K-State 2025 Strategic Action and Alignment Plan for K-State Salina

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

   Mission: K-State Salina's mission is to provide learners with the opportunity to pursue innovative education, applied research, practical field experiences, and professional lives guided by social awareness and the ability to provide ethically sound solutions in the global environment.

   Vision: K-State Salina will become a premier land-grant campus, nationally recognized (as world class) for its professional learning-centered student experiences, applied research, aviation, engineering technology and multidisciplinary programs, and public engagement.

2. **What are your College's/Major Unit's _key strategic_ 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 with brackets. (***If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary***)**

Key Activities	Short Term (2013-2015)	Intermediate (2016-2020)	Long Term (2021-2025)
	Key Outcomes	*Key Outcomes*	*Key Outcomes*
What we plan to do… **THEME I: RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY (RSCAD)** 1. Expand research programs in strategically focused areas related to the professional programs offered on the Salina campus. 2. Develop and implement multiple strategies to encourage and reward faculty research endeavors via the following activities: a) providing mentorship for academic research; b) identifying ways to recognize research in pedagogy (Scholarship of Teaching and Learning); c) creating dedicated research leadership; d) restructuring faculty loads to support research efforts; e) defining research expectations for tenured/tenure-track research, practitioner, and instructional faculty; f) identifying opportunities for collaborative research with other departments/schools; g) defining research priorities with input from stakeholders; h) establishing funding mechanisms and support for grant development.	What we expect to happen… A. Identify 1 - 3 core areas of scholarship focus to channel research and creative energy emphasizing collaborative synergies across departments, campuses, and institutions/agencies. B. Identify and develop areas of existing research competence and perform scholarship gap analysis based on core focused areas for future staffing and recruitment. C. Individualized faculty scholarly development plans on file. D. Establish scholarly mentoring, training, seed funding, and peer support structures. E. Seize existing momentum to establish one UAS-focused inter-disciplinary, inter-campus center/institute based in Salina. [T1-1] F. Establish unified research management office in Salina jointly appointed with Manhattan ORSP. G. Address and balance teaching loads for faculty engaged in scholarly/creative activity. H. Research incorporated into 50% of all	What we expect to happen… A. Increase sponsored research and extramural funded expenditures by 10% annually through 2020. [T1-2] [B-1] B. Increase number of peer-reviewed publications and presentations by 15% annually through 2020. [T1-4] C. Additional collaborative center established by 2020 (2 total). [T1-1] D. Proportion of faculty on research appointments and teaching appointments to 30/70 through 2020. E. Notable scholarly works double between 2015 and 2020 as determined in department/campus handbook. [T1-4] F. Research incorporated into 75% of all undergraduate degree programs offered on the Salina campus. G. 50% of research is externally funded. [T1-2] [B-1] H. 50% of all academic programs have at least 1 formal international collaboration. [T4-3]	What we expect to happen… A. Increase sponsored research expenditures by 10% annually through 2025. [T1-2] [B-1] B. Increase number of peer-reviewed publications and presentations by 15% annually through 2025. [T1-4] C. Additional collaborative center established by 2025 (3 total). [T1-1] D. Proportion of faculty on research appointments and teaching appointments to 50/50 through 2025. E. Notable scholarly works double between 2020 and 2025 as determined in department/campus handbook. [T1-4] F. Research incorporated into 90% of all undergraduate degree programs offered on the Salina campus. G. 80% of research is externally funded. [T1-2] [B-1] H. 100% of academic programs

3. Encourage, increase, and track the participation of undergraduates (UGs) involved in research by:
 	
   a) expanding opportunities and resources for UGs involvement in research;
 	
   b) expanding mentorships to assist UGs, faculty, and staff in cultivating an understanding that values research-based knowledge.
	undergraduate degree programs offered on the Salina campus.
	
	I. Establish baseline for 2025 RSCAD metrics by 2015. [T1-1, T1-2, T1-4, T1-5]
	
	J. Increase international collaborations. [T4-3]
			have at least 1 formal international collaboration. [T4-3]

THEME II: UNDERGRADUATE EXPERIENCE 1. Provide quality undergraduate professional degree programs that are relevant, effective (high impact learning), accessible, and valuable. 2. Provide balance between and integration of academics and student life for an exceptional college experience. 3. Grow campus enrollment for an integrated undergraduate experience through well-designed recruitment and retention practices based on desirable curricula. 4. Enhance engagement with alumni, industry, community, and foundations to increase funding streams for undergraduate research, scholarships, internships, and integration of our programs into the fabric of the community.	A. Devise a plan for experiential learning through undergraduate research, internships, service learning, and international experiences for all degree programs. B. 85% job placement within 3 months of graduation for all degree programs. C. Analyze and determine existing academic and student life needs as seen by students, faculty, staff, industry, and alumni; formulate ten-year plan from these findings, demonstrated by a statistical scorecard. D. Evaluate best practices and devise a campus plan for academic and career advising for each student to support their success, degree completion, and entrance to the workplace. E. Evaluate and establish a mechanism for students to learn financial planning and leadership skills with 50% student participation. [T2-4] F. Grow campus enrollment to 1000 FTE. [T2-6] G. Elevate analysis of retention and six-year graduation rate to the Dean's level and establish best practices. H. Review of all programs for relevancy, effectiveness, quality, accessibility and	A. Experiential learning in 50% of degree programs. B. 85% job placement within 3 months of graduation for all degree programs. C. 70% student satisfaction reported on all items included on the bi-annual Noel-Levitz student satisfaction inventory, bi-annual NSSE, annual Senior Exit Survey, and annual advising survey. [T2-7] D. 75% freshman to sophomore retention and six-year graduation rates. [B-6, B-7] E. 40% increase in foundation funds dedicated to undergraduate experiences resulting from increased alumni, industry, and community engagement. [T2-3] F. Grow campus enrollment to 1400 FTE. [T2-6] G. Devise a plan for student satisfaction and feedback system for assessment and continuous improvement. [T2-7] H. Implement plan from Leadership Studies evaluation. I. Continue to build on successes with "StrengthsQuest" and "Change Your Questions, Change Your Life."	A. Experiential learning in 100% of degree programs. B. 85% job placement within 3 months of graduation for all degree programs. C. 90% student satisfaction reported on all items included on the bi-annual Noel-Levitz student satisfaction inventory, bi-annual NSSE, annual Senior Exit Survey, and annual advising survey. [T2-7] D. 90% freshman to sophomore retention and six-year graduation rates. [B6, B-7] E. 80% increase in foundation funds dedicated to undergraduate experiences resulting from increased alumni, industry, and community engagement. [T2-3] F. Grow campus to 2000 FTE. [T2-6] G. Continue to build on successes with "Strengths Quest" and "Change Your Questions, Change Your Life." H. 50% increase in scholarship monies available to support underrepresented student

	affordability (including programs without external accreditation).	J. 30% increase in scholarship monies available to support underrepresented student education. [T2-3, T2-6]	education. [T2-3, T2-6]

	I. Establish an evaluation process to capture, monitor, evaluate and *provide feedback* for
	  a. classroom/online instructional experience
	  b. advising experience
	  c. student life experience
	  d. satisfaction with unit serves [T2-7]		

	J. Establish specific learning outcomes and assessment practices for all degree offerings.		
	K. Establish best practices for technology use.		
	L. Evaluate requirement of leadership studies in some form for all students, especially student leaders.		
	M. Build on successes with "StrengthsQuest" and "Change Your Questions, Change Your Life."		
	N. Establish a Center for Teaching Excellence on the Salina campus.		
	O. Focused recruiting efforts to increase enrollment of underrepresented students. [T2-6]		

THEME III: GRADUATE SCHOLARLY EXPERIENCE

1. Deliver high quality professional masters level graduate courses and degree/certificate programs that are relevant, effective, valuable and accessible and adjust offerings to meet growing and changing industry and professional demands.

2. Recruit, retain, and support diverse, quality students by developing recruitment and retention strategies responsive to professional career advancement of potential graduate students including local, national, and international students.

3. Provide excellence in mentorship and advising.

4. Promote the importance and value of our graduate students by communicating their stories.

A. Offer multidisciplinary professional graduate programs to meet career advancement and growing industry needs.	A. Increase multidisciplinary professional graduate certificates and programs to meet career advancement and growing industry needs.	A. Increase multidisciplinary professional graduate certificates and programs to meet career advancement and growing industry needs.
B. Be agile in program offerings using assessment and feedback loops.	B. Increase number of graduate students to 50. [T3-7]	B. Increase number of graduate students to 75. [T3-7]
C. Increase number of graduate students to 20. [T3-7]	C. Increase number of GRAs and GTAs to 10 through a combination of internal and external funding sources. [T3-1, T3-2]	C. Increase number of GRAs and GTAs to 15 through a combination of internal and external funding sources. [T3-1, T3-2]
D. Increase number of GRAs and GTAs to 6 through a combination of internal and external funding sources. [T3-1, T3-2]	D. Increase capacity to secure funding for research and teaching.	D. Increase capacity to secure funding for research and teaching.
E. Increase capacity to secure funding for research and teaching.	E. Increase strategic industry partnerships to provide distance learning and experiential learning opportunities. [T3-4, T4-3]	E. Increase strategic industry partnerships to provide distance learning and experiential learning opportunities. [T3-4, T4-3]
F. Develop excellence in mentorship program for faculty and students linking to the professional world.	F. 75% participation in mentoring program for faculty and students. [T3-5]	F. 100% participation in mentoring program for faculty and students. [T3-5]
G. Increase strategic industry partnerships to provide distance learning and experiential learning opportunities. [T3-4, T4-3]	G. Increase international collaborations. [T3-4, T4-3]	G. Increase international collaborations. [T3-4, T4-3]
H. PMT is offered completely online.	H. Feasibility study for professional doctoral programs to compliment masters level programs.	

THEME V: FACULTY AND STAFF

Faculty and Staff - *Develop and Support*

1. Create a campus where people want to work, share, and discover new knowledge.

2. Retain and recruit high quality, diverse faculty and staff in core programs to support our academic offerings and enrollment growth valuing both academic and professional qualifications.

3. Define "Excellence" for faculty and staff.

A. 60% of faculty and staff report satisfaction in the work environment. [T5-7]	A. 70% of faculty and staff report satisfaction in the work environment. [T5-7]	A. 75% of faculty and staff report satisfaction in the work environment. [T5-7]
B. Develop strategies to support faculty and staff needs for professional development through: a. orientation programs; b. structured and deliberate	B. Implement long-term faculty hiring plan. C. Increase endowed chairs to 2. [T5-2] [B-2]	B. Increase endowed chairs to 4. [T5-2] [B-2] C. Increase the number of faculty with national or international

4. Enhance professional competencies of all faculty and staff to support the needs of our traditional and non-traditional students (veterans, international, distance students, adult learners, etc.). 5. Establish recognition programs for campus faculty and staff. 6. Establish a climate of support for faculty research efforts, faculty collaboration with industry, and the subsequent publication in peer-reviewed journals for such work. 7. Work with the university structure to provide opportunities for advancement for faculty, classified staff, and unclassified professionals. 8. Devise funding program to support faculty and staff development.	professional development as part of annual expectations; c. mentoring programs focused on improving research, publications, and teaching. C. Create a long-term development plan so that each core area has at least 3 faculty members for synergy and momentum. D. Establish an endowed chair [T5-2] [B-2] E. Increase the number of faculty with national or international recognition in their field. [T5-1] [B-4] F. Increase the number of faculty and staff participating in international experiences to 8. [T5-4] G. Intentionally adjust faculty and staff recruiting efforts to increase diversity in candidate pools. [T5-6]	D. Increase the number of faculty with national or international recognition in their field. [T5-1] [B-4] E. Increase the number of faculty and staff participating in international experiences to 14. [T5-4] F. Establish an endowed professorship in each department. [T5-2] [B-2] G. 50% increase in faculty and staff from underrepresented groups. [T5-6]	recognition in their field. [T5-1] [B-4] D. Increase the number of faculty and staff participating in international experiences to 20. [T5-4] E. Establish 2 endowed professorships in each department. [T5-2] [B-2] F. Percentage of faculty and staff from underrepresented groups mirrors percentage of same group in student population. [T5-6]
THEME VI: FACILITIES AND INFRASTRUCTURE 1. Physical facilities and infrastructure will visually reflect and represent our proud tradition and excellent programs. Focused activities will be guided by the development and implementation of the K-State Salina Master Plan with a balance between the academic core (curricula and research) and student life (recreation, residential, commuter, and activities) that incorporates a seamless link to community. 2. Identify and develop funding streams and roadmap to support implementation of Master Plan. 3. Build and maintain state of the art facilities.	A. Conduct a needs assessment of information technology (IT) infrastructure and services. B. Develop funding plans for Master Plan Phase 1 implementation. C. Increase classroom utilization to 50% (M-F, 8 AM – 8 PM). D. Increase lab utilization to 30%. E. Develop and implement plan for ramp replacement (significant). [T6-3]	A. Develop an IT strategic plan to meet identified needs. B. Develop funding plans for Master Plan Phase 2. C. Complete planning and initiate construction of apartment complex. [T6-2] D. Renovate residence halls. [T6-3] E. Increase classroom utilization rate to 60% (M-F, 8 AM – 8PM). F. Increase lab utilization to 50%.	A. Develop funding plan for Master Plan Phase 3. A. Increase classroom utilization to 70% (M-F, 8 AM – 8 PM). B. Increase lab utilization to 60%.

K-State 2025

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 I: RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY (RSCAD) **CE-2 Culture** **CE-4 External Constituents** **CE-5 Funding** **CE-6 International**	T1-A Increased intellectual and financial capital to support RSCAD T1-B More clusters/centers of collaborative RSCAD focus T1-C Increased funding for investigator-based research, research centers, and graduate training grants T1-F Enhanced and systematic approach for UG research T1-G Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs T1-H Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-I Intellectual and financial capital in place for expanded RSCAD efforts T1-J Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs T1-K Nationally and internationally recognized research centers T1-M Increased participation by undergraduates in expanded opportunities in research	T1-N Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies T1-O Extramural funding competitive with our benchmark institutions T1-P Research and development expenditures competitive with benchmark institutions T1-Q Competitive amongst our peers in the percentage of undergraduates involved in research
THEME II: UNDERGRADUATE EXPERIENCE **CE-1 Communications and Marketing** **CE-2 Culture** **CE-3 Diversity** **CE-5 Funding** **CE-6 International** **CE-7 Technology**	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-C Increased participation by undergraduates in expanded opportunities for meaningful research T2-D Successful integration of undergraduate education and meaningful research is standard practice T2-E Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development	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-L All UG students engaged in a diversity of experiences that expand their viewpoint T2-M Increased undergraduate contributions in the creation of scholarship through research T2-N Ongoing improvement of six-year graduation rates and retention ratios	T2-P Faculty teaching and advising awards comparable to our benchmark institutions T2-Q Freshman to sophomore retention ratios comparable to benchmark institutions T2-R Six-year graduation rates comparable to benchmark institutions

	T2-F Effective system in place that supports and promotes teaching excellence T2-G Successful recruitment and retention strategies that address our entire student population T2-H Improved six-year graduation rates and retention ratios		
THEME III: GRADUATE SCHOLARLY EXPERIENCE **CE-1 Communications and Marketing** **CE-4 External Constituents** **CE-5 Funding** **CE-6 International**	T3-A Competitive compensation and support available for GRAs, GTAs, and GAs T3-D Outstanding mentoring for our graduate students T3-F Increased capacity to secure funding for graduate research and teaching T3-G Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level T3-H Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students	T3-I Increased participation by our graduate students in unique high level learning and experiential training T3-J Expanded reputation for outstanding graduates with critical skill sets needed to excel in their careers in a global environment T3-K increased funding for graduate research and teaching	T3-P Stable funding for graduate research and teaching competitive with benchmark institutions
THEME V: FACULTY AND STAFF **CE-2 Culture** **CE-3 Diversity** **CE-5 Funding**	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-D 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-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 T5-J Optimal number of faculty and staff comparable to our benchmark institutions

![K-State 2025 logo]

3. **Identify which of your College's/Major Unit's strategic outcomes are directly linked to the University Visionary and Thematic Goal metrics. (Include the university metrics codes in brackets in the table above.)**

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

4a. What resources and/or opportunities exist for your College/Major Unit to achieve its vision and outcomes?
Response:
- Increasing needs and interest in the field of Unmanned Aerial Systems, as well as a significant demand for pilots will be a major opportunity for our campus to move forward.
- Increasing demand for skilled professionals in the field of Engineering Technology will be an opportunity to achieve our outcomes.
- We have an excellent and dedicated faculty and staff with an immense background of educational experience and a high level of love and appreciation for the student body.
- We have a highly dedicated student services staff that strives for excellence.
- We have department heads that empower their cohorts.
- We have a number of existing industry partners from whom we may draw as resources in our expansion.
- We have a proven track record of research and granting in our UAS program from which to draw on in other disciplines.
- We have enough physical campus ground to host 2,000 students.

4b. What resources and/or opportunities are needed for your College/Major Unit to achieve its vision and outcomes?
Response:
- Increased teaching and research space will be needed.
- A new science center will be needed.
- Establish Center for Excellence in Applied Research.
- Time is the largest resource needed. On a campus such as ours, many faculty are already working a 4/4 load and to add more on to that with their existing advising loads may be a challenge.
- Grant seeking and writing education among department heads, teachers and top students.
- The opportunity to visit trade shows in our industries to see the latest changes and technologies as well as to sit in and listen to symposiums to harvest ideas and trends for future programs and expansions.
- Increased camaraderie and interaction with Manhattan and Olathe to learn the resources available there and to present the resources available in Salina so we might capitalize off hybridity and free up operational time for instructors.
- The conversion of some 200 level classes to purely online courses so that the instructors and students gain more freedom in their schedules to pursue other important activities.

5. **How do you propose to acquire the resources needed for your College/Major Unit to accomplish its vision and outcomes?**
Response:
- We have recently hired a new Development Officer/Director for the Campus. We intend to maximize her talents, reestablishing previously existing donors and establishing new donors.
- We intend to get Department Heads and key faculty more directly involved in developing department plans and strategies in development/fundraising. By encouraging faculty to collaborate more with industry, we hope these efforts will further lead to corporate relationships and donors.
- As more faculty involve themselves in researched and applied research projects, we anticipate and increase in the number of grants and contracts being awarded to the campus.
- We also expect a steady increase in enrollment at both the undergraduate and graduate levels. These enrollment increases will tuition revenue. Enrollment and subsequent tuition revenue could increase as much as thirty to fifty percent by 2025.