



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: K-State Salina

Department: Arts, Sciences, and Business

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: The Department of Arts, Sciences, and Business offers degrees and supporting courses for a variety of programs through high quality instruction while promoting diversity and lifelong learning. We strive to enhance the intellectual and cultural lives of students.

Vision: Arts, Sciences, and Business will become recognized for its teaching excellence, high academic standards, student-centered learning experiences, applied research, and multi-disciplinary programs.

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>
THEME 1: RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY (RSCAD) 1. Support faculty conducting research and/or scholarship in strategically focused areas related to our degrees and support programs. 2. Develop and implement multiple strategies to encourage and reward faculty research endeavors via the following activities: a. restructuring faculty loads to support research efforts; b. identifying ways to recognize research in pedagogy (Scholarship of Teaching and Learning); c. defining research expectations	A. 3 or more faculty members conducting research at 30% of their appointment [1-D] B. Individualized faculty research expectations on file [1-C] C. Begin to establish a research mentorship relationships (industry or senior K-State researchers) for research faculty [1-D] D. Address and balance individual teaching loads for faculty engaged in scholarly/creative activity [1-G]	A. 3 or more faculty members conducting research at 30% of their appointment [1-D] C. 50% of research faculty have a formal research mentor [1-D] D. Faculty have individualized work loads and annual expectations that balance teaching and scholarly/creative activity [1-G] E. Increase sponsored research and extramurally funded expenditures by 20% [1-A] F. 30% of research is externally funded [1-G]	A. 5 or more faculty members conducting research at 30% of their appointment [1-D] C. 100% of research faculty have a formal research mentor [1-D] E. Increase sponsored research and extramurally funded research by 40% [1-A] F. 50% of research is externally funded [1-G]
	G. 3 peer-reviewed articles in professional journals [1-B]	G. 5 peer-reviewed articles in professional journals [1-B]	G. 8 peer-reviewed articles in professional journals [1-B]
	H. Identify at least 2 opportunities	H. Participation in 3 collaborative	H. Participation in 5 collaborative

for tenure/tenure-track research and instructional faculty;	for collaborative research with other department/ schools/ industry [1-H]	research projects with other departments/schools/industry [1-H]	research projects with other departments/schools/industry [I-H]
<p>d. establishing funding mechanisms and support for grant development.</p> <p>3. Increase the number of faculty with at least 30% of their expectations focused on research.</p> <p>4. Provide mentorship for “research faculty.”</p> <p>5. Clearly define research and associated publication expectations for research faculty.</p> <p>6. Increase research funding for faculty involved in RSCAD.</p> <p>7. Increase number of “peer-reviewed” articles.</p> <p>8. Increase the number of faculty doing collaborative research.</p> <p>A. Offer MATH 100, MATH 205, BUS 251, BUS 252, and ENGL 200 online.</p>			
<p>THEME II: UNDERGRADUATE EXPERIENCE</p>	<p>A. Offer MATH 100, MATH 205, BUS 251, BUS 252, and ENGL 200 online</p>	<p>A. Offer STAT 325, PSYCH 100, SOCIO 360, COMM 106, and COMM 322 online</p>	<p>A. Offer MATH 100, MATH 205, BUS 251, BUS 252, and ENGL 200 online</p>
<p>1. Provide and support quality degree programs.</p>	<p>B. 50 students enrolled in the BDCP for Technology Management [2-F]</p>	<p>B. 75 students enrolled in the BDCP for Technology Management [2-F]</p>	<p>B. 100 students enrolled in the BDCP for Technology Management [2-F]</p>
<p>2. Grow and enhance existing degree program enrollment via the following activities:</p>	<p>C. 150 students enrolled in Technology Management [2-F]</p>	<p>C. 200 students enrolled in Technology Management [2-F]</p>	<p>C. 200 students enrolled in Technology Management [2-F]</p>
<p>a) Creating effective recruitment</p>	<p>D. Establish baseline for junior to senior retention rates for on-campus and distance Technology</p>	<p>D. Increase junior to senior retention rates for Technology Management programs by 20%</p>	<p>D. Increase junior to senior retention rates for Technology Management programs by 50% [2-D]</p>

<p>and marketing strategies designed to capture interest of target degree audience.</p> <p>b) Increasing retention rate for traditional face-to-face students and online students enrolled in bachelor degree completion program (BDCP).</p> <p>c) Establishing full menu of online courses required for distance completion of existing degree programs.</p> <p>d) Creating and maintaining effective articulation agreements with two-year institutions in Kansas and the region to support increased transfer enrollments.</p> <p>3. Cultivate relationships between students, alumni, industry, and community.</p> <p>4. Degree programs have current and updated curriculum that supports industry needs.</p> <p>5. Establish faculty mentors for students in Arts, Sciences, and Business degree programs.</p> <p>6. Establish connections outside the university to support a proactive and effective advisory board for the Technology Management degree program.</p> <p>7. Have degree appropriate, professional, and excellent core of part-time instructors.</p>	<p>Management degree programs [2-D]</p> <p>E. Appoint 2 faculty mentors for Technology Management and one 1 for Applied Business</p> <p>F. Review and update curricula for all degree programs [2-H, 2-J]</p> <p>G. Add 2 connections with regional industries or individuals to support programs, internships, and scholarships [2-E]</p> <p>H. Re-establish the Technology Management advisory board that is aligned to support the department's strategic plan and goals [2-H]</p> <p>J. Collaborate with Communications and Marketing to develop plan to increase visibility, marketing, and recruitment efforts for degree programs [2-O, 2-F]</p> <p>K. 25% of part-time faculty are mentored, supervised, and evaluated by full-time faculty</p>	<p>[2-D]</p> <p>E. Appoint 3 faculty mentors for Technology Management and 2 for Applied Business</p> <p>F. Review and update curricula for all degree programs [2-H, 2-J]</p> <p>G. Total of 5 connections with regional industries or individuals to support programs, internships, and scholarships [2-E]</p> <p>I. Increase enrolled transfer students to ≥ 35 [2-F]</p> <p>K. 75 % of part-time faculty are mentored, supervised, and evaluated by full-time faculty</p>	<p>E. Appoint 5 faculty mentors for Technology Management and 2 for Applied Business</p> <p>F. Review and update curricula for all degree programs [2-H, 2-J]</p> <p>G. Total of 10 connections with regional industries or individuals to support programs, internships, and scholarships [2-E]</p> <p>I. Increase enrolled transfer students to ≥ 75 [2-F]</p> <p>K. 100% of part-time faculty are mentored, supervised, and evaluated by full-time faculty</p>
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THEME V: FACULTY AND STAFF			
1. Create a department where faculty work as a team, serve students, and have high academic and teaching standards.	A. Conduct successful faculty searches as needed with an emphasis on hiring early and recruiting excellent instructors for vacancies [5-B]		
2. Retain and recruit high quality, diverse faculty to support our academic offerings and enrollment growth valuing both academic and professional qualifications.	B. Receipt of at least 3 grants totaling \$30K in revenue and a grant application success rate of 15% [1-A, 1-G]	B. Receipt of at least 5 grants totaling \$75K in revenue and a grant application success rate of 15% [1-A, 1-G]	B. Receipt of at least 8 grants totaling \$150K in revenue and a grant application success rate of 15% [1-A, 1-G]
3. Establish a climate of support for faculty research efforts and faculty collaboration across and with industry.	C. Maintain number of faculty with campus, university, national, and international recognition in their discipline [5-C]	C. Increase number of faculty with campus, university, national, and international recognition in their discipline by 30% [5-C]	C. Increase number of faculty with campus, university, national, and international recognition in their discipline by 50% [5-C]
4. Increase funding for professional development.	D. Faculty will meet and create a plan on how to best establish a culture of teaching excellence, high academic standards, and student-centered learning [5-A, 2-C]	D. Faculty implement plan to best establish a culture of teaching excellence, high academic standards, and student-centered learning [5-A, 2-C]	D. Departmental culture is evaluated and assessed to measure impact of plan designed to improve teaching excellence, high academic standards, and student-centered learning [5-A, 2-C]
5. Recruit new, top-notch faculty as enrollment grows in degree programs.	E. Number of departmentally offered study abroad courses increased to 3 per year [5-F]	E. Number of departmentally offered study abroad courses increased to 4 per year [5-F]	
6. Increase the number of successful grant applications to support faculty growth, undergraduate research, and general departmental benefits.	F. Create and implement a departmental development plan [1-G]		
7. Continue to receive teaching awards to recognize faculty excellence.			
8. Be recognized as a department with teaching excellence, high academic standards, and student-centered learning.			
9. Department will be recognized for high quality study abroad courses.			
10. Department will have an effective and ongoing development plan.			

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

The biggest resource that exists is our highly talented faculty. Several have begun to expand their efforts in the area of scholarship/research

and in applying for external funding. Those that aren't involved in research/scholarship activities are excellent instructors and can be instrumental in meeting our goals with respect to increasing student enrollment and retention. At least one faculty member has a strong connection with a major industry partner.

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

We will need to secure external funding to help fund the need to hire part or full-time instructors as more faculty have reduced teaching loads and pursue scholarship/research. Funding will also be needed to assist the Campus in the renovation of old facilities in the Tech Center in order to create new lab facilities for chemistry, physics, geology, and biology.

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

1. Form faculty group to complete and implement Department Development Plan. 2. Re-establish the Advisory Board for the Technology Management degree. The Advisory Board should be integrated into the Department Development Plan. 3. Receive external funding through awarded grants faculty have been awarded. This may require initial investment of Department and Campus in the way of summer research support, reducing teaching loads, and providing other start-up funds. 4. Working independently and in cooperation with the other departments, and with the Assistance of the associate dean of research and outreach, to establish industry connections and external funding. 5. Increased tuition revenue is expected as more online courses are offered. 6. Continue to strive to hire top-notch faculty in both full and part-time positions.

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-4 - Number of faculty awards B-6 - Freshman-to-sophomore retention rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-2 - Culture CE-6 - International 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>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-2 - Total sponsored extramural funding expenditures 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-C - Increased funding for investigator-based research, research centers, and graduate training grants</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-M - Increased participation by undergraduates in expanded opportunities in research</p>	
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>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 T2-6 - % of undergraduate enrollment by demographic group T2-7 - Student satisfaction and</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-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-N - Ongoing improvement of six-</p>	<p>T2-Q - Freshman to Sophomore retention ratios 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)
utilization rates	<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>	year graduation rates and retention ratios	
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</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>T5-5 - % of tenure/tenure-track faculty by demographic group</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-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>