



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

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?

We conduct research in the psychological sciences that makes significant contributions both nationally and internationally, and we provide excellent learning experiences for our graduate and undergraduate students through outstanding teaching, facilities, and research involvement.

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>
Increase support for research, total research output, and recognition of our research	Increase external funding 20% from 2009-11 avg. annual baseline of \$205,406 by 2015 [College Theme II-F]	Increase external funding 60% from 2009-11 baseline [College Theme II-F]	Double external funding from 2009-11 baseline [College Theme II-F]
	Increase expendable funds in Foundation 20% from 2009-2011 avg. baseline of \$38,047 [II-E, VII]	Increase expendable funds in Foundation 60% from 2009-2011 baseline [II-E, VII]	Double expendable funds in Foundation from 2009-11 baseline [II-E, VII]
	Increase research activity by providing \$500 in research SRO for each faculty per year [II5]	Double number of student first-author presentations at research conferences from 2004-09 baseline (25) by 2020 [II5]	Double annual number of research publications from 2012 baseline of 22/year (PsychINFO listed) [II5]
	Expand department awards committee to include external award nominations [II-2B]	Reach level of 2 nominations for national/International awards per year by 2020 [II-2B]	Steady rate of 2 nominations for national/International awards per year [II-2B]
	Develop research center plans, submit COBRE grant for funding [II-F, X-4C]	Secure at least one major project grant with center theme area by 2020 [II-F, X-4C]	Secure center or other group funding (e.g., P01 or P30/P50 grant) [II-F, X-4C]
Increase the total number of undergraduates involved in psychology, and increase the involvement of students in high quality experiential learning activities (including research)	Develop plans for more psychology CAT offerings from 2012 baseline of 1 [V-5D]	Increase annual CAT offerings to 2 per year [V-5D]	Increase annual psychology CAT offerings to 3 per year [V-5D]
	Promote awareness of research activities for undergraduates [I-4D]	Expand funding for undergraduate research by creating programs that enhance our student and faculty diversity and support first generation and students from lower SES groups [V-5E, V-7E, IX-C]	Increase number of undergraduates involved in research (Psych 599 enrollment) from 2010-2012 baseline average of 50/semester to 90 by 2025 [V-5E, V-7E]

Expand and enhance all aspects of graduate student support and scholarly development	Develop teacher improvement mechanisms (peer review, workshops) [VIII]		Double number of Teaching Awards from 2009-12 baseline average of 1.5/year [II-2B]
		Expand MIOP program to stable 15 new students per year [VI-4D]	Increase number of graduate students (both masters and doctoral) from 2012 baseline of 74 by 50% to 111 [VI-4D]
	Raise average GTA (pre-/post-masters) and GRA salaries from 2012 baselines (\$10,437 / \$11,430 and \$15,900) by 5% [VI-6B]	GTA and GRA salaries on par with current peer institutions [VI-6B]	GTA and GRA salaries on par with aspirational peer institutions [VI-6B]
	All Psychology classroom and Reception areas refurbished by 2015 [IV-E]	Animal labs refurbished by 2020 [IV-E]	Refurbish other labs and rooms within the department by 2025 [IV-E]
	Increase engagement between dept. and corporate/community stakeholders [V-1AB, X-5E]	100% of graduate students supported by GRA, GTA, or Fellowships/Internships [V-1AB, X-5E]	

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

The department has the only Ph.D. program in Kansas with Behavioral Neuroscience and Industrial/Organizational Psychology concentrations. Most current faculty are performing at a very high level, given constraints of total faculty size and facilities. The department has developed and is nurturing a solid Alumni Advisory Council to facilitate foundation funding, corporate/community engagement with the department, and extended feedback on the department's educational process.

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

- a) All indications (student/faculty ratio compared to other A&S departments, peer institutions, aspirational peer institutions) demonstrate a severe shortage of faculty. A sustained and concerted effort is needed to increase faculty FTE to at least 25 faculty by 2025 (16 FTE by 2015; 21 FTE by 2020). The larger faculty will also produce resource needs for additional support staff of at least 2 FTE (3.5 FTE by 2015; 4.5 FTE by 2020) and for additional office and lab space [I-7, I-7C].
- b) Current faculty salaries are sharply compressed and beginning to lead to salary inversions relative to new faculty [II-1, II-2]
- c) Financial support for graduate students is not available commensurate with need, and the level of support (e.g., GTA salaries) is far below peer institutions. [VI-6B]

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

Increased external funding to provide more research support for faculty, more GRA positions for graduate students, and more structured opportunities for undergraduate research involvement.
 Increase fundraising efforts in order to (a) supplement GTA salaries, (b) increase support for student awards and conference travel, and (c) support upgrades to research and teaching infrastructure.
 Build more collaborative research efforts across departments and universities to increase funding opportunities.
 Advocate for administrative support commensurate with teaching and research activity levels of department.

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-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding

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-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>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-5 - # of students awarded national and international prestigious scholarships</p> <p>T2-7 - Student satisfaction and utilization rates</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-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-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 scholarships, and fellowships</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-3 - # and % of graduate programs offering competitive compensation and support packages</p> <p>T3-4 - # of private/public sector</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p> <p>T3-B - Tuition waivers for all GRAs</p> <p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-D - Outstanding mentoring for our graduate students</p> <p>T3-E - Expectation of excellence for the graduate scholarly experience</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p> <p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> <p>T3-Q - Doctorates Awarded comparable with benchmark institutions</p>

Links to University Thematic Goals, Outcomes, and Metrics			
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>partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-6 - # of graduate terminal degrees awarded</p> <p>T3-7 - Total graduate students enrolled by demographic group and degree type</p> <p>T3-8 - Graduate student satisfaction and utilization rates</p>	<p>T3-F - Increased capacity to secure funding for graduate research and teaching</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>	<p>T3-M - Increased number of Doctorates Awarded</p>	
<p>T4 - Engagement, Extension, Outreach and Service</p> <p>Theme 4 Metrics:</p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level</p> <p>T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement</p>	<p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level</p>		
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</p> <p>T5-1 - # of national and international faculty awards</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-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</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</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>

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>T5-5 - % of tenure/tenure-track faculty by demographic group</p> <p>T5-6 - % of fulltime staff by demographic group</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>		<p>performing, diverse workforce</p>	
<p>T6 - Facilities and Infrastructure</p> <p>Theme 6 Metrics:</p> <p>T6-2 - Total expenditures for physical facilities and infrastructure projects</p> <p>T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure</p>		<p>T6-D - Adequate office space for all K-State employees equipped to support their work and productivity</p> <p>T6-F - Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments</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> <p>T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities</p> <p>T6-I - Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution</p>