K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: Arts and Sciences
Department: Geography

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?**

   The discovery and dissemination of new geographic knowledge are the foundation of Department of Geography. The mission of the department is to:

   - strive for excellence in research, teaching and service;
   - value and support research excellence and respect for the diversity of perspectives and approaches to assessing and defining research productivity;
   - promote excellent teaching and mentoring of graduate and undergraduate students and cultivate a student-centered department;
   - promote a shared vision in the department that values open, respectful communication and a sense of community;
   - contribute quality service to the department, the College, University, community, and the geographic profession.

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. Implement departmental policies to ensure that faculty research is our top priority (College Theme II, X)	1. A. Develop and implement a plan for faculty to receive a course release on a regular interval in order to pursue research-related development activities [Theme II-A, II-D] B. Revise department's annual evaluation document to include a category for research-related development activities C. Recognize and strengthen faculty contributions to interdisciplinary research initiatives on- and off-campus [Theme X-C, X-D]	1. D. Make use of a flexible strategy in allocating the standard research-teaching-service balance E. Provide annual funding allocation for faculty to participate in professional development [Theme II-B] F. Lead the university in the development of interdisciplinary research foci [Theme X-A]	1G. Provide national leadership in the development of interdisciplinary research foci [Theme X-A] H. Increase in faculty participation in professional development activities over 2018 levels [Theme II-B]
2. Enhance the department's graduate program with an emphasis on PhD students (College Theme VI)	2. A. Increase graduate student summer support [Theme VI-B]	2. F. Increase rate of publications with graduate students as lead author	2. H. Increase NRC ranking of doctoral program [Theme VI-A, VI-G]

	B. Increase number of students with external grants and fellowships (e.g., NSF DDRI awards)	**G. Prepare graduate students to be competitive in the marketplace**	**I. Prepare graduate students to be competitive in the marketplace** **J. Prepare PhD students to be competitive in R1 institutions [Theme VI-H]**
	C. Increase offerings of graduate research seminars **D. Increase funding for students to present at professional meetings**		
	E . Increase stipends for graduate students [Theme VI-B]		
3. Expand and enhance opportunities for undergraduate research (College Theme V)	**3.A. Designate a point person to assess and coordinate undergraduate research (e.g., track number of students, publications involving student, activities of former students, and help bring faculty and students together for research)** **B. Continue current efforts of REU, SUROP, and independent study offerings** **C. Develop a fall-semester independent study research course for which students go through a competitive application process** **D. Begin raising funds for a summer research internship program [Theme V-A]** **E. Highlight undergraduate research in a showcase event [Theme V-E]**	**3. F. Expand number of undergraduate students involved in mentored research with faculty (10% of majors) [Theme V-E]** **G. Continue development of the independent study research course** **H. Establish a competitive, paid summer research internship program [Theme V-A]**	**3. I. Expand number of undergraduate students involved in mentored research with faculty (25% of majors) [Theme V-E]** **J. Prepare top undergraduate majors to be competitive in good graduate programs [Theme V-C]** **K. Continue support of the independent study research course and the competitive summer research fellowship program [Theme V-E]**
4. Enhance the department's research and teaching facilities and infrastructure (College Themes IV, VI)	**4.A. Upgrade the physical infrastructure of the department's teaching and research lab facilities [Theme IV-A, VI-E]** **B. Upgrade the department's graduate student office space and department seminar room [Theme IV-**	**4. E. Prepare students for leadership roles that respond to global, technological, economic, and societal challenges** **F. Provide access to analytical facilities to improve student research abilities and enhance faculty**	**4. G. Improve peer-reviewed publication record and establish collaborative research [Theme VI-G]** **H. Develop new research centers linked to the department [Theme IV-E]**

	A, IV-C] C. Increase the number of majors and minors by 15% D. Enhance the financial capacities of the department	research productivity [Theme IV-C, IV-D]	
5. Enhance our capability to deliver high quality undergraduate education (College Theme I, V, VIII, IX)	5. A. Hire one additional faculty member in: physical geography, human geography, and geospatial technologies [Theme I-B, I-C] B. Enhance the capstone experience by opening enrollment to the top undergraduate majors C. Adjust class size strategically to maximize course offerings and enhance student learning experiences [Theme VIII-C]	5. H. Develop new scholarships to attract high quality undergraduate students [Theme I-B] I. Secure space to enhance student/faculty interactions J. Add intermediate–level thematic course offerings, especially in human geography and geospatial technologies	5. P. Continue scholarships to attract high quality undergraduate students [Theme I-B] Q. Prepare our graduate students to deliver high-quality classroom teaching R. Strategically reduce faculty teaching load to enhance quality of teaching [Theme VIII-C]
	D. Enhance field-based course experiences and study abroad opportunities for students [Theme V-F]	K. Prepare graduate students to deliver high-quality classroom teaching	S. Enhance state-of-the art technologies in undergraduate instructional environment
	E. Provide state-of-the art technologies in undergraduate instructional environment	L. Strategically reduce faculty teaching load to enhance quality of teaching [Theme VIII-C]	T. Increase the diversity of undergraduate student majors [Theme IX-B]
	F. Increase the diversity of undergraduate student majors [Theme IX-B]	M. Enhance state-of-the art technologies in undergraduate instructional environment	
	G. Contribute to K-State First activities [Theme V-D]	N. Increase the diversity of undergraduate student majors	
		O. Increase department office staffing to consolidate and provide high quality student advising	
6. Lead the development and implementation of the K-State geoSMART initiative (College Theme I, IV, X)	6.A. Engage university leadership (incl. KSRE) about strategic value of spatial thinking and GIScience, including long-term plans for geoSMART [Theme I-A, X-C] B. Investigate feasibility of accreditation by U.S. Geospatial Intelligence Foundation (USGIF),	6. F. Plan for K-State geoSMART to serve as spatial analysis, monitoring, and mapping center for Kansas Department of Agriculture and NBAF G. New GIScience and spatial thinking courses approved and available for students [Theme IV-A]	6. M. K-State geoSMART serves as spatial analysis, monitoring, and mapping center for Kansas Department of Agriculture and NBAF N. K-State geoSMART serves as lead or major contributor for major NSF center award [Theme X-C]

	Professional Master's in GIS, and undergraduate GIScience degree program **C. Develop vision and goals for space, staffing, and IT requirements for K-State geoDATA Portal (with KSU Libraries) and K-State geoSMART Center and Network [Theme X-C]** **D. Plan for multiple geoSMART faculty hires; conduct initial geoSMART faculty cluster hire [Theme I-C]** **E. Establish geoSMART Research Affinity Groups ((incl. Digital Humanities) and generate extramural funding [Theme X-C]**	**H. Earn USGIF accreditation; offer Geospatial Intelligence Certificate program.** **I. Core classes for GIS Certificate available online** **J. Reassess hiring plan for and conduct second geoSMART cluster hire [Theme I-C]** **K. K-State named an authorized Esri Development Center (EDC) and Esri Authorized Learning Center (ALC)** **L. K-State Geodata Portal (joint project with KSU libraries) operational**	**O. K-State takes a leadership role as a flagship institution in University Consortium for Geographic Information Science (UCGIS) [Theme X-C]** **P. Conduct third geoSMART cluster hire** **Q. Construction of geoSMART Sciences building on Manhattan campus [Theme IV-E]**

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

- **Demonstrated success by faculty members in teaching, research, and professional service**
- **Active, motivated, and generous alumni board that actively supports the department with time and donations**
- **High demand for geography classes at the undergraduate and graduate levels**
- **Numerous geography classes that support K-State 8 program**
- **Demonstrated success by faculty in interdisciplinary and multidisciplinary research and teaching activities across the university**
- **Demonstrated success in securing extramural research funding that supports faculty, graduate student, and departmental activities.**

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

- **Four-to-six additional tenure-track faculty**
- **One-to-two renewable term faculty positions to teach lower level undergraduate classes (e.g., GEOG 100, 200, 221, 302)**
- **Additional laboratory space and quality faculty and graduate student office space**
- **Improved graduate student stipends**
- **Tuition wavier for graduate research assistants (GRAs)**
- **Dollars from student credit hour fee to support infrastructure and teaching technology upgrades**
- **Dedicated IT support at no or minimal cost to the department**

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

- **Work with the K-State Foundation to secure donations from department alumni**
- **Work with the College to secure faculty positions**
- **Work with the College to identify new space on campus for the Geography Department**
- **Work with the College to secure a portion of funds generated by the "technology fee" for recurring teaching lab upgrades**

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-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	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 T1-4 - # of refereed scholarly publications per academic year and allocated faculty member T1-5 - Total international research and development expenditures	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-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-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

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)**
T2 - Undergraduate Educational Experience (UEE) **Theme 2 Metrics:** T2-3 - Total funding awarded for undergraduate scholarship support T2-5 - # of students awarded national and international prestigious scholarships T2-7 - Student satisfaction and utilization rates	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-H - Improved six-year graduation rates and retention ratios	T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2-K - Superior and diverse faculty recognized for teaching excellence T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint T2-M - Increased undergraduate contributions in the creation of scholarship through research T2-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities T2-P - Faculty teaching and advising awards comparable to our benchmark institutions T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions
T3 - Graduate Scholarly Experience **Theme 3 Metrics:** T3-1 - # and % of graduate students with assistantships, endowed	T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs T3-B - Tuition waivers for all GRAs	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-P - Stable funding for graduate research and teaching competitive

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)
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 T3-6 - # of graduate terminal degrees awarded 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	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 T3-Q - Doctorates Awarded comparable with benchmark institutions
T5 - Faculty and Staff **Theme 5 Metrics:** T5-1 - # of national and international faculty awards T5-3 - Competitive compensation packages for faculty and staff T5-4 - # and % of faculty and staff participating in international experiences	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas 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:** T6-5 - % 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	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	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

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)
	with the achievement of the highest quality levels of support for research, instruction, student services, and administration	interaction between students, faculty, researchers, staff, and administrators	that enhance research and scholarly activities