K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: College of Architecture, Planning & Design
Department: Landscape Architecture | Regional and Community Planning

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?**

LARCP Vision Statement:

The Landscape Architecture/Regional and Community Planning Department strives to develop our students, faculty, and future professionals to confront global landscape architecture and planning dilemmas and to be catalysts for excellence in our professions, our communities, and the academy. We seek planning and management of human settlement that fosters a just, resilient and democratic world. Our work is grounded in environmental stewardship, critical inquiry and creative thinking, and community engagement and design.

Landscape Architecture Program Mission:

We prepare graduates to be leaders in the field of landscape architecture by integrating student learning with faculty research and creative pursuits and engaging with partners in communities and other disciplines. Through these activities we significantly advance the discipline of landscape architecture. We blend our understanding of ecological and societal needs to design, plan and manage the interface between humans and nature to shape environments in ways that benefit both through critical thinking, design processes and implementation. Focused on preparation for professional practice, we are highly skilled, diligent, passionate people dedicated and working together in vertically integrated studios that are collaborative and energetic.

Regional and Community Planning Program Mission:

We prepare graduates to be effective advocates of resilient cities and responsible for community growth and redevelopment. We are engaged in the exchange of ideas that develop strategic visioning to enhance quality of life in ways that are sustainable, equitable, and accessible to all our citizens. We contribute to the expansion of knowledge through research and its dissemination, outreach to various constituents, and professional education grounded in creative and critical thinking. Students and faculty engage in exploration, analysis, synthesis, and resolution of planning, design and management issues. Our aim is to help communities effectively address challenges related to resource conservation, growing of diverse populations, and continually changing technologies and value systems.

Community Development:

As a part of the Great Plains IDEA online programs, the Community Development Program provides professional preparation for career development or advancement. We prepare graduates to address challenges faced by communities in the United States and other countries, particularly those in rural areas. Community Development graduates actively promote positive social, economic, cultural and environmental change and engage citizens in democratic decision making and action. A diverse faculty from several institutions teaches critical thinking, ethical consideration, careful planning and involvement of all stakeholders.

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*
What we plan to do…	*What we expect to happen…*	*What we expect to happen…*	*What we expect to happen…*
1 VISIONARY. ASPIRATIONAL ITEMS	**V1 Status** (APDesign V1.1S)	**V1 Status** (APDesign V1.1I)	**V1 Status** (APDesign V1.1L)
	V1.1S Landscape architecture program maintains consistent ranking in the top ten during this period.	V1.1I Landscape architecture program maintains consistent ranking in the top ten during this period.	V1.1L Our department is recognized as a national leader in multiscaler planning and design addressing human settlement that fosters a just, resilient and democratic world.
Serve as a leader in landscape architecture and planning education, demonstrating the efficacy of professional masters degrees with non-baccalaureate and post-baccalaureate	V1.2S Regional and community planning program national visibility established.	V1.2I Regional and community planning program garners at least one national recognition in this period.	
	V1.3S KSU community development	V1.3I KSU community development	V1.3L KSU community development

tracks.	program focus on engagement established as a distinct focus within the GPIDEA context within this period.	program became financially self-sustaining within this period.	program is integrated into departmental and university academic environment.
	V1.4S At least 25% of all LARCP faculty sought an award or recognition and/or entered a competition for their own or their students' work annually.	At least 35% of all LARCP faculty sought an award or recognition and/or entered a competition for their own or their students' work annually.	At least 10% of all qualified LARCP faculty receive an award or recognition or place in a national competition.
Department activities (lectures, special events, outreach) are connected to the LA Program 50th Anniversary and the 2015 CELA meeting, providing focus and new opportunities for the department.	**V1.5S** The Landscape Architecture Program 50th Anniversary celebration during 2014-2015 used to publicize current direction and strengths of the department.	**V1.5I** Momentum and interest in the department generated by the LA 50th anniversary helps frame future directions of the department during this period.	
	V1.6S The Spring 2015 Council of Educators in Landscape Architecture meeting used to publicize current direction and strengths of the department.	**V1.6I** Outcomes of the 2015 CELA meeting helps frame directions of the department during this period.	
	V2 Funding (APDesign V2)	**V2 Funding** (APDesign V2)	**V2 Funding** (APDesign V2)
	V2.1S At least 10% of all qualified LA and RCP students receive financial support in the form of scholarships, GA, GTA and GRA positions during this period.	**V2.1I** Working with our Development Officer, at least 20% of all qualified LA and RCP students receive financial support in the form of scholarships, GA, GTA and GRA positions during this period.	**V2.1L** Working with our Development Officer, at least 25% of all qualified LA and RCP students receive financial support in the form of scholarships, GA, GTA and GRA positions during this period.
	V2.2S Working with our Development Officer results in at least one scholarship for regional and community planning students is established during this period.	**V2.2I** Working with our Development Officer results in at least three scholarships for regional and community planning students exist by the end of this period.	**V2.2L** Working with our Development Officer results in at least five scholarships for regional and community planning students exist by the end of this period.
	V2.3S Strategy to obtain one endowed chair in regional and community planning is established with our Development Officer during this period.	**V2.3I** Working with our Development Officer results in one endowed chair in regional and community planning is established within ten years.	**V2.3L** Working with our Development Officer results in one endowed chair in regional and community planning is established within eight years, if it has not already been established.
Inform the growth and development of communities through research centers addressing contemporary planning and design issues.	**V3 Research and Outreach Centers and Groups** (APDesign V5)	**V3 Research and Outreach Centers and Groups** (APDesign V5)	**V3 Research and Outreach Centers and Groups**
	V3.1S Inter-disciplinary water related research center/lab (Confluence, to be renamed, referred to in this document as the LARCP Water Research Center) established in association with the Urban Water Institute on the Olathe Campus connected to Manhattan.	**V3.1I** One endowed LARCP chair in water related planning and design research is established at the Olathe campus within ten years and doctoral and post-doctoral opportunities established during this period.	
	V3.2S Develop a formal Design Make Center structure to support landscape studies established.	**V3.2I** Design Make Center is central to at least one class for every LARCP student during this period.	

	V3.3S Feasibility study with pilot studies for a Community Development Assistance Center to organize and implement interdisciplinary engagement activities serving Kansas communities and furthering student engagement activities and opportunities in the College completed and next steps determined (as outlined in Theory into Practice Proposal presented 4/13 to Center for Engagement and Community Development.	V3.I3 Community Development Assistance Center is established or an alternative plan to address requests from communities for assistance has been established during this period.	
2 OUTREACH, SERVICE LEARNING AND RSCAD	V3.4S Urban Research Group established at Kansas City Design Center (KCDC) and identified appropriate outcomes.	V3.4I Urban Research Group produced appropriate outcomes as identified in V3.4S.	
	O1 Continuing Education (APDesign O1.1S)	**O1 Continuing Education** (APDesign O1.1I)	**O1 Continuing Education** (APDesign O1.1L)
Share professional knowledge and skills with potential students online and off campus.	O1.1S Feasibility and implementation strategy defined for delivery of online and on campus continuing education courses for professionals or for people returning to professional practice, planning commissioners and the general population during this period.	O1.1I Continuing education courses identified during O1.1S are offered and assessed during this period.	O1.1L LARCP continuing education courses are the classes of choice for professionals and the public.
	O1.2S At least two continuing education opportunity per year offered by LARCP at the Urban Water Institute during this period.	O1.2I At least two continuing education opportunities per semester offered by LARCP at the Urban Water Institute during this period.	O1.2L A certificate or similar outcome is offered by LARCP at the UWI.
	O1.3S At least one continuing education opportunities per year offered by LARCP at KCDC.	O1.3I At least two continuing education opportunities per year offered by LARCP at KCDC.	O1.2L At least two continuing education opportunities certified by ASLA CES or AICP offered each year by LARCP at KCDC.
	O2 Outreach	**O2 Outreach**	**O2 Outreach**
Assist Kansas communities with community development activities through an outreach center and individual faculty/student projects.	O2.1S Pilot studies for Community Development Assistance Center completed during this period.	O2.1I Community Assistance Center (if it is opened) protocols and systems established during this period.	O2.1L Community Development Assistance Center recognized as regional leader in providing planning and design assistance to communities with limited resources.
	O2.2S At least one outreach opportunity related to communities identified in the RCP 2012 Diversity and Multicultural Plan initiated by LA or RCP during this period.	O2.2I A second outreach opportunity related to communities identified in the RCP 2012 Diversity and Multicultural Plan initiated by LA or RCP during this period.	O2.2L Diversity and Multicultural Plan goals and objectives integrated into selection of LARCP outreach opportunities.

		O2.3L LARCP is central to university's role as a model for a re-invented and transformed land-grant university integrating research, education and engagement.
O3 Service Learning (APDesign O3.1S)	**O3 Service Learning**	**O3 Service Learning**
O3.1S Service learning defined including appropriate outcomes, learning assessment tools and faculty evaluation metrics.		
O3.2S Vocabulary, measures and annual accounting established for recording the value of service learning.	O3.2I Qualitative and quantitative value of departmental service learning recorded annually.	
O3.3S Service learning opportunities related to the Urban Water Institute, Kansas City Design Center and coursework in all three programs (LA, RCP, CD) identified.	O3.3I Service learning outcomes related to Urban Water Institute, Kansas City Design Center and coursework in all three programs(LA, RCP, CD) documented annually.	O3.3L Service learning outcomes recognized with national awards and/or publications.
O3.4S International service learning possibilities identified during this period.	O3.4I International service learning possibilities pursued during this period.	
O4 RSCAD – Development (APDesign O4)	**O4 RSCAD – Development** (APDesign O4)	**O4 RSCAD – Development**
O4.1S LARCP faculty/associated doctoral student RSCAD focus groups (based upon earlier thematic clusters and department foci) met each semester and potential partners invited to participate during this period.	O4.1I LARCP faculty/associated doctoral student RSCAD focus groups review foci and reconfigured as appropriate during this period.	
O4.2S Options to create faculty time for RSCAD activities identified and articulated during this period.	O4.2I Options to create faculty time for RSCAD activities implemented during this period.	O4.2L Faculty and associated units receive national recognition during his period.
O4.3S Opportunities for internal and external collaborative projects for the Mobile Immersion Lab identified and at least two are established during this period.	O4.3I Multiple extramural funding proposals utilizing the Mobile Immersion Lab are submitted during this period.	
O5 RSCAD – Funding (APDesign O4)	**O5 RSCAD – Funding** (APDesign O4)	**O5 RSCAD - Funding**
O5.1S Long term strategy and initial funding for the LARCP Water Research Center established during this period.	O5.1I LARCP Water Research Center established in this region as the source of research related to water management during this period.	
O5.2S Extramural funding for LARCP Water Research Center projects identified and at least three proposals submitted during this period.	O5.2I External funding for LARCP Water Research Center projects sufficient to support multiple master's students established during this period.	

LARCP faculty members and students develop their RSCAD in the areas of environmental stewardship, critical inquiry and creative thinking, and community engagement and design, collectively and/or individually. The results of this work is publicized and disseminated in peer-reviewed national and international venues.

	O5.3S At least one extramural proposal developed from within each LARCP RSCAD Focus Group annually.	O5.3I At least two extramural proposals developed within each LARCP RSCAD Focus Group annually.	
	O5.4S Students instructed on how to solicit funding requests as part of master's reports/theses when appropriate.	O5.4I At least 5% of LA and RCP master's students' reports/theses supported by external funding annually.	
	O5.5S All externally funded projects presented to the Office of Research and Sponsored Projects with the exception of Sponsored Studios.	O5.5I Practice of continuing to present all externally funded projects to ORSP continued during this period.	
	O5.6S Feasibility for funding for at least one PhD student determined and included, if feasible, in each externally funded project during this period.	O5.6I Determining feasibility for funding for all PhD students and providing funding, when possible, becomes common practice during this period.	
	O5.7S Feasibility for funding at least one MLA or MRCP student determined and included, if feasible in each externally funded project during this period.	O5.7I Practice of determining feasibility for funding for MLA or MRCP student determined and included, when possible, during this period.	
	O6 RSCAD - Publications and Dissemination (APDesign O4)	**O6 RSCAD - Publications and Dissemination** (APDesign O4)	**O6 RSCAD - Publications and Dissemination**
	O6.1S At least two white papers published by the LARCP Water Research Center during this period.	O6.1I A least two white papers published by the LARCP Water Research Center annually.	
	O6.2S Faculty peer-reviewed publications and national competition entries increased by 5-10% during this period.	O6.2I Faculty peer-reviewed publications and national competition entries increased by an additional 10% during this period.	O6.2L At least 30% of faculty publish one peer reviewed publication or complete national competition entry.
3 INFRASTRUCTURE	O6.3S Peer-reviewed student publications/conference presentations (extracted/adapted from master's reports/theses) increased by 5-10% during this period.	O6.3I Peer-reviewed student publications/conference presentations (extracted/adapted from master's reports/theses) increased by an additional 10% during this period.	O6.3L Consideration of potential peer-reviewed publications/conference presentations is a part of every student's master's report/thesis work.
Appropriate space and systems are established to serve LARCP faculty, staff and students.	O6.4S Projects and papers from the top 10% of each eligible class in each program entered in appropriate regional and national competitions annually.	O6.4I Projects and papers from the top 15% of each eligible class in each program entered in appropriate regional and national competitions annually.	O6.4L Consideration of potential regional and national competition entries is a part of every students' master's report/thesis work.
	O6.5S At least two LARCP colloquia presented each semester.	O6.5I At least two LARCP colloquia presented each semester.	
	I1 Facilities (APDesign I1)	**I1 Facilities** (APDesign II)	**I1 Facilities**(APDesign IL)
	I1.1S Dedicated workspace for the LARCP Water Research Center (KOIC and Manhattan) established and initial equipment purchased.	I1.1I The LARCP Water Research Center equipment inventory grows with extramural funding during this period.	

