



## K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: **College of Engineering**

Department: **Industrial and Manufacturing Systems Engineering**

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1. What is your Department's mission/vision and how does your organization contribute to achieving the University's vision for K-State 2025?

**Response:**

### **IMSE DEPARTMENT MISSION STATEMENT**

We prepare students for successful life-long careers and provide leadership in industry and our profession through our research and educational programs. To accomplish this mission, we:

- Educate students at the undergraduate level to be engineers who can design, analyze, and improve systems that produce goods and services.
- Educate students at the graduate level to become leaders in the application of industrial and manufacturing systems engineering skills and tools and lead the quest to advance the state-of-the-art in IMSE disciplines.
- Perform research in our discipline that is both of fundamental importance and of value to industry, our profession, and society as a whole.
- Serve our institution, community, and profession by using our skills and time to advance their missions.

Reaffirmed by the IMSE faculty – August 14, 2012

### **IMSE DEPARTMENT VISION**

We will be a preeminent industrial and manufacturing systems engineering program, creating and providing knowledge.

The direct results of achieving our vision will be:

- Students choose to enroll in our programs because of their quality
- Employers hire our students because of the quality of our graduates
- Graduates are successful in their chosen careers
- Our research is recognized as important by fellow researchers, utilized by practitioners, and directly benefits society

Adopted by the IMSE faculty – January 15, 2013

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.)

<b>Mission 1. Undergraduate Education - Educate students at the undergraduate level to be engineers who can design, analyze, and improve systems that produce goods and services.</b>			
<b>Key Activities</b>	<b>Short Term (2013 to 2015) Key Outcomes</b>	<b>Intermediate (2016-2020) Key Outcomes</b>	<b>Long Term (2021-2025) Key Outcomes</b>
<i>What we plan to do...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>
1. Increase undergraduate enrollment 2. Increase/improve undergraduate retention 3. Establish formal peer to peer mentoring program 4. Improve advising process 5. Improve faculty teaching 6. Provide opportunities for faculty to participate in educational conferences 7. Expand opportunities for undergraduate research 8. Develop industrial collaborations to expand undergraduate experience 9. Strengthen the alumni connections	A. Increase undergraduate enrollment to 220 [ENT1B] B. Increase IMSE scholarship endowment to \$500K [ENT4E] C. 85% of our undergraduate students who successfully pass Math 222 - Calc III will obtain an IE degree [EN Not Linked] D. 55% of our undergraduate students will graduate within 4 ½ years from the time they enrolled in College of Engineering at KSU [EN Not Linked] E. 75% of our undergraduate students will graduate within 6 years from the time they enrolled in College of Engineering at KSU [ENT1F] F. At least 80% of IE students will have an internship or co-op before graduation [ENT5D] G. 5% of our undergraduate students will be involved in the IMSE faculty research projects [ENT1H]	A. Increase undergraduate enrollment to 230 [ENT1B] B. Increase IMSE scholarship endowment to \$750K [ENT4E] C. 90% of our undergraduate students who successfully pass Math 222 - Calc III will obtain an IE degree [EN Not Linked] D. 65% of our undergraduate students will graduate within 4 ½ years from the time they enrolled in College of Engineering at KSU [EN Not Linked] E. 85% of our undergraduate students will graduate within 6 years from the time they enrolled in College of Engineering at KSU [ENT1F] F. At least 90% of IE students will have an internship or co-op before graduation [ENT5D] G. 10% of our undergraduate students will be involved in the IMSE faculty research projects [ENT1H]	A. Increase undergraduate enrollment to 250 [ENT1] B. Increase IMSE scholarship endowment to \$1M [ENT4E] C. 95% of our undergraduate students who successfully pass Math 222 - Calc III will obtain an IE degree [EN Not Linked] D. 75% of our undergraduate students will graduate within 4 ½ years from the time they enrolled in College of Engineering at KSU [EN Not Linked] E. 95% of our undergraduate students will graduate within 6 years from the time they enrolled in College of Engineering at KSU [ENT1F] F. Every IE student will have an internship or co-op before graduation [ENT5D] G. At least 10% of our undergraduate students will be involved in the IMSE faculty research projects [ENT1H]

**Mission 2. Graduate Education** - Educate students at the graduate level to become leaders in the application of industrial and manufacturing systems engineering skills and tools and lead the quest to advance the state-of-the-art in IMSE disciplines.

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<i>What we plan to do...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>
<ol style="list-style-type: none"> <li>1. Increase the number of IMSE graduate students</li> <li>2. Recruit high quality graduate students</li> <li>3. Offer a comprehensive list of MS and PhD level graduate courses.</li> <li>4. Increase publication of scholarly papers by graduate students</li> <li>5. Develop a prominent research seminar series.</li> <li>6. Each thesis producing graduate student should attend professional conferences (or poster sessions) before graduating.</li> <li>7. Develop IMSE graduate fellowship endowment.</li> </ol>	<ol style="list-style-type: none"> <li>A. Increase on-campus Ph.D. student enrollments to 20 students [ENT11]</li> <li>B. Graduate 2 Ph.D. students/year [ENT1J]</li> <li>C. Increase on-campus M.S. student enrollments to 20 students [EN Not Linked]</li> <li>D. Increase enrollment of students in off-campus courses to 65 students enrolled/semester. [EN Not Linked]</li> <li>E. Graduate 10 MSIE/MSOR/MEM students each year, of whom 5 complete a thesis [ENT - Not Linked]</li> <li>F. Receive 150 graduate student applications [EN Not Linked]</li> <li>G. Offer 12 MS and PhD level graduate courses [EN Not Linked]</li> <li>H. Each graduate student will submit at least one paper before graduating. [Related to ENTT3A]</li> <li>I. Offer one research seminar every year [EN Not Linked].</li> <li>J. Each PhD student will attend one conference a year [EN Not Linked]</li> <li>K. Develop an endowment of \$0.3M [ENT4E]</li> </ol>	<ol style="list-style-type: none"> <li>A. Increase on-campus Ph.D. student enrollments to 25 students [ENT11]</li> <li>B. Graduate 4 Ph.D. students/year [ENT1J]</li> <li>C. Increase on-campus M.S. student enrollments to 25 students [EN Not Linked]</li> <li>D. Increase enrollment of students in off-campus courses to 70 students enrolled/semester. [EN Not Linked]</li> <li>E. Graduate 10 MSIE/MSOR/MEM students each year, of whom 5 complete a thesis [ENT - Not Linked]</li> <li>F. Receive 175 graduate student applications [EN Not Linked]</li> <li>G. Offer 15 MS and PhD level graduate courses [EN Not Linked]</li> <li>H. Each graduate student will publish at least one paper before graduating. [Related to ENTT3A]</li> <li>I. Offer at least 2 seminars every year. [EN Not Linked].</li> <li>J. Each PhD student will attend at least one conference a year [EN Not Linked]</li> <li>K. Develop an endowment of \$0.75M [ENT4E]</li> </ol>	<ol style="list-style-type: none"> <li>A. Increase on-campus Ph.D. student enrollments to 30 students [ENT11]</li> <li>B. Graduate 6 Ph.D. students/year [ENT1J]</li> <li>C. Increase on-campus M.S. student enrollments to 25 students [EN Not Linked]</li> <li>D. Increase enrollment of students in off-campus courses to 75 students enrolled/semester. [EN Not Linked]</li> <li>E. Graduate 10 MSIE/MSOR/MEM students each year, of whom 5 complete a thesis [ENT - Not Linked]</li> <li>F. Receive 200 graduate student applications [EN Not Linked]</li> <li>G. Offer 20 MS and PhD level graduate courses [EN Not Linked]</li> <li>H. Each MS student will publish at least one paper and each PhD student will publish at least 2 articles before graduating [Related to ENTT3A]</li> <li>I. Offer at least 2 seminars every semester [EN Not Linked]</li> <li>J. Each graduate student will attend at least one conference a year [EN Not Linked]</li> <li>K. Develop an endowment of \$1M. [ENT4E]</li> </ol>

**Mission 3. Research** - Perform research in our discipline that is both of fundamental importance and of value to industry, our profession, and society as a whole.

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p><i>What we plan to do...</i></p> <ol style="list-style-type: none"> <li>1. Establish IMSE program as a recognized resource for outstanding IMSE graduates</li> <li>2. Develop a nationally recognized research laboratory</li> <li>3. Develop funded collaborative research programs that involve at least three faculty members in which IMSE faculty members play a prominent role</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Increase total annual research funding to an average of \$100K/FTE [related to ENT3E]</li> <li>B. Increase industrially-funded research expenditures to \$300K/year [ENT3E]</li> <li>C. Generate two multi-disciplinary collaborative research proposals annually. [ENTT3G]</li> <li>D. Annually support 50 student semesters on funded research projects [ENT - Not Linked]</li> <li>E. Publish an average of 2.5 journal articles/faculty/year [ENT3A]</li> <li>F. Publish an average of two research articles/faculty/year at national/international conferences [ENT3A]</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Increase total annual research funding to an average of \$150K/FTE [related to ENT3E]</li> <li>B. Increase industrially-funded research expenditures to \$500K/year [ENT3E]</li> <li>C. Generate two funded multi-disciplinary collaborative research proposals annually. [ENTT3G]</li> <li>D. Annually support 75 student semesters on funded research projects [ENT - Not Linked]</li> <li>E. Publish an average of three journal articles/faculty/year [ENT3A]</li> <li>F. Publish an average of two research articles/faculty/year at national/international conferences [ENT3A]</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Increase total annual research funding to an average of \$200K/FTE [related to ENT3E]</li> <li>B. Increase industrially-funded research expenditures to \$750K/year [ENT3E]</li> <li>C. Generate at least 4 funded multi-disciplinary collaborative research proposals annually [ENTT3G]</li> <li>D. Annually support 100 student semesters on funded research projects [ENT - Not Linked]</li> <li>E. Publish an average of 3.5 journal articles/faculty/year [ENT3A]</li> <li>F. Publish an average of two research articles/faculty/year at national/international conferences [ENT3A]</li> </ol>

**Mission 4. Service - Serve our institution, community, and profession by using our skills and time to advance their missions.**

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p><i>What we plan to do...</i></p> <ol style="list-style-type: none"> <li>1. Maintain active involvement in professional societies</li> <li>2. Seek out leadership opportunities in professional societies</li> <li>3. Seek out opportunities to build and promote IMSE professions through active involvement in reviewing research articles and research proposals, serving as editors on editorial advisory boards of important journals</li> <li>4. Provide departmental funds to faculty travel at least one conference per year</li> <li>5. IMSE pay for professional society dues for each faculty to join one professional society plus one educational society</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Each year at least one faculty member works as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]</li> <li>B. Each year at least half of the tenured faculty serve as editors, associate editors or other editorial advisory board members [ENT3B]</li> <li>C. Each year at least one faculty member serves in a national/ international leadership role in professional societies or technical committees [ENT3B]</li> <li>D. Each year at least one faculty member serves as research proposal reviewer for a major grant program [ENT3B]</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Each year at least two faculty members works as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]</li> <li>B. Each year at least two thirds of the tenured faculty serve as editors, associate editors or other editorial advisory board members [ENT3B]</li> <li>C. Each year at least two faculty members serves in a national/ international leadership role in professional societies or technical committees [ENT3B]</li> <li>D. Each year at least two faculty members serves as research proposal reviewer for a major grant program [ENT3B]</li> </ol>	<p><i>What do we expect to happen...</i></p> <ol style="list-style-type: none"> <li>A. Each year at least three faculty members works as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]</li> <li>B. Each year at least three fourths of the tenured faculty serve as editors, associate editors or other editorial advisory board members [ENT3B]</li> <li>C. Each year at least three faculty members serves in a national/ international leadership role in professional societies or technical committees [ENT3B]</li> <li>D. Each year at least three faculty members serves as research proposal reviewer for a major grant program [ENT3B]</li> </ol>

**Mission 5. Visibility - Promote our Profession, Department, and Institution through Visibility within Society.**

Key Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<i>What we plan to do...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>	<i>What do we expect to happen...</i>
1. Increase national recognition  2. Promote the IMSE department and K-State within Kansas.	A. Each year have at least one faculty member recognized by national or international media or win a nationally competitive award [ENT3B]  B. Each year have at least one faculty member recognized by state media or win a prestigious state award. [ENT - Not Linked]  C. Each year at least one faculty member works as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]  D. Each year at least one faculty member serves in a national/international leadership role in professional societies or technical committees [ENT3B]	A. Each year have at least one faculty member recognized by national or international media or win a nationally competitive award [ENT3B]  B. Each year have at least two faculty members recognized by state media or win a prestigious state award. [ENT- Not Linked]  C. Each year at least two faculty members work as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]  D. Each year at least two faculty members serve in a national/international leadership role in professional societies or technical committees [ENT3B]	A. Each year have at least one faculty member recognized by national or international media or win a nationally competitive award [ENT3B]  B. Each year have at least three faculty members recognized by state media or win a prestigious state award. [ENT - Not Linked]  C. Each year at least three faculty members work as an important contributor in developing a professional conference or serves as an invited keynote speaker [ENT3B]  D. Each year at least three faculty members serve in a national/international leadership role in professional societies or technical committees [ENT3B]

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

**Response:**

The major resource that the Department of Industrial and Manufacturing Systems Engineering has is its dedicated faculty and staff. The department is currently recruiting an endowed Professor of Logistics, is working to establish a presence on the K-State Olathe campus, and will have access to some of the University Engineering Initiative funds. The department has very supportive alumni and has recently established an Academy to further enhance alumni relations and support. The department is part of the Midwest Student Exchange program. Better integration of the activities of the Advanced Manufacturing Institute into the department has great potential.

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

**Response:**

To achieve the goals, the department will need the following resources:

- Four additional Manhattan faculty lines with start-up funds
- Expanded and remodeled office and laboratory space
- Significantly upgraded manufacturing equipment
- Good students
- Funds to support scholarships and student activities. Increase IMSE scholarship endowment to \$1 M. Increase annual support from alumni for discretionary use to \$50K annually
- Graduate student tuition waivers and stipends
- Funds to hire instructors and technicians to enable research-active faculty to conduct more research
- Better teaching facilities; larger classrooms
- Funds to support increased travel by faculty and graduate students
- Establishment of NBAF is a great opportunity for both our research and educational programs.
- Involvement with the Center for Risk Management Education and Research is a potentially strong opportunity.

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

**Response:**

We plan to acquire the resources as follows:

- Work with Engineering administrators to obtain new positions from the UEIA
- Work with K-State administrators to establish two new positions at K-State Olathe
- Work with COE development personnel to raise funds for scholarships, faculty, student, and facility support from alumni, friends, and foundations.
- Remodel space that we occupy.
- Increase extramurally funded research. Increase industrially funded projects
- Continue to build strong industrial and alumni connections

**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-3 - Number of national academy members
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

Links to Common Elements
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)
<p><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b></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</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-N - Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies</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)
	appreciation for research, discovery, and scholarly and creative activities		
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b></p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</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>T2-4 - # and % of students participating in an undergraduate student success program</p> <p>T2-5 - # of students awarded national and international prestigious scholarships</p> <p>T2-6 - % of undergraduate enrollment by demographic group</p> <p>T2-7 - Student satisfaction and utilization rates</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</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-G - Successful recruitment and retention strategies that address our entire student population</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-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R - Six-Year graduation rates comparable to 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><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></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 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-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-F - Increased capacity to secure funding for graduate research and teaching</p> <p>T3-G - Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level</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-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-M - Increased number of Doctorates Awarded</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-O - World-class reputation as a preferred destination for outstanding graduate students</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>
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b></p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p> <p>T4-I - All undergraduate students engaged in at least one engagement /service learning project</p>	<p>T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement</p> <p>T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale</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>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>T4-4 - # of engagement activities and programs disaggregated by geographic boundaries</p> <p>T4-5 - # of participants involved in community-based research and outreach projects</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p> <p>T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p> <p>T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community</p>	<p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-L - Increased capacity to respond to emergencies worldwide</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-P - Recognized as a leader in Engagement reaching both rural and urban communities</p>
<p><b>T5 - Faculty and Staff</b></p> <p><b>Theme 5 Metrics:</b></p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships</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-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</p> <p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</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 performing, diverse workforce</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>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><b>T6 - Facilities and Infrastructure</b></p> <p><b>Theme 6 Metrics:</b></p> <p>T6-1 - # and % of technology enabled classrooms</p> <p>T6-2 - Total expenditures for physical facilities and infrastructure projects</p> <p>T6-4 - Total funding available to support facilities and infrastructure needs</p> <p>T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure</p>	<p>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</p>	<p>T6-D - Adequate office space for all K-State employees equipped to support their work and productivity</p> <p>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</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> <p>T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p> <p>T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators</p>