

Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD) – Strategic Action Plan

Thematic Goal: Create a culture of excellence that results in flourishing, sustainable, and widely recognized research, scholarly and creative activities, and discovery in a variety of disciplines and endeavors that benefit society as a whole.

Assumptions: ■ *RSCAD* refers to Research, Scholarly and Creative Activities, and Discovery. ■ *RSCAD* indicates the suite of activities of faculty, researchers, staff, and students engaged in the generation of new knowledge commensurate with the expectations of a top research university with the land-grant mission of teaching, research, and engagement. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	<ol style="list-style-type: none"> 1. Identify and support the university's strategic areas of <i>RSCAD</i> emphasis and focus the further development of existing or new research centers in domains which promise significant achievement and external funding. 2. Establish new and enhance existing major nationally and internationally recognized research programs or centers that promote interdisciplinary/multidisciplinary collaboration and innovative research and are supported by core facilities and infrastructure. 3. Upgrade and establish new infrastructure to support and enhance all aspects of <i>RSCAD</i> by building new research facilities, refurbishing existing facilities and instructional space, acquiring new equipment, and upgrading our information technology and utilities infrastructures with the capacity to support and guarantee the safety, comfort, and integrity of our <i>RSCAD</i> environments. 4. Increase and diversify resources to support <i>RSCAD</i> by: <ol style="list-style-type: none"> a) building the capacity of the Grants Office to identify, support, and pursue a broader spectrum of grant funding, including grant writing in an international context; b) encouraging collaboration among the Foundation, university leadership, and faculty in creative fundraising efforts to increase endowments and set funding priorities; and c) implementing new strategies to create funding streams from alumni and the government and corporate sectors for innovative research and discovery. 5. Establish a university-wide capabilities inventory that will facilitate leveraging and maximizing our resources and collaborative efforts (e.g., human, facility, etc.). 6. Expand and strengthen strategic partnerships and collaborations at all levels (state, national, and international) that encourage interdisciplinary and multidisciplinary research. 7. Increase our capacity to recruit and retain highly talented, diverse graduate students and postdoctoral researchers to support <i>RSCAD</i> activities by: <ol style="list-style-type: none"> a) putting resources in place to make K-State a more supportive institution, (i.e., a preferred destination); b) establishing a culture of excellence in graduate education and mentorship; c) offering competitive support and incentives, including tuition waivers for GRAs; d) placing more emphasis on training, mentorship, and support of postdocs, individually and as valuable members of the K-State community; e) increasing the number of disciplines with graduate programs; and f) strengthening and resourcing the Graduate School. 8. Encourage, increase, and track the participation of undergraduates (UG) in support of <i>RSCAD</i> efforts by: <ol style="list-style-type: none"> a) expanding opportunities and resources for UG involvement in research; b) identifying ways to provide incentives and reward UG research; c) expanding mentorship to introduce students to the culture of knowledge creation and dissemination, encourage research interests, and promote 	<ul style="list-style-type: none"> • Increased intellectual and financial capital to support <i>RSCAD</i> • More clusters/centers of collaborative <i>RSCAD</i> focus • Increased funding for investigator-based research, research centers, and graduate training grants • Tuition waivers for all GRAs • Competitive compensation and support available to GRAs, GTAs, and GAs • Enhanced and systematic approach for UG research • Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support <i>RSCAD</i> needs • Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities 	<ul style="list-style-type: none"> • Intellectual and financial capital in place for expanded <i>RSCAD</i> efforts • Greater proportion of nationally and internationally recognized award-winning faculty in <i>RSCAD</i> programs • Nationally and internationally recognized research centers • Recognized for prominent and productive placement of our graduates • Increased participation by undergraduates in expanded opportunities in research 	<ul style="list-style-type: none"> • Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies • Extramural funding competitive with our benchmark institutions • Research and development expenditures competitive with benchmark institutions • Competitive amongst our peers in the percentage of undergraduates involved in research