	I1.2S Dedicated workspace for Mobile Immersion Lab established and initial equipment purchased.	I1.1I MIL equipment and capacity grows with extramural funding during this period.	
	I1.3S LARCP protocols and systems for contributions to Materials Lab associated with Design Make Center established and implemented.	I1.3I Materials Lab becomes central to landscape architecture classes during this period.	
	I1.4S Feasibility and implementation study completed for a landscape learning lab associated with the Design Make Center (multi-functional--plants, planning, inventory & analysis, design build, materials, exploration)	I1.4I Landscape Learning Lab established and associated research projects are established during this period.	
	I1.5S LARCP took responsibility for establishing an outdoor space for student gathering/learning/relaxation.	I1.5I Opportunities for new outdoor spaces associated with new building identified.	
	I2 Communication	**I2 Communication**	**I2 Communication**
	I2.1S Outcomes and implementation plan for departmental digital communication (web pages, social media, internal and external communication) established and implemented.	I2.1I Protocols and systems for ensuring consistent communication as identified in I2.1S established and in use throughout this period.	I2.1L Internal and external communication systems are well established and fully functioning.
	I2.2S Protocols and system for digital archive of student and faculty work established and implemented.	12.2I Digital archive of student and faculty work operational throughout this period.	
	I3 Security (APDesign V4.1S)	**I3 Security**	**I3 Security**
COMMUNITY	I3.1S Studio space and furniture configurations that ensure the safety of students and their equipment provided.		
NB and PB LA and RCP Programs	**I4 Technology** (APDesign V3)	**I4 Technology** (APDesign V3)	**I4 Technology** (APDesign V3)
	I4.1S Recommendations of the Tech Mod Task Force Summer 2012 Report fully initiated during this period.	C4.2I Next steps in Tech Mod development determined by 2018.	C4.2L Ongoing assessment and refinement of Tech Mod series ensures up to date application and integration of technology in all programs.
Student development is addressed as a department, as distinct professional programs and as discrete groups of students (non-baccalaureate and post-baccalaureate).	**C1 Development of NB and PB Programs** (APDesign C1)	**C1 Development of NB and PB Programs** (APDesign C1)	**C1 Development of NB and PB Programs**
	C1.1S Recruiting and admissions criteria and processes reviewed to determine best practices for identifying future leaders in planning and landscape architecture who are suited for graduate study and appropriate action taken.	C1.1I Best practices identified in C1.1S for recruiting implemented during this period.	
	C1.2S Students provided opportunities	C1.2I Student leadership development	

for leadership development during this period.	opportunities assessed and modified as appropriate during this period.	
C1.3S Instruction and advising related to undergraduate research and the transition from undergraduate to graduate education provided for non-baccalaureate students during this period.	C1.3I Impact of instruction and advising identified in C1.3S assessed and modified as appropriate during this period.	
C2 Student Employment and Enrichment (APDesign C2)	**C2 Student Employment and Enrichment** (APDesign C2)	**C2 Student Employment and Enrichment**
C2.1S Students provided with a full complement of internship and study abroad opportunities during this period.	C2.1I All LA and RCP students complete an internship and/or study abroad experience supporting their personal and professional goals during this period.	
C2.2S Clear communication of the range of future employment possibilities communicated to each student during their education.		
C2.3S Opportunities for simultaneous internship and study abroad for LARCP students identified and communicated to students during this period.	C2.3I Simultaneous internship and study abroad opportunities included in the list of options for LA and RCP students.	
C2.4S Full spectrum of resources to assist in internships and employment after graduation communicated to each student during their education.	C2.4I Student exit surveys reflect students' understanding of the internship and employment resources available to them during this period.	
C2.5S Every LARCP student provided at least one service learning project accompanied by reflection during their LARCP education.	C2.5I Every LARCP student provided at least two service learning projects accompanied by reflection during their LARCP education.	
C3 Targeted educational opportunities integrated into each LA and RCP student's education during this period.	**C3 Targeted educational opportunities integrated into each LA and RCP student's education during this period.**	**C3 Targeted educational opportunities integrated into each LA and RCP student's education during this period.**
C3.1S Course specific opportunities identified for all LA and RCP students to become knowledgeable about three departmental foci: community engagement and design, environmental stewardship and critical inquiry/creative thinking.	C3.1I All LARCP students aware of and can articulate the three departmental foci by the end of their education.	
C3.2S All students provided with opportunities to work with Landscape Information Modeling to facilitate their work on complex, multi-factor problems.	C3.2I All students provided opportunities to work in LIM throughout their education during this period.	

Establish 3-D Landscape Information Modeling and geospatial visualization and representation as foundational approaches to our professions.	C3.3S All LA and RCP students provided with shop training during their LARCP education.		
	C3.4S At least one design build opportunity provided to each LA and RCP student during their LARCP education.	C3.4I Students' master's report and theses topics reflect integration of Design Make Center resources as appropriate.	
	C3.5S Strategy for providing wellness support to students, faculty and staff established during this period.	C3.5I Wellness initiatives implemented during this period.	
	C3.6S Recommendations of the Tech Mod Task Force Summer 2012 Report fully initiated during this period.	C3.6I Outcomes of Tech Mod initiatives evaluated and next steps in Tech Mod development and implementation identified by 2018.	
	C4 Feasibility determined and action taken on implementation of degree, minor and certificate programs that complement and augment existing programs.	**C4 Feasibility determined and action taken on implementation of degree, minor and certificate programs that complement and augment existing programs during this period.**	**C4 Feasibility determined and action taken on implementation of degree, minor and certificate programs that complement and augment existing programs.**
	C4.1S Feasibility of a 4-Year Environmental Design degree meeting the needs of students not able to pursue the Master's degree programs in the College and for those wanting a general education in environmental design determined by Spring 2014.	C4.1I Specific action taken during this period (implementation of 4-Year ENVD degree, change in admissions criteria or other) to ensure all students admitted to LARCP have a path to a college degree during this period.	
	C4.2S Watershed Resources Certificate (Minor?) per USDA NIFA 2011-05160 established by 2015.	C4.2I Watershed Resources Certificate/Minor advertised to campus and professional communities during this period.	C4.2L Alumni of Watershed Resources Certificate/Minor recognized as experts in watershed management.
	C4.3S Feasibility of Geospatial Studies Certificate determined during this period.	C4.3I Geospatial Studies Certificate established (if deemed feasible and appropriate) during this period.	
	C4.4S Feasibility of Urban Design Certificate or Master's degree determined during this period.	C4.4I Urban Design Certificate or Master's degree established (if deemed feasible and appropriate) during this period.	
	C4.5S Feasibility of Environmental Graphics Certificate determined during this period.	C4.5I Environmental Graphics Certificate established (if deemed feasible and appropriate) during this period.	
	C5 Assessment	**C5 Assessment**	**C5 Assessment**
	C5.1S Learning outcomes for each LARCP class refined to use appropriate vocabulary by Fall 2013.		

