



K-State 2025 Strategic Action and Alignment Plan Template for Departments

College or Major Unit: Agriculture/K-State Research and Extension

Department: Communications and Agricultural Education

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: To improve the quality of life and standard of living for Kansans by creating, managing, and delivering research-based information; and offering research and teaching in agricultural and environmental communications and agricultural education

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>
Academics			
1. Recruit, retain, support, and graduate highly successful undergraduates, emphasizing high-performing and diverse students and primarily future agriculture teachers and students interested in the environmental option of agricultural communication.	A1 Undergraduate student numbers will increase by 10%; Target recruitment to underrepresented groups. (A1, C1)	A1 Undergraduate student numbers will increase by 5%, with higher percentages in the teacher education and the environmental option and focus on underrepresented groups (A1, C1)	
2. Enhance and emphasize experiential learning	A2 All undergraduate students will have internship experiences; Critical thinking and reflection activities related to internship credits are implemented. (D3)		
3. Increase numbers of undergraduates involved with research	A3 Curriculum options developed to promote research interaction (D3)	A3 Increase percentage of students with research experience to 20% (D3)	A3 Increase percentage of students with research experience to 40% (D3)
4. Increase student international experience/global awareness	A4 Increased percentage of students participating in international activities by 10% through increasing faculty-led experiences and infusing global awareness activities into curricula (D4, J4)	A4 Increased percentage of students participating in international experiences by 10% (D4, J4)	A4 Increased percentage of students participating in international experiences by 5% (D4,J4)
5. Develop an option that provides pedagogical skill development for those not planning to teach in the classroom	A5 Needs assessed for non-teaching option (A1)	A5 If needs determined and FTE available, non-teaching option developed and launched (A1)	
6. Develop interdisciplinary doctoral program	A6 Needs assessed for doctoral program with partners in Communications Studies and Leadership Studies and propose graduate certificate. (F2, I3)	A6 If needs exists, doctoral program launched (F2, I3)	
7. Develop interdisciplinary secondary major in food and agricultural leadership			

8. Increase funding for undergraduate scholarships and endowed position in department	A7 Needs assessed for interdisciplinary secondary major (Global Food Systems Leadership) and proposal created for it (working closely with Leadership Studies and others); secondary major launched (I1)	A7 Placement and industry response used to hone secondary major; 50 students graduated with secondary major (I1)	
9. Increase funding for graduate student assistantships			
10. Increase scholarly output by faculty			
11. Redesign curricula periodically to maintain relevancy	A8 Goals for development defined with foundation officer and faculty; development plan outlined (E1, E3, M, R1)	A8 Increased endowment by 60% (E1, E3, M, R1)	A9 Increased endowment by 100% (E1, E3, M, R1)
12. Integrate with departmental service functions by providing research findings and collaborating as possible	A9 Numbers of assistantships determined to be realistic given FTE and funds aligned internally and through extramural funding (E4, H1)	A9 Numbers of assistantships reassessed (E4, H1)	
13. Service professionals mentoring undergraduates in agricultural communications	A10 Increased numbers of refereed publications per academic year as well as 10% in Master's degree students (F1, G1)	A10 Increased numbers of refereed publications per academic year (G1)	A10 Numbers of refereed publications per academic year at level of other aspirational institutions (G1)
14. Faculty train and mentor service professionals and KSRE professionals in teaching methods and data collection	A11 Curricula updated with input from assessment and NCATE as well as advisory committees (D)	A11 Curricula reassessed (D)	A11 Curricula reassessed (D)
	A12 Faculty regularly present research findings relevant to staff through regular brownbags	A12 Faculty regularly present research findings relevant to staff through regular brownbags	A12 Faculty regularly present research findings relevant to staff through regular brownbags
	A13 Undergraduate interest areas matched to professional areas of expertise; annual meeting to discuss mentorship	A13 Mentorship program reassessed	
	A14 KSRE educators and communications professionals trained in teaching methods – increased offerings	A14 All KSRE communicators who participate in training activities have been trained in teaching methods	
<u>Culture/Recognition</u>			
1. Continue to develop proactive culture of customer service, personal accountability, and commitment to collaboration and communication.	C1 Curriculum that defines proactive culture, customer service, personal accountability, collaboration. All professional staff trained. On-boarding materials developed for new employees.	C1 Training continued; Evaluation criteria defined and used	C1 Training continued; Evaluation criteria defined and used
2. Promote solutions-oriented thinking			
3. Promote work of department and celebrate successes	C2 Activities developed to train professional staff in solutions-oriented thinking. On-boarding materials developed for new employees	C2 Training continued; Evaluation criteria defined and used	C2 Training continued; Evaluation criteria defined and used

	C3 Departmental promotional materials updated and successes noted in regular communication	C3 Departmental promotional materials updated and successes noted in regular communication	C3 Departmental promotional materials updated and successes noted in regular communication
<u>Strategy/Operations</u>			
1. Strategically invest human capital to align with the communications and IT needs of KSRE and KSU.	S1 Staffing plans developed and implemented in collaboration with like units on campus (Q2, COA Goal 5)	S1 Collaboration continued and evaluated(Q2, COA Goal 5)	S1 Collaboration continued and evaluated (Q2, COA Goal 5)
2. Develop work flow systems for project management	S2 Project management solutions adopted	S2 Project management solutions evaluated	S2 Project management solutions evaluated
3. Integrate business process systems/platforms	S3 Advocacy for enterprise-wide accounting solution that provides transparency; regularly report financials until an enterprise solution is implemented	S3 If university adopts usable accounting system, it will be implemented in unit	
4. Lead strategic communications for KSRE's five grand challenges	S4 Develop and implement marketing plan that works in collaboration with university marketing and provides local unit tools and standards (COA goal 21 & 22)	S4 Collect data and evaluate marketing efforts. Revise and implement marketing plan. COA goal 21 & 22)	S4 Collect data and evaluate marketing efforts. Revise and implement marketing plan. COA goal 21 & 22)
5. Use 2025 plan to guide daily work	S5 Incorporate 2025 plan elements into performance evaluation system (N)		
<u>Facilities</u>			
1. Meet the space and facility requirements for the department.	F1 Remodeled and repurposed space to use more efficiently (F1)	F1 Up-to-date facilities with adequate space to perform departmental functions (F1)	F1 Possess technically advanced and maintained facility that houses the entire department in one building with appropriate space for evolving needs (F1)

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

[Our primary resources are in experienced faculty and staff who are strongly committed to the missions of Kansas State University and K-State Research and Extension. Our excellent undergraduate and graduate students further our reach.

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

The strong relationships we have developed within the college as well as with Information and Technology Services, Communications and Marketing, the College of Education, Leadership Studies, and Communication Studies are necessary to achieve our outcomes. Further, university/college level support for improved business operations (enterprise-wide accounting system, streamlined human resource system) will enable us to move more nimbly and with better information

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

[By working with our college, K-State Research and Extension, and the KSU Foundation.

6. How does your plan link to the K-State 2025 themes/common elements, outcomes, and university metrics? (Use the *K-State 2025 University Strategic Action Planning Alignment Checklist* to identify those linkages.)

6. Departmental links to K-State 2025 K-State 2025 themes/common elements, outcomes, and university metrics.

Links to Benchmark Metrics	Links to Common elements
B-1 – Total research and development expenditures	CE-1 – Communications and Marketing
B-2 – Endowment pool	CE-3 – Diversity
B-5 – Number of doctorates granted annually	CE-4 – External Constituents
B-8 – Percent of undergraduate students involved in research	CE-5 – Funding
B-8 – Percent of undergraduate students involved in research	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	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-1 Research, Scholarly, and Creative Activities, and Discovery (RSCAD)	T1-A – Increased intellectual and financial capital to support RSCAD	T1-I – Intellectual and financial capital in place for expanded RSCAD efforts	T1-O – Extramural funding competitive with our benchmark institutions
Metrics: T1-1 – # of interdisciplinary research projects, institutes, and centers	T1-B – More clusters/centers of collaborative RSCAD focus	T1-K – Nationally and internationally recognized research centers	T1-P – Research and development expenditures competitive with benchmark institutions
T1-2 – Total sponsored extramural funding expenditures	T1-C – Increased funding for investigator-based research, research centers, and graduate training grants	T1-L – Recognized for prominent and productive placement of our graduates	T1-Q – Competitive amongst our peers in the percentage of undergraduates involved in research
T1-4 – # of refereed scholarly publications per academic year and allocated faculty member	T1-E – Competitive compensation and support available to GRAs, GTAs, and GAs	T1-M – Increased participation by undergraduates in expanded opportunities in research	
T1-5 – Total international research and development expenditures	T1-F – Enhanced and systematic approach for UG research		
	T1-H – Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities		

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short-Term Outcomes	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-2 Undergraduate Educational Experience (UEE)	T2-A – Excellent, customized academic advising and services available to all students to support their success and degree completion	T2-J – Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives	T2-O – An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities
T2-1 – # and % of undergraduate students participating in a meaningful international experience	T2-B – Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university	T2-L – All UG students engaged in a diversity of experiences that expand their viewpoint	T2-P – Faculty teaching and advising awards comparable to our benchmark institutions
T2-2 – # and % of undergraduate students completing an experiential learning experience	T2-C – Increased participation by undergraduates in expanded opportunities for meaningful research	T2-M – Increased undergraduate contributions in the creation of scholarship through research	T2-Q – Freshman to Sophomore retention ratios comparable to benchmark institutions
T2-3 – Total funding awarded for undergraduate scholarship support	T2-D – Successful integration of undergraduate education and meaningful research is standard practice	T2-N – Ongoing improvement of six-year graduation rates and retention ratios	
T2-6 – % of undergraduate enrollment by demographic group	T2-G – Successful recruitment and retention strategies that address our entire student population		
T2-7 – Student satisfaction and utilization rates			

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short-Term Outcomes	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-3 Graduate Scholarly Experience	T3-A – Competitive compensation and support available for GRAs, GTAs, and GAs	T3-I – Increased participation by our graduate students in unique high level learning and experiential training	T3-N – National and international reputation for outstanding graduates with demonstrable career success
T3-1 – # and % of graduate students with assistantships, endowed scholarships, and fellowships	T3-C – Engaged graduate students integrated in university life with enhanced visibility and appreciation	T3-J – Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment	T3-O – World-class reputation as a preferred destination for outstanding graduate students
T3-2 – Total funds awarded for graduate assistantships, endowed scholarships, and fellowships	T3-D – Outstanding mentoring for our graduate students	T3-K – Increased funding for graduate research and teaching	T3-P – Stable funding for graduate research and teaching competitive with benchmark institutions
T3-3 – # and % of graduate programs offering competitive compensation and support packages	T3-E – Expectation of excellence for the graduate scholarly experience	T3-L – Increased number of nationally and internationally recognized award-winning graduate faculty	T3-Q – Doctorates Awarded comparable with benchmark institutions
T3-4 – # of private/public sector partnerships supporting graduate experiential training opportunities	T3-F – Increased capacity to secure funding for graduate research and teaching	T3-M – Increased number of Doctorates Awarded	
T3-5 – # of graduate students participating in a unique high level learning and experiential training	T3-G – Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level		
T3-6 – # of graduate terminal degrees awarded	T3-H – Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students		
T3-8 – Graduate student satisfaction and utilization rates			

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short-Term Outcomes	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-4 Engagement, Extension, Outreach, and Service	T4-A – Enhanced integration between academics and student service learning	T4-H – Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues	T4-N – Nationally recognized as a leader in and model for a re-invented and transformed land - grant university integrating research, education, and engagement
T4-1 – # and % of undergraduate students participating in engagement/service learning	T4-C – Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide	T4-I – All undergraduate students engaged in at least one engagement /service learning project	T4-O – Nationally and internationally recognized as leaders in Engagement on a global scale
T4-2 – Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level	T4-F – Recognition as leaders in Engagement within our state and nation	T4-J – Increased number of graduate students involved in Engagement	T4-P – Recognized as a leader in Engagement reaching both rural and urban communities
T4-6 – Economic impacts on rural and urban communities in Kansas	T4-G – Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community	T4-K – Increased appreciation by K-State graduates for lifelong involvement in engagement and service	
		T4-L – Increased capacity to respond to emergencies worldwide	

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short-Term Outcomes	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-5 Faculty and Staff	T5-A – Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas	T5-E – Total compensation competitive with aspirant university and regional employers for all employees	T5-H – Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers
T5-1 – # of national and international faculty awards	T5-C – Career-long learning recognized by the university and its employees as a shared value and responsibility	T5-F – Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs	T5-I – Stable funding available for recruitment and retention of top level faculty and staff
T5-2 – # and % of faculty with endowed chairs, professorships, and fellowships	T5-D – Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission	T5-G – Successful recruitment and retention of a talented and high performing, diverse workforce	T5-J – Optimal number of faculty and staff comparable with our benchmark institutions
T5-4 – # and % of faculty and staff participating in international experiences	T5-F – Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs		
T5-5 – % of tenure/tenure-track faculty by demographic group			
T5-7 – % of faculty and staff reporting satisfaction in the work environment			

Links to University Thematic Goals, Outcomes, and Metrics

Links to 2025 Thematic Goals and Metrics	Links to Short-Term Outcomes	Links to Intermediate Outcomes	Links to Long-Term Outcomes
T-6 Facilities and Infrastructure	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	T6-D – Adequate office space for all K-State employees equipped to support their work and productivity	T6-G – High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students
T6-5 – % of faculty, staff, and students reporting satisfaction with facilities and infrastructure			