   b) Explore the elimination of tuition barriers for out-of-state and international students.
   c) Offer competitive compensation and support, including tuition waivers for GRAs.
   d) Build a community of support with effective student services.
   e) Provide outstanding mentorship and advising for our graduate students for their career preparation.
	A. Multiple graduate programs in high demand areas serving 500+ students (full & part-time) [T3-7]
	
	 B. 100+ Certificates and Masters awarded [T3-6]
	
	 C. 25+ faculty representing a range of expertise from the academy, industry, and government
	
	 D. Recognition for innovative models for interdisciplinary teaching, training, research, and engagement
		A. Increased number of graduate programs in high demand areas serving 1000+ students (full & part-time) [T3-7]
		
		 B. Increased number of Certificates, Master's, and Doctorates awarded [B-5, T3-6]
		
		 C. 50+ faculty representing a range of expertise from the academy, industry, and government
		
		 D. National recognition for interdisciplinary teaching, training, research, and engagement
			A. 20+ graduate programs in high demand areas serving 2000+ students (full and part-time) [T3-7]
			
			 B. Increased number of Certificates, Master's, and Doctorates awarded [B-5, T3-6]
			
			 C. 100+ faculty and staff representing a range of expertise from the academy, industry, and government
			
			 D. International recognition for interdisciplinary teaching, training, research, and engagement

Faculty and Staff
 2. Use innovative strategies to recruit, promote, and retain a highly talented, diverse K-State Olathe faculty and staff.
   a) Pursue interdisciplinary coordinated hires and joint appointments across different departments and with industry.
   b) Deliberately design new models to incorporate non-traditional faculty/researchers
	E. Increased strategic partnerships with industry and government to provide high-level learning and experiential training opportunities for graduate students [T3-4]	**E. Expanded strategic partnerships with industry and government that provide high-level level learning and experiential training opportunities for graduate students [T3-4]**	**E. National/international recognition for strategic partnerships with industry and government**

and capitalize on industry/government expertise. c) Work across the K-State colleges and departments to modernize promotion and tenure (P&T) policies to accommodate the needs of a multi-campus system. ***Interdisciplinary*** 3. Make interdisciplinary learning a hallmark at K-State Olathe by leveraging, encouraging, and growing interdisciplinary graduate programs, removing institutional barriers, encouraging a culture of collaboration, and implementing innovative models for teaching, training, and research.	**F. Graduate students engaged in collaborative research projects or internships with industry/government [T3-5]** **G. Major interdisciplinary research centers of excellence that support translational research to solve real world problems[T1-1]**	**F. Increased number of graduate students engaged in collaborative research projects or internships with industry/government [T3-5]** **G. Increased number of regionally and nationally recognized interdisciplinary research centers of excellence [T1-1]**	**F. Increased number of graduate students engaged in collaborative research projects or internships with industry/government [T3-5]** **G. International recognition and global reputation for interdisciplinary research**
Program Development 4. Work with government, industry, and academic partners to assess, identify, and respond to the needs for professional certificate programs, graduate programs, and research that address evolving industry, government, and urban interests, particularly in the Kansas City metro area.	**H. Expanded urban Engagement in the KC metro area [T4-4]**	**H. Increased Engagement activities in the KC metro area contribute to our recognition as a leader reaching urban communities[T4-4]** **I. K-State Research and Extension offices in the KC metro area fully integrated with the K-State Olathe Campus**	**H. Increased Engagement activities in the KC metro area contribute recognition of K-State as a model for the future of land grant institutions**
5. Expand the graduate degree/certificate programs available at K-State Olathe by clarifying guidelines for initial offerings, removing internal and external barriers, and strengthening partnerships to meet rapidly growing industry and professional demands. 6. Actively engage the corporate and government sectors in creating internships, fellowships, and academic programs that take advantage of the presence of K-State Olathe in the Kansas City metro region.	**J. K-State Olathe is optimized as a state-of-art conference/symposia venue in the KC metro area** **K. Increased recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)**	**J. Nationally recognized as a state-of-art conference venue** **K. Regional recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)**	**J. Nationally and internationally recognized as a state-of-art conference venue** **K. National/international recognition of K-State Olathe as the source of collective expertise, information, and tools to solve complex problems (e.g., societal, political, environmental, business, and health)**
Research 7. Establish major nationally and internationally recognized interdisciplinary research programs and/or centers to support translational research that responds to solving real world problems in collaboration with industry/governmental partners.	**L. Campus recognized as a showcase of sustainable design**	**L. A campus community experience supported by signature facilities, technology, and land use that promotes collaborative learning and working environments, multi-disciplinary work, and industry/governmental partnerships**	

8. Develop and implement strategies to identify, support, pursue, administer, and execute a broad spectrum of grant/research funding that capitalizes on the unique opportunities afforded by K-State Olathe. ***Engagement and Outreach*** 9. Extend the university's local, state, national, and international engagement in the Kansas City metro region efforts by: a) expanding outreach activities with urban communities; and b) providing a state-of-the-art conference/symposia venue to bring together experts worldwide to collaborate, learn, and network. 10. Emphasize the importance of K-State Olathe to faculty, students, alumni, and other stakeholders; engage the university community in the evolving future of the campus; and provide regular updates on K-State Olathe progress as part of our multi-campus system. 11. Integrate the long standing relationships, cooperative efforts, partnerships and clientele of the K-State Research and Extension offices in the Kansas City metropolitan area. 12. Expand involvement in K-12 engagement initiatives in Olathe and the greater Kansas City metro area, and integrate and expand the existing K-12 programming implemented by the Johnson County Extension Office. ***Communication and Marketing*** 13. Establish, promote, and communicate the identity and image of K-State Olathe as an integral part of our multi-campus system. a) Deploy effective marketing and communication campaigns. b) Utilize the existing clientele of K-State Research and Extension offices in the KC metro area as a marketing option (tool). c) Enlist K-State alumni as "ambassadors" for	**M. Effective, efficient, and transparent institutional processes and procedures in place to support strategic directions** **N. Increased funding available beyond JCERT from a growing diverse portfolio of resources**	**N. Increased funding available from a diverse portfolio of resources**	**N. Sustainable funding based on a diverse portfolio of resources for K-State Olathe**

K-State Olathe.

14. Leverage K-State Olathe as the hub for Kansas State University in the Kansas City area and as the preferred partner for graduate education, workforce development, research partnerships, and technology transfer.

Institutional Capacity

15. Create/ define a business model with funding/development strategies that leads to sustainable funding, a competitive advantage, strong industry connections/partners, and a diversified funding portfolio with strong extramural funding.

16. Assess, plan, identify, and implement the institutional policies, processes, services, staffing, and technology needed to support strategic directions for K-State Olathe.
    a) Explore other successful models at similar campuses for "lessons learned".
    b) Identify the range of student services needed for the target student population.
    c) Review and build the capacity of university units to support K-State Olathe directions, particularly the Graduate School and the Office of Sponsored Research Programs; and
    d) Fully automate the Graduate School administrative processes to better support K-State's graduate students, including those at K-State Olathe.

17. Encourage and engage K-State Colleges, Departments, and faculty to take advantage of the strategic opportunities provided by K-State Olathe to expand and extend their vision and reach.

18. Implement proactive facilities and infrastructure planning responsive to K-State Olathe evolving needs; considering future developments such as animal research facilities/labs; problem and industry focused, fabrication laboratories;

global research centers; classroom, office, and conference space; accommodations/ hotel/conference center; and restaurant facilities for the public.

19. Develop and implement technology plans to optimize connectivity among the three campuses and our partners to strengthen collaboration efforts, and support engaging, interactive high-level learning.

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)	**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- Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities**	**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**	**T1-Extramural funding competitive with our benchmark institutions** **T1-Research and development expenditures competitive with benchmark institutions**
Theme 3: Graduate Scholarly Experience	**T3-Engaged graduate students integrated in university life with enhanced visibility and appreciation** **T3-Outstanding mentoring for our graduate students** **T3-Expectation of excellence for the graduate scholarly experience** **T3- Increased capacity to secure funding for graduate research and teaching** **T3-Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level** **T3-Expanded partnerships with**	**T3-Increased participation by our graduate students in unique high level learning and experiential training** **T3-Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment** **T3-Increased funding for graduate research and teaching** **T3-Increased number of Doctorates Awarded**	**T3-National and international reputation for outstanding graduates with demonstrable career success** **T3-World-class reputation as a preferred destination for outstanding graduate students** **T3-Stable funding for graduate research and teaching competitive with benchmark institutions** **T3-Doctorates Awarded comparable with benchmark institutions**

	industry and government to provide high level learning and experiential training opportunities for graduate students **T3-Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide**		
Theme 4: Engagement, Extension, Outreach, and Service	**T4-Increased extramural funding for *Engagement* initiatives at the local, state, national, and international level** **T4- Recognition as leaders in *Engagement* within our state and nation** **T4-Enhanced visibility and appreciation for *Engagement* and its interconnectedness with research and education within our university community**	**T4-Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues** **T4-Increased number of graduate students involved in *Engagement*** **T4-Increased appreciation by K-State graduates for lifelong involvement in engagement and service**	**T4-Nationally recognized as a leader in and model for a re-invented and transformed land –grant university integrating research, education, and engagement** **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**
Theme 5: Faculty and Staff	**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-Stable funding available for recruitment and retention of top level faculty and staff**
Theme 6: Facilities and Infrastructure	**T6-Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation** **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-Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators** **T6-Efficient, reliable, and cost-**	**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** **T6-High-quality research laboratories and specialty spaces that enhance research and scholarly activities** **T6-Well-maintained buildings,**

		effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments	utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution **T6**-An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration **T6**-Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators
***Common Elements*:** **Communication and Marketing** **External Constituents** **Funding** **International** **Sustainability** **Technology**			

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:

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

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

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