	C5.2S Learning outcomes used to establish assessment metrics for all LARCP classes during this period.	C5.2I Assessment of all LA, RCP and CD classes in place during this period.	
	C6 Financial Assistance	**C6 Financial Assistance**	**C6 Financial Assistance**
	C6.1S 10% of each discrete student group (NB MLA, PB MLA, NB MRCP, PB MRCP) provided with financial assistance during at least two years of their professional education (scholarship, GA, GRA, GTA)	C6.1I An additional 10% of each discrete student group (NB MLA, PB MLA, NB MRCP, PB MRCP) provided with financial assistance during at least two years of their professional education (scholarship, GA, GRA, GTA)	
	C7 Recruitment	**C7 Recruitment**	**C7 Recruitment**
	C7.1S First phase of 2012 RCP Diversity and Multicultural Plan extended to Landscape Architecture Program implemented during this period.	C7.1I Second phase of 2012 RCP Diversity and Multicultural Plan implemented by both LA and RCP during this period.	
	C7.2S Opportunities to increase access to academic programs for non-traditional students identified during this period.	C7.2I Opportunities to increase access to academic programs for non-traditional students identified during this period.	
	C7.3S Opportunities to partner with other academic programs, within and outside of K-State, to provide new paths into the LA and RCP programs completed by 2014.	C7.3I Action on opportunities to partner with other academic programs, within and outside of K-State identified in C7.3I, to provide new paths into the LA and RCP programs taken during this period.	
Community Development Community Development faculty assignments are stabilized and student development regularized.	C7.4S Opportunities to recruit students through programs at the Olathe campus identified during this period.	C7.4I Action taken on opportunities to recruit students through programs at the Olathe campus identified in C7.4S during this period.	
	C7.5S Feasibility of increasing distance learning opportunities for core courses in the RCP program identified during this period.	C7.5I Distance learning opportunities for core courses in the RCP program offered during this period.	
	C8 CD Program Development	**C8 CD Program Development**	**C8 CD Program Development**
	C8.1S Enrollment management plan, course offerings plan completed by Spring 2014.		
Environmental Design PhD, LARCP Involvement LARCP continue to provide leadership in the Environmental Planning and Design doctoral	C8.2S Faculty from across campus engaged in establishing future direction and delivery of KSU Community Development Program during 2013-2014.		
	C9 PhD Curriculum	**C9 PhD Curriculum**	**C9 PhD Curriculum**

program delivery.	C9.1S LARCP faculty provide at least two classes for APDesign doctoral students during this period.	C9.1I 20% of LARCP faculty serve as major professor for a PhD student during this period.	
	C9.2S LARCP provide discipline specific content expectations for the PhD program during 2013-2014.		
Faculty Development	**C10 Faculty Development** (APDesign C4)	**C10 Faculty Development** (APDesign C4)	**C10 Faculty Development**
	C10.1S New selection criteria for Jarvis Chair, meeting Foundation requirements, established by Spring 2014 for selection of Fall 2014 Jarvis Chair.		
	C10.2S All faculty hired during this period participate in the KSU New Faculty Institute.	C10.2I All faculty hired during this period participate in the KSU New Faculty Institute.	C10.2L Faculty develop into a high performing group recognized for excellence.
	C10.3S All faculty hired during this period are encouraged to participate in the Peer Review of Teaching Program	C10.3I All faculty hired during this period encouraged to participate in the Peer Review of Teaching Program	
	C10.4S Workshops to assist faculty in preparation for PhD certification provided during this period.	C10.4I 40% of all LARCP faculty certified to work with PhD students during this period.	
	C11 Faculty Recruitment and Placement	**C11 Faculty Recruitment and Placement**	**C11 Faculty Recruitment and Placement**
	C11.1S One LA or RCP faculty member placed in Kansas City during this period (this may be a new person or a current faculty member who is replaced by a new faculty member on campus.	C11.1IOne faculty member placed on the Olathe campus during this period.	
5 ENGAGEMENT	C11.2S Fundraising strategy for endowed chair in regional and community planning identified and initiated and position defined during this period.		C10.2L Endowed chair in regional community planning in place during this period.
	E1 Alumni (APDesign E1)	**E1 Alumni** (APDesign C4)	**E1 Alumni**
	E1.1S Alumni engaged in celebrating the department's vision and future during the LA 50th anniversary celebration, 2014-2015.	E1.1I Outcome of LA 50th anniversary communicated to all alumni and used in fundraising activities in this period.	
	E1.2S All department alumni receive direct communication from the department twice annually during this period.		
	E1.3S Regional and community planning alumni are contacted directly		

	with news about the program and ideas on how to help today's students within this period.	
	E1.4S Community Development alumni outreach strategy established and implemented during this period.	E1.4I Community Development alumni receive regular department news and updates on CD student activity.	

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

Our primary resources are based in the knowledge, skills and passions of our faculty and staff, collectively and individually, as well as those of our students and alumni. The intersection of our graduate studies with current transformations of our professional disciplines presents our greatest opportunities. Those factors combined interwoven with the growth and development of our college and multiple collaborative relationships with other units across campus create an optimum environment for our department to achieve our vision and projected outcomes.

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

Fulfillment of our vision will require a shared college vision with department plans in alignment with one another; annual salary increases and salary enhancements based upon merit; support for extramural grant preparation; and appointment of an associate dean or director whose sole responsibility is research/PhD program development.

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

We will acquire the necessary resources in partnership with our college, our KSU Foundation Development Officer and with the Office of Research and Sponsored Projects.

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	Links to Common Elements
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-8 - Percent of undergraduate students involved in research	CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-7 - Sustainability 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)**
T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD) **Theme 1 Metrics:** T1-1 - # of interdisciplinary research projects, institutes, and centers T1-2 - Total sponsored extramural funding expenditures T1-3 - # of juried, adjudicated, or externally vetted performances, shows and designs T1-4 - # of refereed scholarly publications per academic year and allocated faculty member	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-D - Tuition waivers for all GRAs T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs 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-L - Recognized for prominent and productive placement of our graduates 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

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T2 - Undergraduate Educational Experience (UEE) **Theme 2 Metrics:** T2-1 - # and % of undergraduate students participating in a meaningful international experience T2-2 - # and % of undergraduate students completing an experiential learning experience T2-3 - Total funding awarded for undergraduate scholarship support T2-6 - % of undergraduate enrollment by demographic group	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-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-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2-K - Superior and diverse faculty recognized for teaching excellence T2-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-P - Faculty teaching and advising awards comparable to our benchmark institutions
T3 - Graduate Scholarly Experience **Theme 3 Metrics:** T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships	T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs T3-B - Tuition waivers for all GRAs T3-D - Outstanding mentoring for our graduate students T3-E - Expectation of excellence for	T3-I - Increased participation by our graduate students in unique high level learning and experiential training T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment T3-K - Increased funding for graduate	T3-N - National and international reputation for outstanding graduates with demonstrable career success T3-O - World-class reputation as a preferred destination for outstanding graduate students T3-P - Stable funding for graduate research and teaching competitive

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T3-3 - # and % of graduate programs offering competitive compensation and support packages 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	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	research and teaching T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty T3-M - Increased number of Doctorates Awarded	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 T4-5 - # of participants involved in community-based research and outreach projects T4-6 - Economic impacts on rural and urban communities in Kansas	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 local, state, national, and international level T4-F - Recognition as leaders in Engagement within our state and nation T4-G - Enhanced visibility and appreciation for Engagement and its	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-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives	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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	interconnectedness with research and education within our university community		
T5 - Faculty and Staff **Theme 5 Metrics:** T5-1 - # of national and international faculty awards T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships T5-3 - Competitive compensation packages for faculty and staff T5-7 - % of faculty and staff reporting satisfaction in the work environment	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas 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-E - Total compensation competitive with aspirant university and regional employers for all employees 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-I - Stable funding available for recruitment and retention of top level faculty and staff T5-J - Optimal number of faculty and staff comparable with our benchmark institutions
T6 - Facilities and Infrastructure **Theme 6 Metrics:** T6-1 - # and % of technology enabled classrooms T6-2 - Total expenditures for physical facilities and infrastructure projects T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure	T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation T6-C - Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration	T6-D - Adequate office space for all K-State employees equipped to support their work and productivity T6-E - Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators T6-F - Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and	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 T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities T6-I - Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly

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		guarantee the safety, comfort, and integrity of our research, animal, and human environments	ranked land grant research and teaching institution T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators