K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: Arts & Sciences
Department: Sociology, Anthropology, and Social Work

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?**

   See each Area of Study

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.)*

Area of Study: Sociology

Mission and Vision Statements: Under Development

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. Increase the reputation of the Sociology program in the discipline through expanding research productivity, service to the discipline, and faculty awards. [TI-J, B-1, B-4]	Expand extramural research funding by 20% from base year [T1-1, T1-2] [College Themes II-1 II-4]	Expand extramural research funding by 50% from base year Increased faculty publication in top and/or highly visible publications outlets in the discipline.	Expand extramural research funding by 100% from base year [B-1, T1-1, T1-2] [College Themes II-1 II-4]
2. Increase the Number of Doctorates produced annually. [T3-A, B-5]		Increased the number of faculty winning external awards	
Enhance the quality of the graduate program in Sociology. [T3-A, B-5]		Increased travel funds to expand faculty participation in professional conferences	
		[T1-2, T1-3, T1-4] College Themes: II-1 II-2 II-3 II-4 II-5	
3. Increase the number of undergraduate Sociology & Criminology majors participating in research and public service projects directed by faculty. [T2-C, B-8]	Continue to place PhDs in faculty positions. Increased number of quality applicants to the PhD program.	Increased number of graduate assistantships offered per year. Increased length of funding for graduate assistantships from 3 to 4 years.	Achieved greater number of PhD graduates.
	[T3-6] [College Theme VI-6]	Increased travel support for graduate students. Continued placement of PhDs in faculty positions.	
		[T3-1, T3-2, T3-3, T3-6, T3-7]	[T3-6]

	[College Theme: VI-2 VI-6, VII-1, VV-1]	[College Theme: VI-1]
Establish 5 year BA/MA Investigate a partnership with the Center for Engagement to establish an undergraduate degree option in Public Sociology that requires the completion of a service project on the behalf of Kansas Communities. **10% of undergraduate majors will participate in faculty –led research or outreach experience.**	**Expanded number of students participating in the undergraduate internship program through creating and/or strengthening partnerships with local and state criminal justice agencies and non-profit organizations.**	**50% of undergraduate majors will participate in faculty-led research or outreach experiences.**
[T2-2, T2-7, T2-7, T4-1, T4-3, T4-4, T4-5, T4-6] [College Theme: V-3, V-7, V-8]	[T4-1, T4-3, T4-4, T4-5, T4-6] [College Theme: V-3, V-7, V-8]	[T2-2]

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

Activity 1: Our faculty has excellent training from many of the top programs their respective fields. They are actively engaged in their professional organizations and as such have strong professional networks. We have faculty with successful track records in obtaining grants and publishing to serve as a foundation for these processes.
Activity 2: A graduate program offering bot h MA and PhD degrees that has been successfully operating for 38 years with a strong track record in placing graduates.
Activity 3: An established criminology program with networking connections to local and state criminal justice agencies; faculty affiliated with the Center for Engagement.

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

Activity 1: An improved support system for research and allowing faculty on a periodic basis to have semesters to focus predominantly on research (part time off from teaching). An SRO distribution system should be implemented to provide support for these research semesters and professional development.
Activity 2: A graduate program offering both MA and PhD degrees that has been successfully operating for 38 years with a strong track record in placing graduates.
Activity 3: Additional faculty in criminology; funding for a Summer Outreach Institute with Summer funding for a faculty coordinator.

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

Activity 1: This partly depends on the success of the university and college in achieving 2025 goals.
Activity 2: Increase extramural research funding, improve fundraising, and hopefully sharing in the success of the university and college in realizing 2025 objectives to support graduate education
Activity 3: Increase extramural research funding, improve fundraising, and hopefully sharing in the success of the university and college in realizing 2025 objectives to support graduate education.

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

Area of Study: Anthropology

Mission Statement: The mission of the anthropology program is to provide education, research, and service in the field of anthropology. As an undergraduate program, we provide students across all disciplines and colleges with a broad array of world-expanding learning opportunities and work to engage the broader public with anthropological insights. A science as well as one of the humanities, anthropology is the comprehensive study of all humans in all places in all times, a study which promotes human understanding, appreciation of cultural and biological diversity, a deeper understanding of cultural change and intercultural relations, and provides the foundation for finding creative solutions to complex problems.

Vision Statement: The Anthropology Program strives to maintain itself as a top undergraduate anthropology program by expanding our scholarship, engaging other disciplines, increasing student opportunities for original research locally and abroad, and providing more opportunities for the university community as a whole to use anthropological knowledge and approaches for the betterment of humanity through research, education, and community engagement.

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…*
Increase our total extramural funding expenditures (II) [T1-A, T1-C, B-1]	**Submit at least one large grant as a co-PI.**	**Submit 2 large grants as Co-PIs.**	**Submit 3+ large grants as a Co-PI in every 5 year period, providing a steady stream of funds to the program.**
Increase the amount of funding available for faculty travel for research and conferences (II) [CE-5,T5-A, B-1]	**[T1-2, T1-2] [College Theme: II-4, II-5]**	**[T1-2] [College Theme: II-4, II-5]**	**[T1-3, T1-4] [College Theme: II-4, II-5]**
	Provide at least $500/year for each faculty member by 2015	**Provide at least $1,000/year for each faculty member by 2020**	**Provide at least $1,500/year for each faculty member by 2025**
Encourage more students to engage in meaningful international experience. (X) [CE-6, T2-K, B-6]	**[T5-7] [College Theme: II-2, II-C]**	**[T5-7] [College Theme: II-2, II-C]**	**[T5-7] [College Theme: II-2, II-C]**
	20% of majors engaging in a meaningful international experience by 2015	**35% of majors engaging in a meaningful international experience by 2020**	**50% of majors engaging in a meaningful international experience by 2015**
Identify and provide more scholarships for students to engage in meaningful international experiences. (X) [CE-6, T2-N, B-6]	**[T2-1]**	**[T2-1]**	**[T2-1]**
	At least $3,000 in total funds provided to majors by 2015	**At least $10,000 in total funds provided to majors by 2020**	**At least $20,000 in total funds provided to majors by 2025**
Expand our experiential learning opportunities to provide more students with experiential learning experiences. (V) [T2-B, T4-B, B-6, B-7]	**T2-1, T2-3] [College Theme: II-F]**	**T2-1, T2-3] [College Theme: II-F]**	**T2-1, T2-3] [College Theme: II-F]**
	25% of all majors engaging in an experiential learning experience by 2015	**50% of all majors engaging in an experiential learning experience by 2020**	**75% of all majors engaging in an experiential learning experience by 2025**
Improve our tracking and information database of majors and alumni. (I, VII)	**[T2-2, T4-1] [College Theme: V-7, V-A]**	**[T2-2, T4-1] [College Theme: V-7, V-A]**	**[T2-2, T4-1] [College Theme: V-7, V-A], V-D]**

[T2-A, B-7] Improve our career guidance, by giving students a better vision of what is possible with an anthropology degree, connecting them with alumni in multiple different fields, and helping them identify relevant internships and other career-building opportunities. (V) [T2-A]	High-quality, knowledgeable, and personalized advising for each student	Develop a database system that allows for better tracking, more personalization, and more information available to advisors	Expand database or integrate with personal learning management system that allows students and advisors to continuously collaborate on planning their career path, and allows them to stay in touch after graduation.
	[T2-7] [College Theme: VIII-2]	[T2-7] [College Theme: VIII-2]	[T2-7] [College Theme: VIII-2]
	Create seminar series inviting successful alumni in other fields to discuss how anthropology helped, and to advise our program on potential changes and improvements	Expand seminar series to 2 events per year.	Continue seminar series and begin implementing the lessons learned from the seminar sessions.
	[T2-7] [College Theme: V-1, V-B]	[T2-7] [College Theme: V-1, V-B]	[T2-7] [College Theme: V-1, V-B]

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

Outstanding faculty with diverse research interests that intersect with many other fields.
Three new research labs (a "collaboratory" seminar room, a digital anthropology lab, and a new physical anthropology lab) with cutting edge equipment.
Successful alumni who can provide guidance and perhaps some funding for these initiatives.

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

Funding: We need about $50,000/year to fund all of our initiatives. Large grants in Anthropology that could provide this kind of overhead are rare.
Faculty Time. As an undergraduate program with just 6 faculty, we teach over 1,000 students every semester and advise over 100 while holding high research expectations (at least one peer-reviewed article per year).

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

Funding: Since large grants in anthropology are rare, we propose to work with other departments and programs and submit larger grants as Co-PIs. We will also increase fundraising efforts with alumni, and pursue alternative funding sources, as we have done in the past by obtaining gifts from National Geographic, the MacArthur Foundation, YouTube, and others.

Faculty Time. We hope to increase faculty time available by hiring a part-time advisor to handle the advising for first and second year students who simply need guidance in fulfilling their requirements. This will reserve more faculty time for mentorship as it is necessary.

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

Area of Study: Social Work

The mission of the social work program is to graduate competent and ethical social workers who are ready to enter the job market as generalist practitioners. Our mission is consistent with the university's mission to provide a highly skilled and educated workforce in order to contribute to the economic and social well-being of Kansas, the nation, and the international community.

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. Develop and implement a MSW program. [T3-E, T3-G, T3-J, T3-N] 2. Develop and implement a recruitment program to increase the number of program graduates from under represented populations to 20% [CE-3, T2-G, B-6] 3. Increase extramural funded research [T1-A, B-1]	Complete MSW needs assessment Consistent with CSWE standards develop preliminary plan for MSW program [T3-G] [College Theme: VI-4]	Plan for MSW program approved by university and Board of Regents Implement MSW program by 2020 [T3-4, T3-7] [College Theme: VI-5]	Graduate MSW class. Attain CSWE accreditation. [T3-6] [College Theme: VI-D]
	12% graduates from under represented populations. [T2-6, T2-7] [College Theme: IX-6, IX-8]	17% graduates from under represented populations. [T2-6, T2-7] [College Themes: IX-B, IX-D]	20% graduates from under represented populations. [T2-Q, T2-R, T2-6, T2-7] [College Themes: IX-E, IX-C]
	Submit a combination of seven papers, grants, and contracts. [T1-A, T1-I, T1-1] [College Theme: II-1, II-4, II-5]	21 papers accepted for publication; average one grant or contract proposal each year. [T1-3, T1-4] [College Theme: II-A]	Two full professors on the social work faculty. [T1-3] [College Theme: II-F]

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

Activity 1: We have an accrediting body, CSWE, that will assist us in planning a MSW program In addition we have committed alumni from our program who are interested in not on MSW program development, but may enroll in the program.
Activity 2: Changing demographics in Kansas will afford greater opportunity for recruitment of under-represented populations, as well as create a need for social workers from under-represented groups. We have faculty from under-represented groups who engage students in mentoring activities. In addition, we have a strong connection to American Ethnic studies and can develop common programs. The social work commitment to social and economic justice attracts students from under-represented groups

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

Activity 1: We will need financial resources to conduct a needs assessment and to hire additional faculty for the MSW program. Physical space will be necessary to house faculty and teach additional students, as well as a dedicated video recording area.
Activity 2: As our plan develops, we will require resources for travel to areas of the state with under-represented groups. Additional resources may be necessary as we determine a recruitment plan.
Activity 3: This will require a combination of financial resources to assure faculty can present at relevant conferences, incentives to produce extra-mural funding, and opportunities for dedicated research time.

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

Activity 1: Developing and implementing an MSW program requires an initial investment by the university for the additional necessary faculty. Over time a MSW program will pay for itself through tuition dollars generated by the students. Further, the social work faculty produces DCE funds that can be used to provide some financial support for the activities necessary to develop the program.
Activity 2: In addition to internal funding generated by program faculty, we will apply for grant funding to support the recruitment of under-represented populations.
Activity 3: SRO and DCE funds can be used to develop faculty incentives and provide travel funding.

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-5 - Funding CE-6 - International

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-C - Increased funding for investigator-based research, research centers, and graduate training grants	T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs	
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	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	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-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions

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)**
undergraduate scholarship support T2-6 - % of undergraduate enrollment by demographic group T2-7 - Student satisfaction and utilization rates	opportunities for meaningful research T2-G - Successful recruitment and retention strategies that address our entire student population		
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 T3-3 - # and % of graduate programs offering competitive compensation and support packages T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities T3-6 - # of graduate terminal degrees awarded T3-7 - Total graduate students enrolled by demographic group and degree type	T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation T3-G - Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level	T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment	T3-N - National and international reputation for outstanding graduates with demonstrable career success
T4 - Engagement, Extension, Outreach and Service **Theme 4 Metrics:** T4-1 - # and % of undergraduate students participating in engagement/service learning T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and	T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences		

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)
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			
T5 - Faculty and Staff **Theme 5 Metrics:** T5-7 - % of faculty and staff reporting satisfaction in the work environment			