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
	<p>graduate school appeal and retention;</p> <p>d) enhancing programs that support UG research, such as the Honors Program and Developing Scholars; and</p> <p>e) establishing a central mechanism to count and track undergraduate students involved in <i>RSCAD</i> efforts.</p> <p>9. Diversify and increase the number of tenure-line faculty with research expectations.</p> <p>10. Foster a university culture of productivity, creativity, and innovation that supports and rewards collaboration; interdisciplinary, multi-disciplinary, and multi-institutional work; research, and all types of scholarly activities by:</p> <p>a) increasing the reward and recognition of faculty and staff engaged in <i>RSCAD</i> work;</p> <p>b) encouraging academic units to nominate faculty for national and international awards and recognition;</p> <p>c) developing the faculty to respond to interdisciplinary research opportunities and collaborate in interdisciplinary projects;</p> <p>d) increasing support to assist faculty with their external grant seeking and execution activities, including the preparation and administration of successful large center or interdisciplinary proposals (e.g. administration, release time, core facilities, assistance with collaboration, industry support);</p> <p>e) revising policies at all levels (BOR, university, college, department/unit) to encourage, acknowledge, and reward research and interdisciplinary work and ensure accountability; and</p> <p>f) adapting our internal personnel practices to accommodate the needs of a collaborative research environment and facilitate the hiring and funding of faculty and support personnel participating in interdisciplinary collaboration.</p> <p>11. Assess <i>RSCAD</i> needs for library resources, including electronic journals.</p> <p>12. Work aggressively to communicate the need for increased state and national support for the research infrastructure necessary for our country's future.</p> <p>13. Establish, promote, and communicate the identity and image of K-State as a top-quality public research land grant institution and deploy effective marketing campaigns that brand us as such.</p> <p>14. Use the Research Infrastructure Task Force report as a template for advancing the goals of <i>RSCAD</i>.</p> <p>15. Emphasize the importance of the 2025 Vision to faculty, students, alumni and other stakeholders; continue engaging the campus community in the completion of the short-, mid-, and long-term goal fulfillment; and provide regular updates on progress.</p>			

Theme 2: Undergraduate Educational Experience – Strategic Action Plan

Thematic Goal: Build a connected, diverse, empowered, engaged, participatory culture of learning and excellence that promotes undergraduate student success and prepares students for their professional, community, social, and personal lives.

Assumptions: ■ *Student population* refers to traditional and non-traditional students; including residential, traditional age students, international, distance, first generation, military - veteran, adult degree completion, transfer, ethnic/cultural minorities, in-state/out-of-state. ■ Changing and diverse needs of our students require discipline-specific preparation, general education, and attention to the whole student. ■ Student success is impacted by the integration (or lack thereof) of community, teaching, advising/mentoring, and research. ■ Supporting student success requires faculty and staff to have a balanced workload that allows time for teaching, advising, research, and mentoring and for engaging in continuous life-long learning to meet the changing and diverse needs of our students. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	<ol style="list-style-type: none"> Engage in a concentrated, purposeful effort to build a less-siloed, university community at all levels to encourage student success, faculty mentorship, cross-campus and interdisciplinary collaboration, and social interaction. Consider actions such as: <ol style="list-style-type: none"> addressing the need for comprehensive, coordinated, and integrated student services for all students to support tutoring, networking, and community connections; exploring the building of living and learning communities where students become engaged with peers, scholars, and researchers; improving academic venues and creating structures for “unstructured” participation that encourage and integrate learning, social interaction, and community; and creating an online community hub for professional life. Dramatically improve advising services for students and develop flexible and effective academic advising models appropriate to the diverse needs of our entire <i>student population</i>. Develop, support, and resource effective transition programs to address all new students, including implementing an integrated, effective First Year Experience (FYE) with strong, long-term leadership and exploring expansion of the FYE beyond freshmen to include anyone in their first year, such as transfer students. Expand opportunities for UG students to participate in high-impact experiential learning and research by: <ol style="list-style-type: none"> building pathways for students to learn how to integrate knowledge into world issues and work towards solutions, encouraging and supporting interdisciplinary project-based learning by activities such as capstone projects and interdisciplinary “design days”, and promoting and increasing opportunities for UG research, and allocating resources and assigning responsibility to coordinate and lead applied learning efforts; including a formal program for UG research, service and community-based learning, and internships. Continue to emphasize student participation in a broad range of learning and student activities, including increased opportunities to develop multicultural and global competencies as well as leadership skills. Develop, promote, reward, and support excellent teaching and 	<ul style="list-style-type: none"> Excellent, customized academic advising and services available to all students to support their success and degree completion Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university Increased participation by undergraduates in expanded opportunities for meaningful research Successful integration of undergraduate education and meaningful research is standard practice Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development Effective system in place that supports and promotes teaching excellence Successful recruitment and retention strategies that address our <u>entire</u> student population Improved six-year graduation rates and retention ratios 	<ul style="list-style-type: none"> Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives Superior and diverse faculty recognized for teaching excellence All UG students engaged in a diversity of experiences that expand their viewpoint Increased undergraduate contributions in the creation of scholarship through research Ongoing improvement of six-year graduation rates and retention ratios 	<ul style="list-style-type: none"> An undergraduate educational experience recognized as one of the best among the nation’s Top 50 Public Research Universities Faculty teaching and advising awards comparable to our benchmark institutions Freshman to Sophomore retention ratios comparable to benchmark institutions Six-Year graduation rates comparable to benchmark institutions

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
	<p>teacher development by:</p> <ul style="list-style-type: none"> a) recruiting and retaining superior and diverse faculty with demonstrated excellence in teaching, advising, and mentoring; b) revising evaluation practices, including promotion and tenure (P&T), for faculty and staff engaged in teaching to recognize and reward teaching, advising, and life-long learning/professional development; c) promoting good teaching skills, both online and in the classroom; d) implementing comprehensive, effective professional development programs targeted to improving the quality of teaching; e) developing standards and requiring mandatory training for teaching online; f) providing training for faculty to know how to build learning communities; and g) addressing the need to effectively integrate teaching pedagogy with technology, including evaluating internal programs for advancing such pedagogy, such as those offered by the Center for the Advancement of Teaching and Learning, and exploring alternatives to better integrate and engage faculty in such learning. <p>7. Expand our capacity to recruit a talented, diverse undergraduate student body by:</p> <ul style="list-style-type: none"> a) revamping and updating our recruiting philosophy and organization of recruiting services to address the changing demographics of our student population, recognizing that one size does not fit all; b) increasing financial aid, including scholarships, for undergraduate students; and c) expanding targeted recruitment for high achieving students. <p>8. Implement innovative strategies for sharing research and scholarship and communicating progress on the undergraduate educational experience efforts.</p> <p>9. Develop mechanisms to ensure honest, transparent, and on-going community-wide discussion and evaluation of the state of the undergraduate educational experience; including implementing effective, meaningful assessments that engage faculty and staff and focus on student learning.</p> <p>10. Resource what works best, improve institutional systems and processes, provide incentives for the actions needed to reach our vision, and capitalize on the strengths we have across the university by using cross-campus teams to implement priority concepts in integrated approaches.</p>			

Theme 3: Graduate Scholarly Experience – Strategic Action Plan

Thematic Goal: Advance a culture of excellence that attracts highly talented, diverse graduate students and produces graduates recognized as outstanding in their respective professions.

Assumptions: ■ As a land grant institution in 2025, K-State’s graduate programs will continue to prepare students for professional life in both academic and non-academic professions. ■ The *Graduate Scholarly Experience* encompasses the changing and diverse needs of our graduate population and requires both discipline-specific preparation and attention to their future professional lives. ■ *Diverse graduate students* refers to traditional and non-traditional students; including residential, international, distance, military-veteran, adult degree completion, transfer, ethnic/cultural minorities, in-state/out-of-state. ■ In deciding to choose K-State, prospective graduate students would likely consider 1) the presence and quality of their programs of interest, 2) the reputation of the prospective major professors for programs that operate on the major professor/graduate student model, and 3) the overall prospective graduate school experience, which is influenced by many factors, including cost and expected support. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	<ol style="list-style-type: none"> 1. Recruit and retain high quality, diverse graduate students by: <ol style="list-style-type: none"> a) offering competitive compensation and support, including tuition waivers for GRAs and other incentives such as in-state tuition for spouses or children; b) engaging and recruiting our undergraduate stars and allowing them to begin graduate work as they finish their bachelor’s requirements; c) increasing financial assistance to graduate students; such as assistantships, fellowships, and scholarships; d) designing recruitment strategies responsive to the changing demographics of potential graduate students, including international students; and e) exploring raising the minimum standards for admission and qualifying exams to “Top 50” levels in our graduate programs. 2. Promote the importance and value of our graduate students by communicating their stories; ensuring their voices are heard in departments, on campus, and on committees; and capitalizing on the professional strengths, knowledge, and skills of all students in graduate and advanced professional degree programs. 3. Build a community of support and effective student services for our diverse graduate student population by considering strategies such as: <ol style="list-style-type: none"> a) expanding and equipping Career and Employment Services (CES) to meet their needs; b) broadening the Admission Office mission to serve graduate students; and c) streamlining, revising, and resourcing administrative work related to application/admissions, program of study approval, and graduation processing to ensure timely, efficient, and accurate processes. 4. Provide venues for social networking and interaction reserved for graduate students. 5. Provide outstanding mentorship to our graduate students for their career preparation by: <ol style="list-style-type: none"> a) implementing a strategic approach for their skills development that includes identifying the types of skills needed and the appropriate provider (e.g. university, college, department, unit, individual) and improving our capacity to advise them on developing these skills; b) ensuring graduate faculty have the capacity to be effective mentors by providing them training and holding them accountable; c) enriching mentorship offerings beyond our faculty by creating more endowed lectureships and involving students in selecting, inviting, and hosting visiting scholars; d) actively engaging the student’s entire graduate committee in his/her program and thesis dissertation project; and 	<ul style="list-style-type: none"> • Competitive compensation and support available for GRAs, GTAs, and GAs • Tuition waivers for all GRAs • Engaged graduate students integrated in university life with enhanced visibility and appreciation • Outstanding mentoring for our graduate students • Expectation of excellence for the graduate scholarly experience • Increased capacity to secure funding for graduate research and teaching • Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level • Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students 	<ul style="list-style-type: none"> • Increased participation by our graduate students in unique high level learning and experiential training • Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment • Increased funding for graduate research and teaching • Increased number of nationally and internationally recognized award-winning graduate faculty • Increased number of Doctorates Awarded 	<ul style="list-style-type: none"> • National and international reputation for outstanding graduates with demonstrable career success • World-class reputation as a preferred destination for outstanding graduate students • Stable funding for graduate research and teaching competitive with benchmark institutions • Doctorates Awarded comparable with benchmark institutions

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
	<p>e) encouraging and finding cost effective ways to assist graduate students to be active in professional societies/ organizations and participate in relevant meetings.</p> <p>6. Emphasize speaking, writing, and presentation skills; increase university-wide support for scientific writing; and promote skills development in resource acquisition from the corporate, academic, government and other sectors through training opportunities and a program for graduate students to compete internally for resources to implement their ideas or acquire supplies/equipment.</p> <p>7. Emphasize development of multicultural and global competencies by: a) increasing multicultural interactions, b) promoting and encouraging attendance at international and cultural events on campus and in the community, and c) expanding opportunities for international experiences that fit well with graduate students' degree programs and chosen professions.</p> <p>8. Provide graduate students with quality teaching opportunities appropriate to their discipline that include effective mentoring, guidance, timely feedback, and support by an experienced faculty member.</p> <p>9. Increase resources to enhance graduate research and teaching and to provide our graduates with exceptional high level learning and experiential training by :</p> <p>a) aggressively developing funding and partnership strategies, such as exploring the feasibility of establishing a corporate endowment fund and implementing effective advisory boards to support our efforts;</p> <p>b) utilizing our strengths and unique local, regional, national, and international partnership opportunities to develop joint degree programs and produce stakeholder products; and</p> <p>c) actively engaging the corporate and government sectors in creating internships, fellowships, and academic programs; capitalizing on unique opportunities involving K-State Olathe, K-State Salina, the regional animal health corridor, our military partnerships, and our proximity to federal research labs, e.g. National Bio- and Agro-Defense Facility (NBAF).</p> <p>10. Capitalize on our strengths and local/regional resources to provide opportunities for our graduate students to develop public policy and executive leadership capabilities.</p> <p>11. Provide meaningful opportunities for persons with advanced professional degrees (e.g., DVM, MD, JD, etc.) to pursue graduate research degrees or dual professional and research degrees simultaneously that will endow unique skill sets to equip strategic leaders and policy makers.</p> <p>12. Develop, promote, and reward teaching excellence at the graduate level.</p> <p>13. Deliver high quality, graduate level distance education courses and degree/certificate programs by establishing guidelines for their development and expanding offerings to support non-traditional students and meet rapidly growing industry and professional demands.</p> <p>14. Increase the number of available Ph.D. courses through efficiencies by allowing shared course offerings through cross listing.</p> <p>15. Recruit and retain high quality, award winning graduate faculty by:</p> <p>a) offering competitive salaries comparable to our benchmark institutions;</p> <p>b) exploring the feasibility of adopting a model that places an internationally recognized professor in each department or college; and</p> <p>c) duplicating the "National Scholarship" support office to serve faculty in award package preparation.</p> <p>16. Ensure graduate faculty have the time and impetus to focus on making the graduate scholarly experience meaningful outside the classroom or laboratory.</p>			

Theme 4: Engagement, Extension, Outreach, and Service - Strategic Action Plan

Thematic Goal: Be a national leader and model for a re-invented and transformed public research land-grant university integrating research, education, and engagement.

Assumptions: ■ The integration of engagement, extension, outreach and service is central to the future of each and to K-State. ■ In this model, "*Engagement*" refers to all EEOs (Engagement, Extension, Outreach, and Service). ■ *Engagement* is core to our value and identity as a public research land-grant university contributing to the public good. ■ The University's commitment to *Engagement* must be at a level that brings national and international recognition. ■ *Engagement* at K-State is synergistic with our research and education efforts, not an add-on. ■ University *Engagement* activities extend to and benefit from our presence on the Olathe and Salina campuses as well as the statewide Extension Offices. ■ Respect and reciprocity for individuals, communities, companies, organizations, and the state, federal, and international programs with whom we work are integral to our *Engagement* activities. ■ Building on its long and successful history of *Engagement* as part of our national land-grant system, the Cooperative Extension Service will continue to evolve and play a primary role at Kansas State University.

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	<ol style="list-style-type: none"> 1. Expand our <i>Engagement</i> with local, state, regional, national, and international communities, build on our current capacity to respond to their needs, adopt effective practices at all levels, and ensure the communities have a voice in defining our engagement activities. 2. Respond to demographic changes in the state in a timely and transparent way to assist in our efforts to reach diverse populations and involve our Kansas audience in the new <i>Engagement</i> planning. 3. Increase our emergency response capabilities through activities such as greater participation of the university community in providing emergency preparedness classes, identifying an "emergency response service" corps to deal with community crises wherever needed, and contributing research that identifies best practices applicable to a given need. 4. Seek resources to increase involvement in K-12 engagement initiatives at the local, state, and national levels. 5. Promote and expand efforts towards recognition as a top military-inclusive university by providing services and programs to meet a broad range of needs. 6. Define the purpose of <i>Engagement</i> as it relates to our identity and promote and encourage a university culture that widely embraces <i>Engagement</i> as core to that identity. 7. Establish a common understanding of <i>Engagement</i> by clearly defining engagement, extension, outreach, and service and establish clear and measureable connections between scholarship, research, creative activities, and teaching and <i>Engagement</i> activities. 8. Promote the identity and image of K-State as one of <i>Engagement</i> integrated with education and research throughout the university; using strategies such as clearly identifying our vision and mission, establishing and implementing a marketing campaign for that vision, and designating university ambassadors for <i>Engagement</i>. 9. Celebrate, recognize, promote, and communicate the results and impact of <i>Engagement</i> activities at the same level as other K-State accomplishments. 10. Identify a central office and senior level administrator responsible for promoting and coordinating <i>Engagement</i> activities across campus, measure and report their impacts for Kansans and beyond, and designate <i>Engagement</i> liaisons to serve as champions and advocates. 11. Fully integrate <i>Engagement</i> into the undergraduate student experience, expectations, and student learning outcomes through strategies such as: <ol style="list-style-type: none"> a) requiring every student to have at least one meaningful, high-quality 	<ul style="list-style-type: none"> • Enhanced integration between academics and student service learning • Increased participation by undergraduates in expanded opportunities for meaningful <i>Engagement</i> experiences • Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide • Increased numbers and diversity of faculty and staff participating in <i>Engagement</i> • Increased extramural funding for <i>Engagement</i> initiatives at the local, state, national, and international level • Recognition as leaders in <i>Engagement</i> within our state and nation • Enhanced visibility and appreciation for <i>Engagement</i> and its interconnectedness with research and education within our university community 	<ul style="list-style-type: none"> • Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues • All undergraduate students engaged in at least one engagement /service learning project • Increased number of graduate students involved in <i>Engagement</i> • Increased appreciation by K-State graduates for lifelong involvement in engagement and service • Increased capacity to respond to emergencies worldwide • Preferred destination for faculty, staff, and students who value <i>Engagement</i> as integral to their academic and personal lives 	<ul style="list-style-type: none"> • Nationally recognized as a leader in and model for a re-invented and transformed land – grant university integrating research, education, and engagement • Nationally and internationally recognized as leaders in <i>Engagement</i> on a global scale • Recognized as a leader in <i>Engagement</i> reaching both rural and urban communities

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
	<p><i>Engagement</i> experience before graduating,</p> <ul style="list-style-type: none"> b) increasing the number of students involved in community-based research, c) creating flexibility in semester-long offerings (modules), d) noting-<i>Engagement</i> experiences on transcripts, and e) increasing research grants and funding available to involve undergraduates in research activities, such as food safety. <p>12. Establish guidelines that define what comprises a quality service learning experience for students and faculty and assign leadership, accountability, and resources to coordinate service learning.</p> <p>13. Develop an <i>Engagement</i> minor or certificate program.</p> <p>14. Increase emphasis on recruiting, hiring, and retaining diverse faculty and staff with an appreciation and commitment to <i>Engagement</i> and encourage faculty to integrate <i>Engagement</i> in their work by:</p> <ul style="list-style-type: none"> a) redefining the concept of scholarship to include <i>Engagement</i> and promoting a better understanding and value of the scholarship of <i>Engagement</i>, b) defining research and education activities in terms of <i>Engagement</i> impact, c) revising promotion/ tenure, evaluation, and rewards systems to recognize and value the impact of engagement activities, d) providing the support and information for faculty to be able to more easily incorporate engagement in their work, e) assisting faculty to evaluate the effectiveness and impact of engagement work, f) supporting faculty efforts to generate funding through engagement activities, g) encouraging research on campus to generate products to be accessible to the general public, and h) increasing funding and resources to support Engagement activities, including grants management and impact reporting. <p>15. Establish a system to link students, faculty, and alumni with <i>Engagement</i> opportunities.</p> <p>16. Encourage cross-disciplinary <i>Engagement</i> activities through strategies such as creating incentives, revising corporate/industry policies to encourage collaboration, and creating an <i>Engagement</i> portal.</p> <p>17. Expand and strengthen <i>Engagement</i> partnerships with institutions in the academic, government, non-profit, and corporate sectors.</p> <p>18. Improve K-State facilities and information technology to enhance and facilitate collaboration and interaction among faculty, staff, students, our <i>Engagement</i> partners, and the communities we serve.</p>			

Theme 5: Faculty and Staff – Strategic Action Plan

Thematic Goal: Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair, and collegial for all.

Assumptions: ■ *Faculty and Staff* refers to our total workforce which includes faculty, unclassified professionals, classified staff, post-doctoral fellows, GTAs, GRAs, GAs, and student workers at all university locations. ■ *Institutional Support* refers to the start-up package, technology, equipment, and facilities necessary to support effective job performance and productivity. ■ University human resources (HR) processes and services include those currently supported by the Division of Human Resources, Affirmative Action, and Academic Personnel. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do... 1. Recruit and retain a highly talented, diverse workforce through strategies such as: a) focusing on strategic areas in which we need increased capacity, b) ensuring compensation (including non-monetary) for all employees comparable with our benchmark institutions and regional employers, c) providing individuals with the <i>institutional support</i> necessary for effective job performance and productivity, d) implementing programs to improve work/life balance, and e) supporting dual-career hiring efforts. 2. Develop strategies to achieve and maintain an optimal number of faculty and staff comparable with our benchmark institutions. 3. Implement annual performance evaluation processes and measures to clarify and align expectations with individual strengths as well as institutional and departmental needs and hold ourselves accountable. 4. Review and recalibrate promotion and tenure (P&T) policies in every unit to make sure they are: a) appropriate for our vision, b) flexible in their definition of scholarly and creative work, and c) value and recognize lifelong learning, community service/engagement, mentoring, collaboration, teaching, advising, and/or research, as appropriate. 5. Identify additional incentives to reward the achievement of excellence and attainment of our 2025 Vision. 6. Provide career-long learning opportunities to meet the evolving needs of our workforce, including: a) implementing comprehensive mentoring programs for faculty and staff, b) encouraging professional development, and c) reviewing and improving internal training programs, as needed. 7. Review, revise, and revamp university human resources (HR) processes and services to facilitate the recruitment, retention, and development of a highly qualified, high performing workforce. 8. Implement new and innovative methods for communicating and sharing best practices and services across the university. 9. Develop strategies that are responsive to the changing demographics of our student and workforce populations and address the needs for English proficiency and multicultural and global competencies. 10. Continue to reaffirm our tradition of shared governance and promote transparency, timely communication, and inclusive participation.	What we expect to happen in 1-5 years... <ul style="list-style-type: none"> • Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas • 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 • Career-long learning recognized by the university and its employees as a shared value and responsibility • 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 	What we expect to happen in 6-10 years... <ul style="list-style-type: none"> • Total compensation competitive with aspirant university and regional employers for all employees • Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs • Successful recruitment and retention of a talented and high performing, diverse workforce 	What we expect to happen in 11-15 years... <ul style="list-style-type: none"> • Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers • Stable funding available for recruitment and retention of top level faculty and staff • Optimal number of faculty and staff comparable with our benchmark institutions

Theme 6: Facilities and Infrastructure – Strategic Action Plan

Thematic Goal: Provide facilities and infrastructure that meet our evolving needs at a competitive level with our benchmark institutions and are an asset to recruit and retain quality students, faculty, researchers, and staff.

Assumptions: ■ For the purposes of *Facilities & Infrastructure* funding and planning, campus includes Manhattan, Olathe, and Salina campuses as well as the Agriculture Extension and Experiment Stations. ■ Every campus facilities and infrastructure renovation or addition should advance the institution's commitment to energy efficiency and sustainability and adhere to regulatory requirements. ■ Changes or additions to the Manhattan campus spaces will be sensitive to our historic architecture and limestone aesthetics. ■ *Core facilities* refer to facilities and equipment used by multiple departments or colleges in which the initial purchase and maintenance expenses exceed the funding capacity of a single department or college. ■ *Utilities* refers to electricity, natural gas, water, steam, storm water, and waste. ■ NBAF will have a yet-to-be determined impact on the physical campus environment. ■ Signature facilities should be structures that convey our core beliefs in education-supporting outstanding teaching, learning, research, and service while contributing to our shared commitment to making this an institution of choice for students, faculty, and staff.

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	1. Address the need for quality, technology-enabled, flexible classroom space by developing and implementing space plans responsive to changing faculty and student numbers and optimizing existing resources.	<ul style="list-style-type: none"> • Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation • Adequate temporary space to house programs and staff impacted by renovations of existing facilities • 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 	<ul style="list-style-type: none"> • Adequate office space for all K-State employees equipped to support their work and productivity • 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 • 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 	<ul style="list-style-type: none"> • 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 • High-quality research laboratories and specialty spaces that enhance research and scholarly activities • Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution • An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration • Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators
	2. Plan for, prioritize, and fund facilities for existing and new research programs for individuals and consortiums, especially in domains which promise the generation of significant external funding.			
	3. Develop core facilities to support new integrative research centers and interdisciplinary collaboration.			
	4. Provide a variety of quality and affordable student housing within the community to meet a broad spectrum of student needs.			
	5. Determine priorities for facilities to enhance the campus experience; such as campus dining, entertainment venues, faculty club, graduate student resource center, academic student center, multicultural center, and short-term housing for visitors.			
	6. Assure an accommodating and welcoming environment for international students and guests.			
	7. Create and regularly update a new, dynamic Campus Master Plan aligned with the 2025 Vision that incorporates landscapes and addresses parking and other circulation issues.			
	8. Eliminate deferred maintenance and upkeep and create financing plans that allow for long-term and on-going maintenance.			
	9. Provide sufficient capacity to accommodate temporary overflow of programs and staff to allow renovation of existing facilities.			
	10. Develop information technology and utility infrastructures accessible to all, capable of supporting the evolving needs of the campus community and ensuring business continuity.			
	11. Complete a utilities needs assessment and prioritize them in a 10-year plan for implementation.			
	12. Complete an independent needs assessment/audit of Facilities Services staffing, processes, and operations and implement recommendations to improve services, as appropriate.			
	13. Develop regular and responsive planning and implementation processes that engage stakeholders in analyzing facilities and infrastructure needs.			
14. Continue to foster integration with surrounding communities.				

Theme 7: Athletics - Strategic Action Plan

Thematic Goal: Strengthen the interconnectivity between intercollegiate athletics and the campus community that prepares our student-athletes for success in school, in sport, and after graduation and benefits our university, community, and state.

Assumptions: ■ The relationship of athletics and academics across the country will not likely be the same in the future as today. ■ Student academic success, championship-level athletic performances, and a model intercollegiate athletics program are important to our athletic and academic programs. ■ Coaches and athletic staff will be involved in communicating and supporting the K-State 2025 vision and promote high academic standards and expectations. ■

	Activities	Outcomes -- Impact		
		Short Term	Intermediate	Long Term
I N P U T S & R E S O U R C E S	What we plan to do...	What we expect to happen in 1-5 years...	What we expect to happen in 6-10 years...	What we expect to happen in 11-15 years...
	<ol style="list-style-type: none"> 1. Develop opportunities to engage student-athletes in the K-State 2025 vision, including promoting participation in undergraduate or graduate research. 2. Strengthen the academic success of our student-athletes by continuing to recruit quality students and fostering an environment that leads to achieving high academic expectations and improving graduation rates. 3. Build a high-quality academic center to serve all students, including providing venues for student-athletes. 4. Recruit student-athletes by promoting opportunities outside of athletics, such as research and faculty/student mentors. 5. Establish and promote the unique identity, image, and traditions of K-State that represent our student experience, our mission and vision, our campus community, and our region to assist in the recruitment of student-athletes. 6. Develop effective national marketing campaigns to brand, communicate, and focus more attention on the academic/athletic experience of our student-athletes, their achievements and success stories, and our support of graduate student-athletes. 7. Clarify and communicate the mutually beneficial relationship and interconnectivity between athletics and academics and how the success of one impacts the other. 8. Recognize and strengthen the mutual support between the campus community and athletics through strategies such as: <ol style="list-style-type: none"> a) continued support from athletics for scholarly activities and “common good” community enhancements (e.g., Hale Library, McCain, Beach), b) broad student participation in iCat, and c) greater attendance at athletic events. 9. Continue to make financial and ethical accountability and transparency a key element of our athletic program. 10. Raise funds for and provide fully endowed scholarships to recruit high quality student-athletes. 11. Continue to assess the most effective fund-raising structures, including considering the creation and support of university-wide generational and geographical fundraising strategies that encourage donors to give to multiple causes. 	<ul style="list-style-type: none"> • Outstanding academic and athletic success by our student-athletes • Enhanced learning environments and relationships promoted by facilities and integrated activities that support interaction between students, student-athletes, and the campus community • Enhanced integration between academics and athletics • Increased support for academics through athletics • Exposure on a national and global level with unique branding that highlights the academic/athletic success of our student-athletes 	<ul style="list-style-type: none"> • A world-class student-athlete experience • Outstanding student-athletes prepared to excel in their chosen careers and community and personal lives • Increased funding for our total endowment 	<ul style="list-style-type: none"> • National reputation for a world-class student-athlete experience • Recognized leader in integrating academics and athletics • World-class facilities at all levels • Sustained funding for student-athlete scholarships