



## K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Agriculture & K-State Research and Extension

Department: Agronomy<sup>#</sup>

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

#### **Mission:**

The Department of Agronomy, together with the Research and Extension Centers, provides statewide leadership for teaching, research, and extension activities in plant breeding, crop production, range science, soil science, and weed sciences. The Department contributes substantially to activities in genetics, water science, and environmental sciences.

#### **Vision:**

To be a top 5 Agronomy (or equivalent) program in the United States.

Undergraduate teaching activities in agronomy will prepare students to effectively serve agriculture, related industries, and society. Students will be provided a sound professional and scientific foundation; a broad education for constructive living in the community, state, nation, and globally; and effective advising and extracurricular activities to develop leadership skills. Graduate instruction will emphasize knowledge and skills for research and applications within the many specialties that constitute agronomy, and produce skilled scientists, educators, and administrators for industry, government, university, and international service.

Research in agronomy identifies the basic biological, chemical, and physical principles that govern our disciplines. This knowledge will be applied to integrate soil tillage, improved varieties and hybrids, optimum management of nutrients, water, and residue, and pest/weed control into sustainable, efficient production systems that will conserve resources and protect environmental quality.

Agronomy extension specialists will conduct educational programs based upon sound agronomic principles and practices for farmers, ranchers, and agribusinesses that will result in: (1) more efficient production, (2) increased economic returns, (3) conservation of natural resources, and (4) protection of the environment. Extension specialists bring departmental research findings to the crop and rangeland industry of Kansas.

#### **Contributions to K-State and COA/KSRE 2025 Vision:**

The Department of Agronomy will contribute directly to the vision of the COA/KSRE by having parallel aspirations with regard to ranking, and by supporting all of the COA/KSRE goals through the mission of the department. Agronomy contributes directly to all eight metrics being used by the university to track our progress toward being a Top 50 Public Research University.

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<sup>#</sup> as approved by unanimous faculty vote November 22, 2013

2. What are your Department's key strategic activities and outcomes?

3. Identify [in brackets] which of your Department's strategic outcomes are directly linked to your College's/Major Unit's outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)

Outcomes related to retention rates for UG students, UG involvement in research, employer preference for our graduates, instilling life-long learning skills, international experiences, increasing diversity, graduate student population, numbers of PhD degrees awarded, extramural funding, scholarship support, facilities, faculty awards, tuition waivers for GRA's, quantifying impact for extension programs, number of endowed chairs, and others are common to both COA/KSRE and the Department of Agronomy plans. Direct ties to the COA/KSRE plan are indicated in brackets at the end of applicable short- or medium-term outcomes.

Key Activities	Short Term (2013-2015) Key Outcomes	Intermediate (2016-2020) Key Outcomes	Long Term (2021-2025) Key Outcomes
<i>What we plan to do . . .</i>	<i>What we expect to happen . . .</i>	<i>What we expect to happen . . .</i>	<i>What we want to be in 2025. . .</i>
<b><u>UNDERGRADUATE STUDENTS AND PROGRAMS</u></b>			
Design innovative programs to recruit, retain, support, and graduate highly successful students with enhanced emphasis on high performing, diverse, and "at risk" students.	Freshman to sophomore retention rate of 80% [B1]	Freshman to sophomore retention rate of 85% [B1]	<b>Be a top 5 Agronomy (or equivalent) department in the US</b>
Enhance recruitment materials and implement and explore building awareness of program through advertising, social media, alumni engagement, and other means	Develop marketing plan for within and outside of Kansas	25% non-resident enrollment	
Utilize Certified Crop Advisor and Certified Professional Soil Scientist exams to assess student learning objectives	80% of students pass Utilize Certified Crop Advisor and Certified Professional Soil Scientist exams on first attempt	90% of students pass Utilize Certified Crop Advisor and Certified Professional Soil Scientist exams on first attempt	
Expand utilization of Learning Farm (LF) for UG instruction	Students experience a minimum of 6 courses that utilize LF	Students experience a minimum of 8 courses that utilize LF	
Facilitate interaction between teaching faculty and practicing professions (e.g., Professor Immersion Program)	2 faculty members participate per year (e.g., Professor Immersion Program)	4 faculty members participate per year (e.g., Professor Immersion Program)	
Continue strong faculty support for Wheat State Agronomy Club (WSAC) and other student interest clubs	Increased student participation in WSAC and other student interest clubs	75% student participation in WSAC or other student interest clubs	<b>Preferred university for Agronomy by students and employers</b>
Promote crops, soils, and weeds judging teams	Increased scholarship support for judging team members [E1]	One team placing in the top-3 per year [E1]	

Increase solicitation of donors for scholarship support	All students with GPA > 3.0 receive minimum \$250 scholarship support [E1]	All students with GPA > 3.0 receive minimum \$500 scholarship support [E1]	
Actively recruit students with eligibility for “premier” scholarships	5% of students receive premier scholarships such as the Presidential, First Scholars, Purple and White, etc. [E1]	10% of students receive premier scholarships [E1]	
Actively encourage international experiences for students	1 faculty led study abroad trip per year. 5% of UG students participate each year [D4]	2 faculty led study abroad trips per year. 10% of UG students participate each year [D4]	
Raise funds for Agronomy Education Center	Agronomy Education Center complete	Agronomy Education Center hosts events/classes >200 days per year	
Create an atmosphere of continual investment in teaching and advising skills for faculty and graduate students	Department evaluation and P&T documents modified to reward teaching improvement activities. Graduate students encouraged to participate. [N1]	100% of teaching faculty and GTA's participate in a minimum of 1 teaching/advising improvement activity per year [N1]	<b>Excellence in faculty achievement in teaching and advising comparable with our benchmark institutions</b>
Increase submission of award nominations for recognition of teaching and advising	Minimum of 2 major teaching/advising award nominations per year [L3]	1 major teaching/advising award recipient every other year [L3]	
Encourage active participation in teaching scholarship by teaching faculty and graduate students	1-2 peer-reviewed products per year from department as evidence of teaching scholarship [G1, G4]	3-4 peer-reviewed products per year from department as evidence of teaching scholarship [G1,G4]	
Formalize process for UG participation in a research experience	50% of UG students have formal research experience via enrollment in AGRON 598 [D3]	75% of UG students have formal research experience via enrollment in AGRON 598 [D3]	<b>Graduates that are life-long learners prepared to meet the challenge of the global demand for food, feed, fiber, and fuel while sustaining natural resources</b>
Use combination of freshman/transfer orientation, mentoring, new and existing courses, industry partnering, and WSAC engagement to enhance professional development of UG students	Increase number of courses addressing communication, problem solving, critical thinking, and managerial skills [D3]	Most courses address communication, problem solving and critical thinking skills [D3]	
Continue development of capstone course and incorporate into curriculum as requirement for all students	Increase emphasis on large-scale, integrative problem solving exercises in capstone course [D3]	All UG students complete large-scale, integrative problem solving exercise before graduation [D3]	

Engage all students in learning experiences that develop an understanding of the variety of viewpoints that impact the agronomy profession, including the ability to utilize products of the scientific method	Increase number of decision case studies utilized in courses [D3]	Most courses utilize decision case studies [D3]	
Periodic curriculum review to ensure relevancy for profession and to increase pool of prospective students with interest in soils, environment, sustainability, and a broad interpretation of agriculture.	Conduct complete review of curriculum by 2015	Conduct complete review of curriculum every 4 years	
<b><u>GRADUATE STUDENTS AND PROGRAMS</u></b>			
Provide mentor training to faculty and develop mentoring checklist for students and faculty	Enhanced mentoring of graduate students	Outstanding mentoring of graduate students	<b>National and international reputation for outstanding graduates and demonstrable career success</b>
Use combination of seminar, mentoring, new and existing courses, industry partnering, and graduate student club engagement to enhance professional development of graduate students	Increased number of students with teaching and extension experiences. Focused efforts on enhancing communication, budgeting, grant writing, problem solving, critical thinking, and managerial skills [D3]	Graduate students “career ready” regardless of first and subsequent employment opportunities. Have in depth knowledge of sub-discipline plus broader view of agriculture/environment [D3]	
Contact selection of industry partners and explore options and opportunities for engagement in graduate education	Engage industry partners in graduate education experience [J1, J2]	Formalize engagement of industry partners in graduate education [J1, J2]	
Review technology needs for graduate courses	Ensure graduate course offerings utilize current technologies used in industry and academia	Keep graduate course offerings current with regard to technologies	
Review options for international experiences for graduate students	Explore formal ways to provide international experiences for graduate students	Implement options for providing a formal international experience for graduate students	
Review assistantships to ensure continued competitiveness. Support campus efforts to provide tuition waivers for GRA's	Competitive GTA/GRA offerings [E4]	Competitive GTA/GRA offerings in the top 10% of peer institutions [E4]	<b>World class reputation as a preferred destination for outstanding graduate students</b>
Enhance recruitment materials and implement and explore building awareness of program through advertising, social media, alumni engagement, and other means	Formal campaign to enhance awareness of our graduate program developed	Implement and sustain formal efforts to enhance awareness of our quality graduate programs	

Periodic curriculum review to ensure relevancy for profession and to increase pool of prospective students with interest in soils, environment, sustainability, and a broad interpretation of agriculture.	Conduct complete review of curriculum by 2015	Conduct complete review of curriculum every 4 years	
Increase submission of award nominations for recognition of teaching, extension, and research; and participation of students in graduate student competitions for presentations	Minimum of 1 major award nomination per year and 5% of graduate students participate in competitions for presentations	1 award recipient every other year and 10% of graduate students participate in competitions for presentations	
Increase solicitation of donors for scholarship/fellowship support	25% of graduate students receive scholarship/fellowship support [E3]	50% of graduate students receive scholarship/fellowship support [E3]	
Increase recruitment efforts through campus visits with an emphasis on quality and interest in PhD programs	Increased number of prospective students visiting campus [F2]	Campus visits routine for PhD students recruited from outside KS [F2]	<b>Doctorates awarded comparable with benchmark institutions and sufficient MS graduates to meet industry demand</b>
Explore combined BS/MS program	URE program used to recruit MS students [F1]	Meet MS demands via recruiting BS students and from BS/MS program [F1]	
<b><u>EXTENSION AND ENGAGEMENT</u></b>			
Maintain and expand our clientele base addressing the needs of all Kansans through traditional grass roots extension activities, expanded use of social media, enhanced and searchable content, participation in extension, and the development of APPS.	Begin scheduling social media posts according to clientele needs. Develop or revise content to be accessible and readable on smartphones, tablets, etc. Drive change within KSRE to support these activities.	All extension programming includes social media plan and compatibility with modern communication devices	<b>Be a top 5 Agronomy (or equivalent) program in the US. Nationally and internationally recognized faculty as leaders in extension Serve as the extension model for the world</b>
Continue and expand efforts to promote youth education in support of STEM initiatives and of our profession.	Continue Kids Field Day and participation in FFA, 4-H, Excite, GROW, and other youth activities	Continue Kids Field Day and participation in FFA, 4-H, Excite, GROW, and other youth activities	
Provide training and enlist grant writing support to facilitate an increase in extramural funding for extension work. Include funding to support personnel for social media, e-book development, etc.	Increase extramural funding for extension 1.5X over FY13 [H1]	Increase extramural funding 2.5X over FY13 [H1]	
Encourage pedagogy based extension programming	Department evaluation and P&T documents modified to encourage pedagogy based extension programming [N1]	All extension programming includes pedagogy component [N1]	

Develop impact assessment tools for Agronomy extension programs and communicate return on investment to clientele, stakeholders, and elected officials	Documented impact for 1-2 extension programs per year. Impacts include positive changes in behavior, practices, preservation of natural resources, profit, etc.	Documented impact for all extension programs.	<b>Recognized as a leader in extension and engagement in both rural and urban communities and be viewed as a key objective, unbiased and science-based source of information</b>
Develop public relations campaign to promote positive impacts of extension programs	Positive impact messages disseminated through social media and other appropriate outlets	Continuous stream of positive impact messages throughout the calendar year	
Encourage active participation in extension scholarship by extension faculty and graduate students	2-3 peer-reviewed products per year from department as evidence of extension scholarship [G1, G4]	4-5 peer-reviewed products per year from department as evidence of extension scholarship [G1, G4]	
Develop new or target existing extension programs at urban or small land holder audiences	3-5 extension events/products per year for urban or small land holder audiences	5-10 extension events/products per year for urban or small land holder audiences	
<b><u>RESEARCH</u></b>			
Create an atmosphere of continual investment in research, grant-writing, and leadership skills for faculty and graduate students	Increase extramural funding 1.5X over FY13 [H1]	Increase extramural funding 2.5X over FY13 [H1]	<b>Be a top 5 Agronomy (or equivalent) department in the US</b>
Actively seek industry partnerships	Evidence of 4 active industry partnerships such as funded graduate fellowships, research agreements, gift support, etc.	Evidence of 6 active industry partnerships each year such as funded graduate fellowships, research agreements, gift support, etc.	
Increase award submissions of award nominations for recognition of research efforts	Minimum of 2 major award nominations submitted per year [L3]	Minimum of 4 major award nominations submitted per year [L3]	
Maintain and create interdisciplinary centers in emphasis areas	Maintain Center for Sorghum Improvement and participation in Wheat Genetics Resource Center [J1]	Strategically create or collaborate with additional centers in grassland ecology, water management, climate change, etc. [J1]	
Encourage funded international collaborations for faculty and graduate students	2-4 active and funded international collaborations at all times	4-6 active and funded international collaborations at all times	
Publish research results in high impact journals	1-2 papers per year in Science, Nature, Nature Genetics, etc. [G1]	2-3 papers per year in Science, Nature, Nature Genetics, etc. [G1]	

Actively seek industry/stakeholder partnerships and private donors for endowed support	1 endowed chair faculty position and associated research funds [C1, R2]	2 endowed chair faculty positions and associated research funds [C1, R2]	<b>International leader for:</b> <b>1) Cereal grain and oil-seed research with additional emphasis on plant breeding and genetics and weed science;</b> <b>2) Plant breeding and genetics for wheat and sorghum. Become “top tier” university for these two crops;</b> <b>3) Grassland ecology and management, soil and environmental science, and climate change with an emphasis on water management.</b>
Actively seek industry support for wheat and sorghum plant breeding and genetics.	A major plant genetics company recognizes K-State as the national leader in wheat or sorghum and actively supports teaching, research, and extension activities [J2, R2]	Multiple major plant genetics companies recognize K-State as the national leader in wheat or sorghum and actively support teaching, research, and extension activities [J2, R2]	
Continue to employ entire spectrum of basic to applied research to solve critical problems for society	Improved stakeholder satisfaction with research outcomes and continued evidence of nationally competitive research programs [J1]	Stakeholder satisfaction with research outcomes and continued evidence of nationally competitive research programs [J1]	
<b><u>FACILITIES</u></b>			
Work with KSU and private donors to continually renovate and improve existing space. Increase space as needed. Develop prioritized list of renovations.	1 active renovation project/yr	2 active renovations projects/yr	<b>State-of-the-art laboratory, classroom, and greenhouse facilities supporting aspirational goals for department</b>
Work with KSU, COA, and KSRE to continually improve connectivity, bandwidth, computational capacity, wireless capabilities, and other technology needs in department facilities	Reliable connectivity and sufficient bandwidth in Throckmorton Plant Sciences Center [P1, Q1]	Absence of technology limitations in teaching, research, and extension activities [P1, Q1]	
Work with KSU, private donors, and stakeholders to improve experiment fields and Agronomy Farm	Adequate suitable plot area, office, meeting room, shop, and equipment storage facilities at most experiment fields	Adequate suitable plot area, office, meeting room, shop, and equipment storage facilities at all experiment fields	<b>World class experiment fields hosting short- and long-term field studies serving the food system and the citizenry of Kansas and providing a critical interface with stakeholders</b>

<b>HUMAN CAPITAL</b>			
Conduct a climate survey of faculty, staff, and students to benchmark level of satisfaction and identify issues that can be addressed at the department level	Improved level of satisfaction and begin to address issues under department control	Improved level of satisfaction and all major issues under department control addressed	<b>Highly skilled and competitively compensated faculty and staff that thrive in the department work environment</b>
Support campus-wide efforts to create/define compensation structures and career paths for advancement of all faculty and staff	All unclassified professionals evaluated each year with advancement and salary increase opportunities based on merit	Opportunities for advancement within current position for select unclassified professional positions	
Actively recruit women and underrepresented populations to increase diversity in the faculty, staff, and student body	Demographics of faculty, staff, and student body reflects increased diversity [C1]	Demographics of faculty, staff, and student body parallels that of Kansas [C1]	
Provide professional development opportunities for all faculty and staff	50% of staff participate in one professional development activity per year	75% of staff participate in one professional development activity per year	
Encourage faculty participation in leadership and significant service roles within one or more professional societies or journals	25% of full professors have served as president, board member, associate editor, technical editor, or editor for their professional society.	50% of full professors have served as president, board member, associate editor, technical editor, or editor for their professional society.	
Revise faculty staffing plan to reflect budgetary pressures and areas of emphasis for teaching, research, and extension.	Faculty staffing plan complete by end of 2014	Faculty hiring decisions guided by staffing plan	

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

Clearly the most valuable existing resource is the people. Our ability to provide the activities described in the plan is directly proportional to the people in place to do the work, and to allow the unstructured time necessary for the creativity that produces our greatest accomplishments and impact. Small amounts of discretionary funds assist in smoothing over funding shortages, limited enhancement of facilities, providing start up packages to set up new faculty for success, and to provide some seed money to explore new ideas.

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

Increases in extramural funding, additional discretionary funds to improve facilities, additional staff to support faculty, endowed funds to support faculty salaries and provide unspecified research funding, scholarships

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

Professional development to support grant writing activities, increased indirect cost recovery from increases in extramural funding, private fund raising, industry partnerships

**6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics? (See below)**



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

Links to Benchmark Metrics
<p>B-1 - Total research and development expenditures</p> <p>B-2 - Endowment pool</p> <p>B-3 - Number of national academy members</p> <p>B-4 - Number of faculty awards</p> <p>B-5 - Number of doctorates granted annually</p> <p>B-6 - Freshman-to-sophomore retention rate</p> <p>B-8 - Percent of undergraduate students involved in research</p>

Links to Common Elements
<p>CE-1 - Communications and Marketing</p> <p>CE-2 - Culture</p> <p>CE-3 - Diversity</p> <p>CE-4 - External Constituents</p> <p>CE-5 - Funding</p> <p>CE-6 - International</p> <p>CE-7 - Sustainability</p> <p>CE-8 - Technology</p>

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)
<p><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b></p> <p>T1-1 - # of interdisciplinary research projects, institutes, and centers</p> <p>T1-2 - Total sponsored extramural funding expenditures</p> <p>T1-5 - Total international research and development expenditures</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-C - Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-D - Tuition waivers for all GRAs</p> <p>T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs</p> <p>T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</p> <p>T1-K - Nationally and internationally recognized research centers</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-N - Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies</p> <p>T1-O - Extramural funding competitive with our benchmark institutions</p> <p>T1-P - Research and development expenditures competitive with benchmark institutions</p> <p>T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</p>

**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)
	T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities		
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b></p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</p> <p>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-5 - # of students awarded national and international prestigious scholarships</p> <p>T2-6 - % of undergraduate enrollment by demographic group</p>	<p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university</p> <p>T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research</p> <p>T2-D - Successful integration of undergraduate education and meaningful research is standard practice</p> <p>T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p> <p>T2-H - Improved six-year graduation</p>	<p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-K - Superior and diverse faculty recognized for teaching excellence</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint</p> <p>T2-M - Increased undergraduate contributions in the creation of scholarship through research</p> <p>T2-N - Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-P - Faculty teaching and advising awards comparable to our benchmark institutions</p> <p>T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p>

**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)
	rates and retention ratios		
<p><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></p> <p>T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-3 - # and % of graduate programs offering competitive compensation and support packages</p> <p>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-6 - # of graduate terminal degrees awarded</p> <p>T3-7 - Total graduate students enrolled by demographic group and degree type</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p> <p>T3-B - Tuition waivers for all GRAs</p> <p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-D - Outstanding mentoring for our graduate students</p> <p>T3-E - Expectation of excellence for the graduate scholarly experience</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p> <p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p> <p>T3-M - Increased number of Doctorates Awarded</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-O - World-class reputation as a preferred destination for outstanding graduate students</p> <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> <p>T3-Q - Doctorates Awarded comparable with benchmark institutions</p>

**Links to University Thematic Goals, Outcomes, and Metrics**

<p align="center"><b>Links to 2025 Thematic Goals and Metrics</b></p>	<p align="center"><b>Links to Short Term Outcomes (2011 – 2015)</b></p>	<p align="center"><b>Links to Intermediate Outcomes (2016 – 2020)</b></p>	<p align="center"><b>Links to Long Term Outcomes (2021 – 2025)</b></p>
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b></p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level</p> <p>T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p> <p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement</p> <p>T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale</p> <p>T4-P - Recognized as a leader in Engagement reaching both rural and urban communities</p>
<p><b>T5 - Faculty and Staff</b></p> <p><b>Theme 5 Metrics:</b></p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and</p>	<p>T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</p> <p>T5-D - Effective evaluation</p>	<p>T5-E - Total compensation competitive with aspirant university and regional employers for all employees</p> <p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G - Successful recruitment and</p>	<p>T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p> <p>T5-I - Stable funding available for recruitment and retention of top level faculty and staff</p> <p>T5-J - Optimal number of faculty and staff comparable with our benchmark</p>

**Links to University Thematic Goals, Outcomes, and Metrics**

<b>Links to 2025 Thematic Goals and Metrics</b>	<b>Links to Short Term Outcomes (2011 – 2015)</b>	<b>Links to Intermediate Outcomes (2016 – 2020)</b>	<b>Links to Long Term Outcomes (2021 – 2025)</b>
fellowships  T5-3 - Competitive compensation packages for faculty and staff  T5-4 - # and % of faculty and staff participating in international experiences  T5-5 - % of tenure/tenure-track faculty by demographic group  T5-6 - % of fulltime staff by demographic group  T5-7 - % of faculty and staff reporting satisfaction in the work environment	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	retention of a talented and high performing, diverse workforce	institutions