K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: College of Business
Department: Accounting

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?**

    Mission Statement: The mission of the Department of Accounting at Kansas State University is to ensure a quality liberal arts, general business, and accounting education at the undergraduate and master's level that prepares students to become both productive citizens and successful professional accountants.

    Vision: The Department of Accounting seeks to enhance its status as a national leader in innovative curriculum design and instructional development so it can continue to serve its undergraduate and master's students, the accounting profession, the business community, and the citizens of Kansas.

    Contribution to College Vision and K-State 2025: The Department of Accounting will contribute to the College of Business Vision and K-State 2025 by taking a supply chain management approach to achieving its mission. This means maintaining meaningful collaborative relationships with the institutions that are the source of high quality students and then providing their students with the technical knowledge and professional skills needed in their careers. The Department meets the needs of the accounting profession, the business community and other stakeholders by providing high quality graduates and collaborating with accounting practitioners to produce timely research that is used in academia and practice.
    Though this unique approach to accounting education, the Department of Accounting contributes to the vision of the College of Business by attracting the best possible students, preparing students for a career as an accounting professional, and providing a supply of high quality graduates for firms to hire.

    The Accounting Department's proposed Center for Collaborative Applied Accounting Research will contribute to the College of Business's vision and K-State 2025 by creating a new research model. This model is based on the active collaboration of practicing accounting professionals, accounting academics and accounting students to resolve applied issues of the day. The new model will serve the land grant mission of Kansas State by providing useful and timely solutions for practicing accounting professional and the business community and also providing the basis for publications authored by academics and/or their students.

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. **Undergraduate and Master's Teaching** a. **Teach accounting concepts and principles in a curriculum that sequences the content using Bloom's Taxonomy**	**1.Undergraduate and Master's Teaching.** **a. Achievement of an "acceptable rating" by 80% of students on the department student learning outcomes. [1a]** **b. Pedagogies used in each class are**	**1.Undergraduate and Master's Teaching** **a. Achievement of an "acceptable rating" by 82% of students on the department student learning outcomes. [1a]** **b. Pedagogies used in each class are**	**1. Undergraduate and Master's Teaching.** **a. . Achievement of an "acceptable rating" by 90% of students on the department student learning outcomes.[1a]** **b. Pedagogies used in each class are**

b. Integrate professional skills (oral and written communication, teamwork, and applied research) into curriculum. **c.** Evaluate innovative pedagogies and incorporate when of merit **d.** Continually seek professional and academic input on curriculum content.	consistent with level of Bloom specified for course. c. Maintain 90%+ placement rate for undergraduate and Master's students. d. Feedback from students, alumni, and employers is positive an reflects the objectives of the curriculum.	consistent with the level of Bloom specified for the course. c. 92% +placement rate for undergraduate and Master's students. d. Feedback from students, alumni, and employers is positive and reflects the objectives of the curriculum.	consistent with the level of Bloom specified for the course. c. 95% +placement rate for undergraduate and Master's students d. Feedback from students, alumni, and employers is positive and reflects the objectives of the curriculum.
2. Intellectual Contributions and Practitioner Collaboration **a.** Allocation of at least 40% of tenure track faculty to conducting research that results in journal and conference publication. **b.** Review journal and conference papers **c.** Generate external and internal funding for research.	**2. Intellectual Contributions and Practitioner Collaboration.** a. Tenured and tenure track faculty will increase the number of accepted journal articles and conference proceedings increase by 5 percent by 2015. [3a]	**2.Intellectual Contributions and Practitioner Collaboration** e. Tenured and tenure track faculty will increase the number of accepted journal articles and conference proceedings increase by 5 percent by 2020. [3a]	**2.Intellectual Contributions and Collaboration** a. Tenured and tenure track faculty will increase accepted journal articles and conference proceedings by 5 percent by 2025.[3a]
3. Create a Comprehensive Student Recruitment and Retention Model. **a.** Create working relationship between high school business faculty and Department. **b.** Develop Recruiting tools for high school and college students **c.** Engage current students with faculty and practicing professionals.	**3. Create a Comprehensive Student Recruitment and Retention Model.** a. Thirty high schools will have articulation agreements with the Department for placement of students in advanced high school accounting courses. b. Recruiting video and promotional material up to date and distributed to every high school in Kansas. c. Department initiates appropriate social media presence. d. 80 percent of undergraduate accounting majors and MACC students will have executive mentors.[1b]	**3.Create Comprehensive Student Recruitment and Retention Model** a. Forty high schools will have articulation agreements with Department for placement of students in advanced high school accounting courses. b. Recruiting material connected to appropriate social media. c. 90 percent of undergraduate accounting and MACC students will have executive mentors.[1b] d. Seventy percent of students surveyed will report a positive experience with their faculty mentors	**3. Create Comprehensive Student Recruitment and Retention Model** a.Fifty high schools in Kansas with have articulation agreements with Department for placement of students in advanced high school accounting courses. b.Up to date recruiting materials connected to appropriate social media. c. . 98 percent of undergraduate accounting and MACC students will have executive mentors.[1b] d. Eighty-five percent of students surveyed will report a positive experience with their faculty mentors.

	e. Positive feedback about effectiveness of faculty mentors		
4. Faculty and Staff Development a. Support faculty CPE for maintaining licensure and professional development	4. Faculty and Staff Development a. Demonstrate improvement in teaching , research and service. [4a] b. Faculty maintains qualified status per AACSB guidelines.[4b] c. Twenty percent of faculty will collaborate with practitioners on research or course development.	4.Faculty and Staff Development a. Demonstrate improvement in teaching, research, and service.[4a] b. Faculty maintains qualified status per AACSB guidelines.[4b] c. Twenty-five percent of faculty will collaborate with practitioners on research or course development.	4. Faculty and Staff Development a. Demonstrate improvement in teaching, research, and service.[4a] b. Faculty maintains qualified status per AACSB guidelines.[4b] c. Forty percent of faculty will collaborate with practitioners on research or course development.
5. Internationalization a. Integrate International Financial Accounting Standards throughout the curriculum. b. Encourage students to participate in international study abroad and internships c. Explore ways to incorporate international experiences into the portfolio of teaching and research used for tenure and promotion. d. Create meaningful interaction between international and domestic students on campus.	5. Internationalization a. Courses where content about International Financial Reporting Standards are taught are identified and pedagogies used are specified. b. Five students will have international internships. c. Ten percent of accounting majors will have a study abroad experience before they graduate.[5b] d. Some aspect of international experience is an option for meeting promotion and tenure criteria.[5a] e. Ten percent of faculty will have an international experience.[5a] f. One meeting a semester Beta Alpha Psi and the Student Accounting Society will feature the experience of an international student.	5. Internationalization a. Fifteen students will have international internships. b. 30 percent of **accounting** majors will have a study **abroad** experience before they graduate.[5b] c. One third of tenure track and tenured faculty will have international experience.[5a] d. Beta Alpha Psi and Student Accounting Society will devote one meeting to understanding the culture of the country of one of its members.	5. Internationalization a. Twenty-five students will have international internships. b. 40 percent of accounting majors will have a study abroad experience before they graduate.[5b] c. One half of tenure track and tenured faculty will have international experience.[5a] d. Beta Alpha Psi and Student Accounting Society will continue to feature the people and culture of one of their members who is an international student.
6. Diversity , Inclusion, and Multicultural Awareness. a. Coordinate activities with Assistant Dean for Diversity b. Reach out to community colleges in Kansas with a high population of Latino students.	6 Diversity, Inclusion and Multicultural Awareness a. Sixty percent of students will attend a multicultural event or presentation. b. Formal relationship established between faculty from community colleges	6. Diversity, Inclusion and Multicultural Awareness a. Seventy percent of students will attend a multicultural event or presentation. b. Five Latino students who transferred from Kanssas community colleges with a substantial Latino	6. Diversity, Inclusion and Multicultural Awareness a. Eighty five percent of students will attend a multicultural event or presentation. b. Ten Latino students who transferred from Kansas community colleges with high Latino

	with high Latino populations in Kansas and Departmental faculty.[6b] c. Increase percentage of accounting students from under-represented groups by 3% by 2015 [6b]	population will graduate with a degree in accounting.[6b] c. Increase percentage of accounting students from under-represented groups to 6% by 2020.[6b]	populations will graduate with a degree in accounting.[6b] c. Increase percentage of accounting students from under-represented groups to 10% by 2015.[6b]
7. Accounting Pilot and Bridge Project. a. The Department will continue to be a national leader in the effort to have the College Board adds accounting to its AP Curriculum. b. The Department will collaborate with the College of Education to design curriculum and pedagogies that will prepare future high school accounting teachers	7. Accounting Pilot and Bridge Project. a. Conduct 5 training programs for high school teachers nationally each year.[9a] b. APBP will assist in the design of the new AP accounting curriculum.[9a] c. Faculty from College of Education and the College of Business will create a curriculum for teachers who want to teach college level accounting classes in high school.[9a]	7.Accounting Pilot and Bridge Project a. College Board adopts accounting as part of its AP curriculum.[9a] b. Collaborative curriculum created by College of Education and College of Business for high school business education teachers implemented.[9a] c. College of Business and College of Education faculty research issues surrounding the new model and publish their results.[9a]	7.Accounting Pilot and Bridge Project. a. Model collaborative curriculum between College of Education and College of Business for business education majors who want to teach AP Accounting will be adopted by other colleges and universities nationally.[9a] b. College of Business and College of Education will research issues surrounding the new model and publish their results.[9b]
8. Create Center for Collaborative Applied Research a. Create true working collaboration between accounting practitioners, academics, and students. b. Create national network of like minded faculty and their students, CPA firms, and corporation that will conduct applied research on current accounting issues.	8.Center for Collaborative Applied Research a. Center for Collaborative Applied Research is operational with practitioners, faculty and graduate and undergraduate students conducting applied research projects.[1d] b. Research teams (practitioner, faculty and students) submit 3 articles for publication. [1c,d]	8.Center for Collaborative Applied Research a. Center housed in new CBA building. b. Six CPA firms and twenty businesses along with an executive in residence engaged in Center's activities.[7c] c. National network of participating colleges/universities created where participating schools must involved practitioners, academics and students. d. First annual conference on collaborative applied research in accounting held in new building.	8.Center for Collaborative Applied Research a. Ten CPA firms and thirty business along with 3 executives in residence engaged in Center's activities. [7c] b. Fifteen colleges/universities involved in applied research network. c. Research teams (practitioner, faculty and students) submit 20 articles for publication. [1c,d]

		e. Research teams (practitioner, faculty and students) submit 10 articles for publication. [1c,d]	

9. **Business Partnerships and Fundraising**
  a. **Maintain existing advisory council**
  b. **Create Collaboration Council for Center for Collaborative Applied Research**
  c. **Continue publication of Advocat newsletter.**
  d. **Create newsletter for Center's Activities**
  e. **Seek funding for academic initiatives.**
  f. **Continue Accounting Hall of Fame.**
	9.Business Partnerships and Fundraising
	a. Have 80% attendance at Advisory Council meetings.[7a]
	b. Have 50 members of Collaboration Council.[7a]
	c. Used social media to distribute newsletter and departmental updates.
	d. Distribute Center's newsletter and other information via newsletter and social media.
	e. Increase private funding by 5% by 2015.[8a-d]
		9.Business Partnerships and Fundraising
		a. Have 85% attendance at advisory council meetings.[7a]
		b. Have100 members of Collaboration Council.[7a]
		c. Increase social media contacts by 10%.
		d. Increase social media contacts by 10%.
		e. Increase private funding by 10%. [8a-d]
			9.Business Partnerships and Fundraising
			a. Have 90% attendance at Advisory Council meetings.[7a]
			b. Have 150 members of Collaboration Council.[7a]
			c. Increase social media contacts by 10%.
			d. Increase social media contacts by 10%.
			e. Increase private funding by 10%.[8a-d]

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

We have a great nationally recognized faculty who take a holistic approach to accounting education. We want the best possible students in the supply chain, we want to be sure the education we deliver gives our graduate the technical knowledge and professional skills needed for long term success. By achieving this goal we will provide great employees for the CPA firms and corporations that hire our graduates. The department has an excellent working relationship with all the firms that hire our students. We have a very active and devoted alumni council that provides meaningful input the faculty truly values. The Advisory Council also provides the leadership in generating substantial financial support for students, faculty and academic program.

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

We need faculty and infrastructure. We need faculty to prepare our students for the dynamic changes in accounting profession created by global business and capital markets and also the growing demand for accounting graduates in the next ten years. We need effective space to teach our students and collaborate with practicing professionals on issue of the day.

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

Most of the funding will come from KSU accounting alumni and firms who value our graduates and the research of our faculty.

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-7 - Six-year graduation rate	CE-3 - Diversity CE-4 - External Constituents 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 T1-4 - # of refereed scholarly publications per academic year and allocated faculty member	T1-F - Enhanced and systematic approach for UG research T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-K - Nationally and internationally recognized research centers T1-M - Increased participation by undergraduates in expanded opportunities in research	T1-O - Extramural funding competitive with our benchmark institutions T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research
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 T2-7 - Student satisfaction and utilization rates	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-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-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	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities 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)**
	T2-G - Successful recruitment and retention strategies that address our entire student population T2-H - Improved six-year graduation rates and retention ratios	ratios	
T3 - Graduate Scholarly Experience **Theme 3 Metrics:** T3-5 - # of graduate students participating in a unique high level learning and experiential training 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-B - Tuition waivers for all GRAs T3-D - Outstanding mentoring for our graduate students T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students	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-L - Increased number of nationally and internationally recognized award-winning graduate faculty	
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 T4-5 - # of participants involved in community-based research and	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-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-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

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)**
outreach projects T4-6 - Economic impacts on rural and urban communities in Kansas	T4-F - Recognition as leaders in Engagement within our state and nation T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community		
T5 - Faculty and Staff **Theme 5 Metrics:** T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships T5-3 - Competitive compensation packages for faculty and staff T5-4 - # and % of faculty and staff participating in international experiences T5-5 - % of tenure/tenure-track faculty by demographic group T5-6 - % of fulltime staff by demographic group 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-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-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 T6-4 - Total funding available to support 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,	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-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

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)
needs T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure	instruction, student services, and administration	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	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 T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators