



K-State 2025 Strategic Action and Alignment Plan

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

Department: Horticulture, Forestry and Recreation Resources

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?

Our Vision:

We will be recognized nationally among highly ranked programs through our pursuit of excellence in teaching, research and extension activities.

Our Mission:

The people of the Department of Horticulture, Forestry and Recreation Resources at Kansas State University are dedicated to improving lives through dynamic, diverse education and research programs.]

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

The Department of Horticulture, Forestry and Recreation Resources contributes directly to the K-State and COA/KSRE vision by sharing their aligned goals and supporting their missions with the activities specified below.

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.)

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 expect to happen...</i>
<p>Theme 1 – Research, Scholarly and Creative Activities, and Discovery</p> <p>1. Identify and develop strategic areas of research which promise significant achievement and external funding and that encourage interdisciplinary and multi-institution research.</p> <p>2. Increase and diversify resources to support research by:</p> <p>a. encouraging collaboration among the Foundation, university leadership and faculty in creative fundraising to increase endowment and set funding priorities.</p> <p>b. implementing new strategies to create funding streams from alumni, government and corporate sectors for innovative research and discovery.</p> <p>c. increase number and dollar amount of proposals submitted.</p>	<p>A. Define and target strategic niche focus research areas of excellence that position HFRR as a leader including major food systems ‘grand challenges’</p> <p>B. Generate baseline data of faculty that have established strategic partnerships that encourage interdisciplinary and multi-institutional research [J2]</p> <p>C. Baseline data will be collected on number of partnerships, both domestic and international. (measured by faculty and student exchanges, including international research interns such as Zamorano students) [J2]</p> <p>E. Will grow current research endowments and identify new potential areas for endowments [H1]</p>	<p>A. Refine and review target strategic niche focus research areas of excellence that position HFRR as a leader including major food systems ‘grand challenges’</p> <p>C. Number of partnerships, both domestic and international, will have increased 10% [J2]</p> <p>D. Faculty will have established strategic partnerships that encourage interdisciplinary and multi-institutional research.</p> <p>E. Additional department research endowments will be established, and existing endowments will be increased by 10% [H1]</p>	<p>A. Refine and review target strategic niche focus research areas of excellence that position HFRR as a leader including major food systems ‘grand challenges’</p> <p>C. Number of partnerships, both domestic and international, will have increased 10% [J2]</p> <p>D. Faculty will have established strategic partnerships that encourage interdisciplinary and multi-institutional research.</p> <p>E. Additional department research endowments will be established, and existing endowments will be increased by 20% [H1]</p>

<p>3. Diversify and increase the number of tenure-line faculty with research expectations. (This will involve internal adjustments. No new faculty positions.)</p> <p>4. Encourage, increase, and track the participation of undergraduates (UG) in support of research efforts by:</p> <p>a. Expanding opportunities, resources and incentives for UG involvement in research.</p> <p>b. Provide quality mentorship that encourages entrance into graduate school.</p> <p>c. Encourage students to present their work at college, university, regional and national venues and compete for recognition.</p> <p>5. Foster a departmental culture of productivity, creativity and innovation that supports and rewards faculty and staff involved in research.</p>		F. Number of proposals submitted with a budget > \$100,000 will have increased by 10% [H1]	F. Number of proposals submitted with a budget > \$100,000 will have increased by 20% [H1]
	G. All appropriate tenure-line faculty will have research appointments and appropriate research expectations.		
	H. Established baseline productivity data on publications in peer-reviewed journal, books and book chapters, number of graduate students and submitted research proposals [G1,G2]		
		I. Publications in peer-reviewed journals will be ≥ 2.5 /year /research FTE [G1,G2]	I. Publications in peer-reviewed journals will be ≥ 3.0 /year /research FTE [G1,G2]
	J. Establish a zero-credit-hour undergraduate research course to determine baseline data of undergraduates participating in research [D3]		
	K. Provide UG incentives by giving credit to UG researchers via authorship in publications, nominating undergraduates for research awards and funding	K. Participation in UG research projects will have increased by 15% [D3]	K. Participation in UG research projects will have increased by 30% [D3]
		L. Nominations for undergraduate research awards are being submitted	
		M. Develop guidelines for a course in Undergraduate Research with variable credits, which can be offered by various faculty members	M. Undergraduate Research course is being offered
	N. Establish baseline for research awards including Fellows at the local, regional, national and international level	N. Identify faculty to nominate for early-career and mid-career awards which lead to nomination for Fellow Award and other national awards [L3]	N. Faculty are being nominated for early-career and mid-career awards leading to nomination for Fellow Award and other national awards [L3]
	<p>Theme 2 – Undergraduate Education Experience</p>		
<p>1. Improve advising services and gain an understanding of student retention within HFRR.</p> <p>2. Develop student professionalism and leadership. [includes ethics]</p> <p>3. Expand opportunities for UG students to</p>	A. Develop baseline data related to advising by 1) compiling the results of the university's advising survey for HFRR teaching faculty, and 2) developing information about student retention. Specifically, we will define the reason(s) students leave the program	A. Develop strategy for increasing student retention, based on information collected about student retention [B1]	A. Strategy for increasing student retention has been implemented
	B. Define characteristics across various specializations and degree programs in HFRR that meet standards of	B. Greater than 75% of the department's undergraduate courses have incorporated professionalism	B. 100% of the department's undergraduate courses have incorporated professionalism standards.

<p>participate in high-impact experiential learning and research by:</p> <p>a. promoting and increasing opportunities for UG research;</p> <p>b. allocating resources and assigning responsibility to coordinate and lead applied learning efforts; including formal programs for UG research and international travel;</p> <p>c. increasing opportunities to develop multi-cultural and global competencies.</p> <p>d. participating in one or more professional internships</p> <p>4. Develop, promote, reward, and support excellent teaching and teacher development by:</p> <p>a. recruiting and retaining superior and diverse faculty with demonstrated excellence in teaching, advising, mentoring, and Scholarship of Teaching and Learning</p> <p>b. establish an interview procedure that specifically evaluates teaching abilities (in the hiring process) i.e. deliver a separate teaching seminar/lecture to an ongoing class</p> <p>c. faculty mentoring process continues through promotion process through full professorship</p> <p>d. revising evaluation practices, including promotion and tenure for faculty and staff engaged in teaching to recognize and reward teaching, advising and life-long learning/professional development;</p> <p>e. promoting participation in professional development activities targeted to improve quality of instruction;</p> <p>f. take advantage of training opportunities to build and engage in learning communities</p> <p>5. Expand our capacity to recruit talented, diverse undergraduates by:</p> <p>a. revamping and updating our recruiting philosophy and organization of recruiting services to address the changing demographics of our student population, recognizing that one size does not fit all and;</p>	<p>professionalism and implement these in courses across the department as syllabi statements, posters, and discussions with students.</p>	<p>standards.</p>	
	<p>C. Expose students to professional role models in the teaching program that bring real world problems into the classroom along with guidance on career opportunities.</p>	<p>C. Continue to expose students to professional role models in the teaching program that bring real world problems into the classroom along with guidance on career opportunities.</p>	<p>C. Continue to expose students to professional role models in the teaching program that bring real world problems into the classroom along with guidance on career opportunities.</p>
	<p>D. A zero- to multi-credit undergraduate research course was developed to track students participating in UG research, gather student feedback & track students presenting posters & seminars across campus & professional meetings and co-authorship of trade and peer-reviewed publications [D3].</p>		
	<p>E. Develop a baseline of the number of students involved in an international or multicultural experience, club and/or service activities.</p>	<p>E. Increase Honors Program and international/multicultural experience participation by 20% [D4].</p>	<p>E. Increase Honors Program and international/multicultural experience participation by 30% [D4].</p>
	<p>F. Establish a current baseline of departmental scholarship of teaching and learning (SoTL) publications</p>	<p>F. Instructional faculty will have expectations of participating in an appropriate SoTL experience in conjunction with the department annual evaluation and the P&T process resulting in SOTL publications increasing by 20% [G4].</p>	<p>F. HFRR will maintain its reputation for SoTL activities that are renowned and respected at our peer national and international institutions. [G4]</p>
	<p>G. All students will participate in a professional internship(s) [D3].</p>	<p>G. All students will participate in a professional internship(s) [D3].</p>	<p>G. All students will participate in a professional internship(s) [D3].</p>
	<p>H. Our concurrent BS/MS program will continue to be a viable option for select students and a BS to PhD option will be created. [F1,F2]</p>	<p>H. Our concurrent BS/MS program or B.S. to Ph.D. program is a viable option for the best of our students and will increase by 100%. [F1,F2]</p>	<p>H. Our concurrent BS/MS program or B.S. to Ph.D. program is a viable option for the best of our students and will increase by 50%. [F1,F2]</p>
		<p>I. Faculty will be recognized for their teaching activities at the local, regional, national and international level with the ultimate goal of being awarded the Fellow Award in the appropriate professional organization. [L3]</p>	<p>I. Faculty will be recognized for their teaching activities at the local, regional, national and international level with the ultimate goal of being awarded the Fellow Award in the appropriate professional organization. [L3]</p>
		<p>J. Develop strategy to elicit alumni interactions; both regional and nationally.</p>	<p>J. Implement strategy to elicit alumni interactions; both regional and nationally.</p>
		<p>K. Develop and enhance the HFRR department website highlighting current</p>	<p>K. Continue to develop and enhance the HFRR department website highlighting</p>

<p>b. systematically build and develop alumni communication and elicit their input for program/curriculum development</p> <p>Theme 3 – Graduate Scholarly Experience.</p> <p>1. Recruit, retain and support high quality, diverse graduate students by:</p> <p>a. offering competitive compensation and support, including tuition waivers for GRAs;</p> <p>b. recruiting our qualified undergraduates to participate in our 3+2 program;</p> <p>c. developing a BS to Ph.D. option</p> <p>d.. use social media/ new technologies to recruit graduate students.</p> <p>e. use international/national student exchanges and graduate school recruiting programs (SUROP and others).</p> <p>f. encourage students in UG research to pursue graduate study</p> <p>2. Promote the importance and value of our graduate students by communicating their stories and capitalizing on the professional strengths, knowledge, and skills of students in our graduate program.</p> <p>3. Provide outstanding mentorship to our graduate students for their career preparation by:</p> <p>a. helping them identify skills that need to be developed for success;</p>		UG student and alumni success.	current UG student and alumni success.	
		L.HFRR advisers will be recognized for their passion for student advising along with maintaining excellent industry contacts. [B7,D2]	L.HFRR advisers will be recognized for their passion for student advising along with maintaining excellent industry contacts. [B7,D2]	
		M. We will meet or exceed the CoA average from the university advising survey [B7,D2]	M. We will meet or exceed the CoA average from the university advising survey [B7,D2]	
		N. Review mechanisms for rewarding faculty for mentoring undergraduate research and other experiential learning, including revision of annual evaluation guidelines. [D3]		
		O. Develop baseline of departmental and programmatic scholarships awarded [E1]		
		A. Develop a plan to increase graduate student total compensation packages that are competitive with top graduate programs in our discipline. [E3]	A. Stipends for all GRAs and GTAs will be ≥ \$20,000/year [E3]	A. Graduate student compensation will be increased appropriately. [E3]
		B. Develop Horticulture graduate programs at KSU Olathe outside of the Urban Food Systems such as Horticulture Certificate program and Horticulture Therapy. [F1,F2]	B. Horticulture graduate programs at KSU Olathe outside of the Urban Food Systems such as Horticulture Certificate program and Horticulture Therapy are offered. [F1,F2]	B. Horticulture graduate programs at KSU Olathe outside of the Urban Food Systems such as Horticulture Certificate program and Horticulture Therapy are offered. [F1,F2]
		C. Progress of graduate students is tracked annually by Director of Graduate Programs and an annual Graduate faculty meeting is held to discuss this and assessment results.	C. Continue tracking progress of graduate students	C. Continue tracking progress of graduate students
		D. Encourage university administration to provide tuition waivers for all GRAs and GTAs. [E4]	D. Institutional tuition waivers for all GRAs and GTA have been implemented [E4]	
			E. Number of graduate students who complete their MS degrees by 30 months and PhD by 42 months will increase by 20%. [A2]	E. Number of graduate students who complete their MS degrees by 30 months and PhD by 42 months will increase by 40%. [A2]
	F. The number of undergraduates enrolled in our 3+2 program will have increased from 1 to 2.	F. The number of undergraduates enrolled in our 3+2 program will have increased from 2 to 4.	F. The number of undergraduates enrolled in our 3+2 program will have increased from 4 to 8.	
	G. Develop alumni and industry relations to secure endowed graduate student scholarships and fellowships	G. Develop alumni and industry relations to secure endowed graduate student scholarships and fellowships	G. Two alumni and/or industry endowed graduate student scholarships and fellowships have been created [E3]	

<p>b. providing training to ensure graduate faculty can be effective mentors;</p> <p>c. actively engaging the student's entire graduate committee in his/her program;</p> <p>d. encouraging graduate students to be active in professional societies/organizations and participate in relevant meetings;</p> <p>e. emphasizing and developing speaking, writing, and presentation skills; and</p> <p>f. identifying and securing funding opportunities for professional activity engagement.</p> <p>4. Provide graduate students with quality teaching opportunities that include effective mentoring, guidance, timely feedback, and support by an experienced faculty member.</p> <p>5. Deliver high quality, graduate level distance education courses and degree/certificate programs</p>	[E3]	[E3]	
	H. HFRR will highlight quality and quantity of our graduate students by listing their accomplishments, publications and grants received, using social media, web pages and student to student website communication.	H. HFRR will highlight quality and quantity of our graduate students by listing their accomplishments, publications and grants received, using social media, web pages and student to student website communication.	H. HFRR will highlight quality and quantity of our graduate students by listing their accomplishments, publications and grants received, using social media, web pages and student to student website communication.
	I. Generate baseline data of graduate student participation in professional development programs and nominations made and awards received.	H. Graduate students will be recognized for their research/teaching/extension activities by being nominated for the appropriate awards and recognitions.	H. Increased number of graduate students receiving nominations and teaching/research/extension awards
	J. All graduate students will have integrated extension/outreach experience into their programs		
	K. All PhD students will have teaching experience and teaching experience will be provided for interested MS students.	K. TEVALS will be administered for PhD students and MS students serving as GTAs	K. TEVALS will be administered for PhD students and MS students serving as GTAs
	L. Maintain ≥95% placement after graduation [D1]	L. Maintain ≥95% placement after graduation. [D1]	L. Maintain ≥95% placement after graduation. [D1]
	M. Establish baseline data of number of referred publications and grants authored by graduate students.		
	N. All graduate students are expected to participate in at least one national, state or university conferences as a MS student and two for a PhD	N. All graduate students are participating in at least one national, state or university conferences as a MS student and two for a PhD	N. All graduate students are participating in at least one national, state or university conferences as a MS student and two for a PhD
	O. Experienced faculty will train new faculty in effective mentorship and develop mentorship guidelines by serving as co-advisers [O]	O. Experienced faculty will train new faculty in effective mentorship and develop mentorship guidelines by serving as co-advisers [O]	O. Experienced faculty will train new faculty in effective mentorship and develop mentorship guidelines by serving as co-advisers [O]
	P. Graduate students will participate in grant writing and are credited with authorship in publications and grants.	P. Graduate students will participate in grant writing and are credited with authorship in publications and grants.	P. Graduate students will participate in grant writing and are credited with authorship in publications and grants.
	Q. A graduate certificate in Advanced Horticulture and Horticultural therapy will be offered		
		R. The Urban Food Systems program at K-State Olathe will graduate its first student.	
		S. Increase enrollment in turf science distance course by 20%	
T. Number of graduate students will increase to 2.0 per research FTE. [A2]	T. Number of graduate students will increase to 2.5 per research FTE. [A2]	T. Number of graduate students will increase to 3.0 per research FTE. [A2]	

Theme 4 – Engagement, Extension, Outreach and Service			
1. Enhance Extension and build upon our current capacity to reach our constituents and clients, respond to their needs and the needs of a diverse population, adopt effective practices at all levels, and ensure the stakeholders have a voice in defining our extension activities.	A. Extension will be recognized as the trusted source of unbiased and research-based information. [J1]	A. Extension will be recognized as the trusted source of unbiased and research-based information. [J1]	A. Extension will be recognized as the trusted source of unbiased and research-based information. [J1]
2. Define, promote, and recognize Extension as an integral part of a healthy and vibrant K-State that is integrated and essential to the mission of a Land Grant University.	B. Collect baseline data on number of invited presentations outside of Kansas, number of publications in trade and consumer journals and the number of in-state and out-of-state trainings [I1,J4]	B. Invited presentations outside of Kansas and publications in trade and consumer journals will increase by 10% [I1,J4]	B. Invited presentations outside of Kansas and publications in trade and consumer journals will increase by 20% [I1,J4]
3. Integrate Extension into the graduate student experience		C. Will see increased support from constituents and clients	
4. Redefine vacant positions to meet the current needs of a changing clientele.	D. Establish baseline data on undergraduate participation in Extension programs	D. Achieve a 20% increase in undergraduate participation in extension activities. [D3]	D. Students will consider employment in extension or similar service roles as a desirable employment option.
5. Expand and strengthen Extension partnerships with institutions in the commercial, academic, government, and non-profit sectors.		E. Increase the number of submitted grants that incorporate an active Extension component by 20%. [H1]	E. Increase the number of submitted grants that incorporate an active Extension component by 30%. [H1]
	F. Engage non-Extension faculty and incorporate their expertise into Extension activities	F. Engage non-Extension faculty and incorporate their expertise into Extension activities	F. Engage non-Extension faculty and incorporate their expertise into Extension activities
		G. Increase student Extension activities that involve co-authoring extension publications, presentations and attendance at extension events by 15% [D3]	G. Increase student Extension activities that involve co-authoring extension publications, presentations and attendance at extension events by 30% [D3]
		H. Increase the number of Extension specialists advising or serving on graduate student committees by 20%	H. Increase the number of Extension specialists advising or serving on graduate student committees by 30%
	I. Institute a graduate student Excellence in Extension award at the Dept. level or higher [G4]	I. Award has been established and is being awarded [G4]	
	J. Redefine vacant positions to meet the current needs of a changing clientele [L5]	J. Redefine vacant positions to meet the current needs of a changing clientele [L5]	J. Redefine vacant positions to meet the current needs of a changing clientele [L5]
		K. Number of proposals submitted based on extension FTEs will have increased by 10%. [H1]	K. Number of proposals submitted based on extension FTEs will have increased by 20%. [H1]
		L. Revised promotion/tenure, evaluations, and rewards systems to recognize and value the impact of extension activities. [J1]	L. Peer-reviewed extension publications and digital media (blogs, tweets, etc.) along with successful coordination of meetings and collaborations between specialists and non- specialists will have an impact on P&T decisions. [G2]
	M. Faculty will be recognized for their extension activities at the local,	M. Faculty will be recognized for their extension activities at the local,	M. Faculty will be recognized for their extension activities at the local, regional,

	regional, national and international level [J4]	regional, national and international level [J4]	national and international level [J4]
		N. HFRR will have a 15% increase in partnerships with non-K-State organizations [J7,J8]	N. HFRR will have a 15% increase in partnerships with non-K-State organizations [J7,J8]
		O. Collaborations with other institutions will increase by 10%	O. Collaborations with other institutions will increase by 20%
	P. Conduct industry appropriate applied research that supports strong Extension programs	P. Conduct industry appropriate applied research that supports strong Extension programs	P. Conduct industry appropriate applied research that supports strong Extension programs
Theme 5 – Faculty and Staff			
1. Recruit, promote, and retain a high performing diverse faculty and staff.	A. Increase number of nominations for national and international faculty awards [L3]	A. Increase number of nominations for national and international faculty awards [L3]	A. Increase number of nominations for national and international faculty awards [L3]
2. Seek funding for endowed chairs and professorships.	B. Develop program for recognizing excellence in junior and mid-career faculty. [L6]	B. Implement program for recognizing excellence in junior and mid-career faculty. [L6]	B. Maintain program for recognizing excellence in junior and mid-career faculty. [L6]
3. Increase number of visiting researchers and scholars to support research and graduate programs.	C. Develop mentoring program for HFRR faculty. [O]	C. Implement consistent mentoring program for HFRR faculty. [O]	C. Maintain mentoring program for HFRR faculty. [O]
4. Partner with the CoA to develop clearly defined compensation structures and career paths for advancement for all faculty and staff.	D. Develop financial resources for advancing professional development of faculty and staff, including sabbaticals. [M]	D. Develop financial resources for advancing professional development of faculty and staff, including sabbaticals. [M]	D. Develop financial resources for advancing professional development of faculty and staff, including sabbaticals. [M]
5. Increase recognition and awards of outstanding HFRR faculty and staff.	E. Begin review of department evaluation documents to reward excellence and align job expectations and evaluations with the K-State 2025 COA/KSRE and university strategic goals. [N]	E. Continuing review of department evaluation documents to reward excellence and align job expectations and evaluations with the K-State 2025 COA/KSRE and university strategic goals. [N]	
6. Update annual evaluation and promotion and tenure (P&T) policies to accommodate the needs of a collaborative, interdisciplinary culture and align with university and COA/KSRE strategic plans.			
7. Encourage the development of multicultural and global competencies for all faculty and staff.			
8. Set expectations for lifelong learning and support for all HFRR faculty and staff in keeping current with developments in their field and the skill sets needed for performance excellence.			

<p>9. Encourage HFRR faculty to leverage K-State Olathe.</p> <p>10. Identify and implement needed changes to internal HFRR policies, processes, services, staffing and technology to increase interactions, improve overall effectiveness, and support our strategic directions.</p> <p>11. Advocate and support change at the College/university-level to improve organizational effectiveness and remove barriers, particularly in the areas of grants creation, submission and execution; collaborative work, international research, scholarship, engagement, and human resources.</p>			
<p>Theme 6 - Facilities and Infrastructure</p> <p>1. Implement proactive facilities, space and infrastructure planning responsive to HFRR evolving needs, vision and goals.</p> <p>2. Improve technological capacity in HFRR and work with COA/KSRE /university to develop a university/ COA/KSRE energy plan to accommodate technology use and growth.</p>	<p>A. Construct state-of-the-art video conferencing center.</p> <p>B. Identify and prioritize HFRR classroom space to be technology enabled. [P2]</p> <p>C. Continue upgrades at the K-State Research and Extension Center for Horticultural Crops – Olathe.</p> <p>D. Identify and prioritize needs at the Rocky Ford Turfgrass Research Center.</p>	<p>B. Upgrade technological capacity of HFRR classroom space. [P2]</p> <p>C. Complete upgrades at the K-State Research and Extension Center for Horticultural Crops - Olathe.</p> <p>D. Begin upgrades at the Rocky Ford Turfgrass Research Center.</p> <p>E. Identify and prioritize needs at the Pecan Experimental Field.</p>	<p>D. Complete upgrades at the Rocky Ford Turfgrass Research Center.</p> <p>E. Begin upgrades for the Pecan Experimental Field.</p>

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

- **The Department of Horticulture, Forestry and Recreation Resources (HFRR) have talented faculty and staff who are committed to implement our outlined plan.**
- **HFRR has five research and extension centers strategically located throughout Kansas, which provides for targeted research and extension to support our state’s agricultural industry.**
- **HFRR has strong graduate and undergraduate advising and works hard at providing services to students.**
- **HFRR has a national reputation in teaching students with successful and nationally recognized competition team.**
- **HFRR is funded by a mix of state, federal, grant, and contracts.**
- **The CoA has a great Development team and the only Diversity Programs Office of any agriculture college which is accessible to HFRR.**

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

To achieve our 2025 plan, HFRR will need:

- Incentives to recruit and retain high performing faculty, including compensation packages, endowed chairs/professorships and startup packages
- Funds to reward our great unclassified and classified staff, so we can attract and retain the best staff
- Improvements in facilities and research infrastructure
- State and Foundation funds for scholarships, graduate student tuition waivers and stipends
- An additional faculty position to support a growing fruit and vegetable industry along with growth in the fruit and vegetable undergraduate student option

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

- Pursue development opportunities to raise funds for scholarships and endowed positions
- Pursue grant opportunities to create more funding for teaching, research, and extension activities
- Pursue development opportunities to meet teaching, research, and extension needs
- Request CoA administration to provide additional faculty
- Request CoA to provide improvements in facilities and research infrastructure

**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
B-1 - Total research and development expenditures B-2 - Endowment pool B-4 - Number of faculty awards B-5 - Number of doctorates granted annually B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-2 - Culture 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)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics:</p> <p>T1-1 - # of interdisciplinary research projects, institutes, and centers</p> <p>T1-2 - Total sponsored extramural funding expenditures</p> <p>T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</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-B - More clusters/centers of collaborative RSCAD focus</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-F - Enhanced and systematic approach for UG research</p> <p>T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</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-L - Recognized for prominent and productive placement of our graduates</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</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)
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics:</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>T2-4 - # and % of students participating in an undergraduate student success program</p> <p>T2-5 - # of students awarded national and international prestigious scholarships</p> <p>T2-7 - Student satisfaction and utilization rates</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</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 rates and retention ratios</p>	<p>T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence</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> <p>T2-R - Six-Year graduation rates comparable to benchmark institutions</p>
<p>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</p> <p>T3-1 - # and % of graduate students with assistantships, endowed</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-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</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</p>

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scholarships, and fellowships T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships T3-3 - # and % of graduate programs offering competitive compensation and support packages T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities T3-5 - # of graduate students participating in a unique high level learning and experiential training T3-6 - # of graduate terminal degrees awarded T3-7 - Total graduate students enrolled by demographic group and degree type T3-8 - Graduate student satisfaction and utilization rates	T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation T3-D - Outstanding mentoring for our graduate students T3-E - Expectation of excellence for the graduate scholarly experience 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	skill sets needed to excel in their careers in a global environment T3-K - Increased funding for graduate research and teaching T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty T3-M - Increased number of Doctorates Awarded	graduate students T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions T3-Q - Doctorates Awarded comparable with benchmark institutions
T4 - Engagement, Extension, Outreach and Service Theme 4 Metrics: T4-1 - # and % of undergraduate students participating in engagement/service learning T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level 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-A - Enhanced integration between academics and student service learning T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide T4-D - Increased numbers and diversity of faculty and staff participating in Engagement T4-E - Increased extramural funding for Engagement initiatives at the	T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues T4-I - All undergraduate students engaged in at least one engagement /service learning project T4-J - Increased number of graduate students involved in Engagement T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service T4-L - Increased capacity to respond to emergencies worldwide	T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale T4-P - Recognized as a leader in Engagement reaching both rural and urban communities

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<p>T4-5 - # of participants involved in community-based research and outreach projects</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>local, state, national, and international level</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p> <p>T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community</p>	<p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships</p> <p>T5-3 - Competitive compensation packages for faculty and staff</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</p> <p>T5-5 - % of tenure/tenure-track faculty by demographic group</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>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</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 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</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 retention of a talented and high performing, diverse workforce</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 institutions</p>
<p>T6 - Facilities and Infrastructure</p> <p>Theme 6 Metrics:</p> <p>T6-1 - # and % of technology enabled classrooms</p>	<p>T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p>	<p>T6-D - Adequate office space for all K-State employees equipped to support their work and productivity</p>	<p>T6-G - 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</p>

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T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure	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-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities