
2012 Review

Department of Communications
and Agricultural Education

KANSAS STATE

U N I V E R S I T Y

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NIFA Review Team Schedule

Monday, April 30

Check-in: HILTON GARDEN INN
410 S. 3rd St., Manhattan, Kan., 785-532-9116

5:30 p.m. Dinner with Administrative Team, College of Agriculture and
K-State Research and Extension
Don Boggs, Associate Dean, College of Agriculture
Daryl Buchholz, Associate Director for Extension and Applied Research
Ernie Minton, Associate Director for Research and Technology Transfer
DELLA VOCE, 405 Poyntz, 785-532-9000

Tuesday, May 1

8 – 8:45 a.m. Breakfast with Department Head, Kris Boone
THE CHEF, 111 S. 4th St., 785-537-6843

9 – 9:50 a.m. Meet with Department Head, Kris Boone
UMBERGER HALL 301, Kansas State University

10 – 10:45 a.m. External/Internal Review Team Meeting
UMBERGER HALL 301

10:45 – 11:15 a.m. Meet with Departmental Unit Leaders
UMBERGER HALL 301

11:30 – 12:25 p.m. Lunch with Unit Leaders
K-STATE STUDENT UNION, Bluemont Room

12:30 – 12:50 p.m. Tour McCAIN News Media and Marketing Services Office

1 – 2:30 p.m. Meet with Media Group
K-STATE STUDENT UNION, Room 213

2:45 – 4:45 p.m. Meet with Printing Group and Brief Plant Tour (*includes travel time*)
UNIVERSITY PRINTING PLANT

5 – 5:45 p.m. Return for Brief Tour of Union Copy Center (*includes travel time*)
K-STATE STUDENT UNION

6 – 7 p.m. Informal Dinner with Students
WATERS HALL 137

Wednesday, May 2

7 – 8 a.m. Team Breakfast
HILTON GARDEN INN

8:15 – 9:45 a.m. Meet with Publishing Group and Brief Tour
UMBERGER HALL 317

Wednesday, May 2 (continued)

- 9:45 – 11:15 a.m. Meet with Technology Group and Brief Tour
UMBERGER HALL 317
- 11:30 – 1 p.m. Lunch with Jeffery Morris, Vice President for Communications and Marketing
and Ken Stafford, CIO/Vice Provost for Information Technology Services
HOULIHAN'S, 1641 Anderson Ave., 785-776-5909
- 1:30 – 3:15 p.m. Meet with Outreach/Marketing Group
UMBERGER HALL 317
- 3:30 – 5 p.m. Meet with Teaching/Research Group
UMBERGER HALL 317
- 5:30 p.m. Informal Reception with Departmental Representatives
LITTLE APPLE BREWERY, 1110 Westloop Pl., 785-539-5500

Thursday, May 3

- 7:30 – 8:15 a.m. Breakfast with Unit Leaders
EARLY EDITION EAST, 419 E. Poyntz Ave., 785-537-0000
- 8:30 – 8:50 a.m. DOLE HALL Tour with Elaine Edwards and Rob Nixon
- 9 – 10:30 a.m. Meet with Administrative Services Group
UMBERGER HALL 125
- 10:30 – Noon Meet with KSRE Assistant Directors, KSU Administrators,
Department Heads and Center Directors
UMBERGER HALL 125
- Noon – 1 p.m. External Team Box Lunch
UMBERGER HALL 301
- 1 – 2 p.m. Meet with Gary Pierzynski, Interim Dean, College of Agriculture,
and Interim Director, KSRE
WATERS HALL 114
- 2 p.m. External Team Discussion and Writing
WATERS HALL 137 (*Room is reserved, if desired, until 4:15 p.m.*)
- Team Option* EXTERNAL TEAM DINNER (*Time and location at team's discretion.*)

Friday, May 4

- 7 – 7:45 a.m. Breakfast with Assoc. Dean Don Boggs and Assoc. Director Ernie Minton
BLUESTEM BISTRO, 1219 Moro, 785-587-8888
- 8 – 9 a.m. Meet with Provost April Mason and President Kirk Schulz
ANDERSON HALL 201
- 9:30 – 10:30 a.m. Presentation to Department of Communications and Agricultural Education
UMBERGER HALL 105
- 10:35 – 11 a.m. Meet with Department Head Kris Boone
UMBERGER 301
-
-

NIFA Review Team

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K-State Coordinating Team

Members and Units, Department of Communications and Agricultural Education:

Shannon Washburn, Academic Unit, Chair

Eric Atkinson, News Media and Marketing Services

Pat Melgares, News Media and Marketing Services

Brandi Nelson, Kansas Environmental Leadership Program

Gina Nixon, Business Office

Rob Nixon, University Printing

Vernon Turner, Technology

Mandy Wilson, KSRE Bookstore

Nancy Zimmerli-Cates, Publishing

Introduction

The Department of Communications and Agricultural Education at Kansas State University prepared this document for its 2012 USDA-NIFA Review. The K-State Coordinating Team has collected information in this document that it believes to be pertinent to your review. With your site visit, the committee believes you will be able to provide us with insights and perspectives on our work and direction.

As a department, we have found this review to be useful in focusing our discussions on future directions, issues, and trends in our fields. Also, it has provided a vehicle through which to identify existing challenges and ways to improve. Several initiatives have already been undertaken to address some of these concerns. We mention these in this document. Other challenges may be longer term, and on some of these, we seek the input of this group. These challenges are grouped on page 9 of the document under Major Issues/Questions.

Near the beginning of this document is institutional and administrative background to provide context. Next is department-specific information. The document's middle section focuses on eight overarching functions that represent departmental responsibilities: administrative services, media services, outreach, publishing, research, teaching, technology, and university printing. For each function, a summary of work is provided, along with trends, challenges, and suggestions.

Our department comprises six units. For the purposes of this review, we chose not to follow a unit-by-unit structure and instead focused on the functions listed above. Because most of our future work will require us to function in teams across units, we feel it is important to look at the department's functions rather than administrative divisions.

Appendices providing additional information are included at the end of the document. If you need additional information, please let us know. Thank you again for your participation.

The K-State Coordinating Team

Institutional Background and Context

The Department of Communications and Agricultural Education is located in the College of Agriculture at Kansas State University. Its Agricultural Experiment Station and Cooperative Extension Service activities report through K-State Research and Extension. The dean of the College of Agriculture also serves as the director of K-State Research and Extension.

Kansas State University

Bluemont College, founded in 1858, was renamed Kansas State Agricultural College in 1863, after Kansas applied for and was granted the land grant provided by the 1862 Morrill Act. In 1959, the university name was changed to the Kansas State University of Agriculture and Applied Science. The name is typically shortened to Kansas State University.

Today, the main campus of K-State comprises 668 acres and eight colleges in Manhattan, Kansas. The university includes two satellite campuses. The K-State Salina campus offers bachelor's degrees in engineering technology, aviation, technology management, social work, and family studies and human services, as well as a professional master of technology graduate degree. The new K-State Olathe campus offers professional and graduate-level programs in the fields of biosciences and biotechnology, focused on food safety and security and animal health.

Additional university properties include 18,000 acres under the direction of the Agricultural Experiment Station, with research centers headquartered in Garden City, Hays, Colby, and Parsons. Also 8,600 acres at the Konza Prairie are managed in cooperation with the Division of Biology.

Kansas State University is a Carnegie Doctoral/Research University-Extensive. The nine colleges that compose K-State include Agriculture; Architecture, Planning, and Design; Arts and Sciences; Business Administration; Education; Engineering; Human Ecology; Veterinary Medicine; and Technology and Aviation. The Graduate School offers master's and doctoral programs, as well. Kansas State University is one of six Kansas Board of Regents universities, 19 community colleges, and six technical colleges.

The mission of Kansas State University is below.

Kansas State University is a comprehensive, research, land-grant institution serving students and the people of Kansas, the nation, and the world. Since its founding in 1863, the university has evolved into a modern institution of higher education, committed to quality programs, and responsive to a rapidly changing world and the aspirations of an increasingly diverse society. Together with other major comprehensive universities, K-State shares responsibilities for developing human potential, expanding knowledge, enriching cultural expression, and extending its expertise to individuals, business, education, and government. These responsibilities are addressed through an array of undergraduate and graduate degree programs, research and creative activities, and outreach and public service programs. In addition, its land-grant mandate, based on federal and state legislation, establishes a focus to its instructional, research, and extension activities which is unique among the Regents' institutions.

Through quality teaching, the university is committed to provide all students with opportunities to develop the knowledge, understanding, and skills characteristic of an educated person. It is also pledged to prepare students for successful employment or advanced studies through a variety of disciplinary and professional degree programs. To meet these intentions, the institution dedicates itself to providing academic and extracurricular learning experiences which promote and value both excellence and cultural diversity. K-State prepares its students to be informed, productive, and responsible citizens who actively participate in ad-

vancing cultural, educational, economic, scientific, and socio-political undertakings.

Research and other creative endeavors comprise an essential component of K-State's mission. All faculty members contribute to the discovery and dissemination of new knowledge, applications, and products. These efforts, supported by public and private resources, are conducted in an atmosphere of open inquiry and academic freedom. Basic to the pursuit of this mission is the university's commitment to broad-based programs in graduate education at both the master's and doctoral levels.

Faculty, staff, and administrators share their expertise through service to the university and disciplinary organizations, via outreach, engagement, and extension-related activities. Their work provides support to numerous projects related to the goals, missions, or aspirations of the departments, colleges of the university, and to the members of the professional community. Through outreach and engagement initiatives, partnerships are established with various stakeholders to translate knowledge and basic research into applications that address public needs. These service activities are integrally related to the land-grant mission.

Extension is governed by Kansas statutes that empower elected county councils and district governing boards with authority and responsibility to assess needs and conduct a local educational program in cooperation with Kansas State University and the United States Department of Agriculture (USDA). A network of local extension professionals and volunteers link Kansas State University faculty, the National Cooperative Extension System to the USDA which produces high-quality educational programs.

College of Agriculture

The Department of Communications and Agricultural Education is one of eight departments in the College of Agriculture, which is also home to the Food Science Institute. The department's academic program and some communications products are directly tied to the college through its teaching mission. The College of Agriculture mission statement:

The mission of the College of Agriculture is to develop human capital at the undergraduate and graduate levels to support agriculture, agriculturally related industries, natural resources management, education, and research. In doing so, the College of Agriculture educates people for productive lives that contribute to agriculture, society, and to the economic competitiveness of Kansas.

Enrollment in the college's undergraduate program is nearly 2,500, while graduate enrollment is approximately 400. More than 200 faculty, including department heads, are employed in the college, and almost all have appointments with K-State Research and Extension as well. The college has a strong reputation for quality teaching and advising, which is reflected in student surveys and campus and national awards.

K-State Research and Extension

Short for the Kansas State University Agricultural Experiment Station and Cooperative Extension Service, K-State Research and Extension employs approximately 300 research scientists, 180 faculty specialists and program leaders, 270 county and area specialists, and 400 support staff in 23 academic departments from five different colleges. Personnel are located at the main campus, in 105 local offices, nine experiment fields, four area offices, two research centers, and two research-extension centers. The Kansas Agricultural Experiment Station and Kansas Cooperative Extension Service were merged to form K-State Research and Extension in 1996 after a legislative challenge to the extension service. By more closely and clearly aligning extension to research, the organization was able to fend off proposed funding cuts.

K-State Research and Extension is *"dedicated to a safe, sustainable, competitive food and fiber system and to strong, healthy communities, families and youth through integrated research, analysis and education."*

Its vision statement explains that K-State Research and Extension is *“committed to expanding human capacity by delivering educational programs and technical information that result in improved leadership skills in the areas of communication, group dynamics, conflict resolution, issue analysis, and strategic planning that can enhance the economic viability and quality of life in communities.”*

The Department

This section introduces the Department of Communications and Agricultural Education, providing information on its mission, vision, and units. An organizational chart for the department is provided in Appendix A. Short faculty/staff biographies, lists of publications and regional or national presentations, along with grants and contracts, are presented in appendices B, C, and D, respectively. Other appendices provide information on budget (E), curriculum (F), summary of the strategic plan (G), student learning outcomes (H), Mini-Review of Agricultural Education (I), advisory committees (J), and Kansas Environmental Leadership Program, or KELP (K).

The department's mission is:

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.*

The vision of the Department of Communications and Agricultural Education is to *"be a leader in communications and education for K-State Research and Extension and the College of Agriculture."*

Departmental Units

Before the department was formed in 1993, its units were mostly autonomous groups that reported to associate directors of either the Agricultural Experiment Station (AES) or Cooperative Extension Service (CES). Some groups have been merged, others restructured, and staff composition has changed.

Though many departments have experienced a decrease in staff, this department has grown

substantially, with the addition of four full-time teaching and research faculty, an academic program, an extension leadership program, and the university printing operation. The effect of ever-changing technology has resulted in a change in the types of positions needed in the technology unit. In addition, the increased adoption of technology has significantly increased the amount of support the organization requires, leaving little time to explore technological trends. Since the last review, FTE (full-time equivalent) positions have shifted away from technology, media, and marketing to academic programs. The department also lost FTE in administrative support, printing, and the bookstore. With the addition of University Printing staff of 16 individuals, the result is an overall increase of 11.25 FTE.

Academic Program

Teaching: Departmental faculty members teach courses for majors and service courses. Sixty students are currently enrolled in the Agricultural Communications and Journalism (ACJ) major and are advised by faculty and staff. About five of those students list ACJ as their second major. The major has two options: Agricultural Communications and Environmental Communications. The latter was started in 2003. Almost all ACJ majors are in the agricultural option. Faculty teach five undergraduate, one undergraduate/graduate, and one graduate course. Two undergraduate appointment classes are offered. Special topics classes are offered on demand.

In 2008, Agricultural Education (AED) faculty were relocated physically and administratively from the College of Education to the College of Agriculture and Department of Communications. As a result, the department also offers courses for and advises the 70 undergraduate students majoring in Agricultural Education.

Faculty teach seven undergraduate courses in the department and two undergraduate courses in the College of Education. Faculty also currently advise a number of teacher practitioners in a master's degree program in Curriculum and Instruction, housed in the College of Education. Four graduate topics courses are offered consistently, and additional topics courses are offered when needed.

The department will begin offering a Master of Science in Agricultural Education and Communications in fall 2012. This degree will be offered in collaboration with the Agricultural Education degree recently launched by the Great Plains AG*IDEA consortium. Departmental faculty are scheduled to contribute courses to the consortium for the first time in spring 2013.

Research: The department conducts qualitative and quantitative research. The communications research is focused on the mission of K-State Research and Extension. To date, most of the department's research has focused on food safety, use of natural resources, and marketing.

Additional research in teaching and learning principles and practices, curriculum development, and teacher professional development has been initiated with the addition of Agricultural Education faculty.

Business Office, Bookstore and Mail Center

The department's business office manages daily operations, provides financial and human resource support for each unit, and provides administrative/clerical support for the department head, business manager, and the academic and KELP programs. The primary functions of the business office are administering and monitoring departmental finances and human resource management. The business office includes the depart-

ment head, business manager, academic support staff, human resources staff, and accounting staff.

For about a decade, an annual administrative account supported much of the cost to supply extension publications to local offices across the state. In 2008 that central funding ended. Only three counties have credit balances remaining from the program, and the rest operate on a cash basis.

The K-State Research and Extension (KSRE) Bookstore and Mail Center staff manages publication and promotional merchandise inventory, distributes educational and program materials to organizational offices and the public, and provides full mailing and shipping services for business and personal needs. Bulk mail services are provided for university departments, KSRE offices, and affiliated programs.

News Media and Marketing Services

This unit was restructured in 2008, combining what had been separate small units specializing in print news, radio, and television. A photographer joined the group later that year, and marketing was added in 2010. Members of the unit gather, write, and distribute or broadcast research, extension, and agricultural information that reaches more than 750 media outlets. Placements range from wire services, including the Associated Press and Reuters, to metropolitan dailies such as *The Kansas City Star*, *The Wichita Eagle* and *The Topeka Capital-Journal*, as well as community newspapers, and radio and television stations. The K-State Radio Network broadcasts are distributed through its satellite uplink and online. Four Kansas stations carry video news stories each weekday on *Ag AM in Kansas*. The unit also distributes information via YouTube, Twitter, and Facebook, and shares photographs through Flickr, audio slide stories online, the departmental image database, and the fee-based Zenfolio collection.

Publishing

The unit staff members edit, design, and manage the publication of peer-reviewed documents of the Kansas Cooperative Extension Service and Kansas Agricultural Experiment Station. The unit services include professional editing, design, and publication/posting of fact sheets, research reports, and books in both print and electronic media. Staff members review, edit, and catalog technical manuscripts that are being submitted to journals, and create posters, magazines, and displays. Staff members provide training in basic techniques of document layout and collaborate with other units on multimedia projects. This unit also provides information about disclaimer language; copyright requirements; basics of editing and proofreading; document preparation, management, and scheduling; types of printing available; and publishing cost estimates.

Technology

The Technology unit provides network services, technical support, technology training, multimedia and videoconferencing support, and Web and intranet design and assistance. The unit supports a multimedia lab to assist faculty and develop interactive programs. The unit has been responsible for maintaining a content management system (CMS) for the College of Agriculture and K-State Research and Extension since the development of those sites. At present, every college is beginning to move to a CMS managed by the university.

University Printing

This unit was created by combining the department's KSRE duplicating center with the former K-State Printing Services operation. The unit provides everything from quick-copy services in single and multiple colors to large-scale digital printing of projects from brochures to books and similar materials, as well as related services such as cutting, folding, drilling, collating, stitching, perfect-binding, and shrink-wrapping.

Staff Assignments by Unit

Business Office (3.01 E; 1.93 A; 0.06 T FTE)

Boone, Kristina, professor and head (R)¹
Buss, Lori, accountant/office manager (C)
Ebert, JoAnn, A/R accountant (C)
Nixon, Gina, business manager and leader (P)
Webb, Debra, HR specialist/office manager (C)

Academic Program (4.77 T; 0.7 A; 2.03 E FTE)

Harbstreit, Steve, teaching coordinator (R)
Cossman, Lindsey, receptionist/support (C)
Baker, Lauri, assistant professor (R)
Baker, Richard, associate professor (R)
Disberger, Brandie, instructor (R)
Ellis, Jason, assistant professor (R)
Erpelding, Larry, professor emeritus (R)
Moser, Lisa, instructor (R)
Washburn, Shannon, associate professor (R)

Bookstore and Mail Center

(2.73 E; 1.27 A FTE)
Nixon, Gina, leader (P)
Heller, Lisa, associate (C)
Ryan, Mike, printer (C)*
Wilson, Mandy, manager (C)

KELP (1.0 E FTE)

Nelson, Brandi, KELP coordinator (P)*

News Media and Marketing Services

(13.33 E; 0.3 T; 0.87 A FTE)
Edwards, Elaine, leader (P)
Agnew, Joe, assistant engineer (C)
Atkinson, Eric, professor/producer (R)
Baker, Richard, associate professor/producer (R)
Block, Kevin, engineer (C)
Donnert, Dan, photographer (P)
Henderson, Kathy, office manager (C)
Kowalik, Randall, producer (P)
Melgares, Pat, marketing/writer (P)
Osborn, Donise, support (C)

¹ **Legend:** E = Cooperative Extension Service; A = Agricultural Experiment Station; T = Teaching; R = Ranked Faculty; P = Professional Faculty; C = Classified Staff; * = Fee-funded position

Peter, Mary Lou, writer (P)
 Peterson, Nancy, writer (P)
 Pryor, Debra, producer (P)
 Ward, Kathleen, associate professor/writer (R)
 Wichman, Jeff, producer (P)

Publishing (7.82 E; 3.01 A; 0.17 T FTE)

Zimmerli-Cates, Nancy, leader (P)
 Dunstan, Janie, graphic designer (P)*
 Gilmore, Linda, editor (P)
 Hackenberg, Pat, graphic designer (P)*
 Hancock, Sarah, technical/science editor (P)
 Hartman, Amy, electronic librarian/archivist (P)
 Holcombe, Bob, graphic designer (P)*
 Holcombe, Gloria, editor (P)
 McClain-Williams, Deb, office manager (C)
 Sheffield, Donna, editor (P)
 Stadlander, Mark, editor (P)

Technology (13.25 E; .75 A FTE)

Jackson, Larry, leader (P)
 Dissanayake, Gamage, programming mgr. (P)*
 Dabade, Sharmila, programmer (P)
 Dunn, David, state support technician(P)
 Feldhausen, Russ, dept. tech. support mgr. (P)
 Havenstein, Larry, network engineer (P)

Kepka, Gary, state support technician(P)
 Snyder, Gerry, multimedia (P)
 Spencer, Steve, state support technician (P)
 Subramanian, Sethu, programmer (P)
 Staatz, Tamie, office manager (C)
 Turner, Vernon, systems/network engineer (P)*
 Wollenberg, Neal, web coordinator (P)
 Vacant, leader (P)

University Printing (14.5 E FTE)

LeValley, Greg, director (P)*
 Austin, Doug, printer (C)*
 Butler, Rick, graphic designer (C)*
 Campbell, Jeff, printer (C)*
 Cooper, John, printer/production supervisor (C)*
 Hunter, Karen, customer service coordinator (C)*
 Johnson, Becky, customer service coordinator(C)*
 Jones, Rex, printer/production supervisor (C)*
 Marcellus, DeWayne, printer (C)*
 McVey, Kenny, printer (C)*
 Nixon, Rob, associate director/safety officer (P)*
 Rheume, Annette, printer (C)*
 Slezinger, Jan, printer (C)*
 Stagner, Marsha, support (C)
 Wingo, Karen, office manager (C)*

Budget Summary

<i>Fund Source</i>	<i>Type</i>	<i>FY 05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>	<i>FY09</i>	<i>FY10</i>	<i>FY11</i>
Budgeted	Operating	546,318	539,356	521,434	521,434	527,264	317,725	317,725
Budgeted	Salary	3,147,642	3,344,570	3,417,765	3,527,530	3,843,834	3,563,432	3,623,790
Fees	Operating	766,912	1,009,158	765,194	683,303	778,814	729,926	867,804
Fees	Salary	193,941	83,758	103,753	171,342	256,418	308,707	211,507
Extramural	Operating	195,052	52,001	159,722	40,446	2,508	76,435	19,927
Total	Operating	1,508,282	1,600,515	1,446,350	1,245,183	1,308,586	1,124,086	1,205,456
Total	Salary	3,341,583	3,428,328	3,521,518	3,698,872	4,100,252	3,872,139	3,835,297
Grand Total	(Op. + Salary)	4,849,865	5,028,843	4,967,868	4,944,055	5,408,838	4,996,225	5,040,753
% Fees/Extramural		23.83%	22.77%	20.71%	18.10%	19.19%	22.32%	21.81%
% Budgeted		76.17%	77.23%	79.29%	81.90%	80.81%	77.68%	78.19%
% Salary of Total		68.90%	68.17%	70.89%	74.81%	75.81%	77.50%	76.09%

The figures include salary and benefits for all full-time and part-time faculty and staff but not for student or temporary employees. This table reflects a 58 percent decrease in budgeted operating funds and a 9 percent decrease in fee-generated operating funds between 2005 and 2011.

Salaries paid by fees increased approximately 60 percent, while budgeted salaries increased 15 percent. (FY10 fee salaries were used to calculate the increased percentage due to temporary shifts made during 2011.) The ratio of fees to budgeted funds has remained fairly constant at 21% fees to 79% budgeted funds. Salary continues to average 73% of expenses.

Major Issues and Questions

After conducting listening sessions with departmental faculty and staff, administrators, and other collaborators who work with the department, these overarching questions and concerns were identified.

1. *Administrative Structure*

In addition to the normal teaching, research, and outreach components of a department in the College of Agriculture with research and extension appointments, this department offers unique services:

- a bookstore and mail/shipping center with accompanying inventory and accounting components
- a news, promotion, and marketing staff for KSRE and its statewide units
- a technology staff that supports clients in offices on campus and across the state
- a publishing staff that provides editing and design services for the College of Agriculture and KSRE administration as well as clients in local offices statewide
- a full-service printing plant
- the Kansas Environmental Leadership Program (KELP)

Is this a reasonable administrative structure for the department? Would another structure work better?

2. *Possible Change*

Among departmental services, which should be considered for expansion? Which, if any, should be cut back, moved, or eliminated?

3. *Budget*

The budget, like most others, has suffered during the economic slowdown. How should conflicting funding issues be addressed when funds earmarked for operating expenses compete with those dedicated to salaries?

4. *Printing Merger*

Combining the former K-State Printing Services with the Duplicating Center to form University Printing allows for consolidated management, better cost containment, and a new focus on client services.

While the merger has provided many positive results, the consolidation has stretched the department's accounting, human resources, and technical support capacity. How can we best ensure appropriate staffing to accommodate the added personnel and accounting requirements?

5. *Digital Communication*

(a) The Kansas State University content management system (CMS) is beginning to absorb the CMS that was developed by the department several years ago and used within the statewide K-State Research and Extension (KSRE) system, the College of Agriculture, and others.

The previous model left little time for development, and programmers were overburdened. We need to evaluate how the change will affect staff assignments, how projects can best be managed, and how to meet Web user expectations for searching, presentation

of search results, mobile access, and implementation of new technology.

(b) Nearly all documents in the online KSRE Bookstore/Library are offered as PDFs. Should other formats — ebooks, html documents, or something else — be part of the mix?

6. **Business Model**

The department needs an improved business and financial model and more automation to simplify accounting tasks and ensure that information can be shared among systems.

Software: Nearly a dozen different software systems are used to track some of the business data (financial, inventory) within the department, the university, and the state. How can we best consolidate and manage those systems within our control?

Business Barriers: Entrepreneurship is encouraged and appropriate in many ways, but limitations on state agencies and university requirements often hamper attempts at being more entrepreneurial. How can we simplify fund transfers or changes while maintaining appropriate security and good audit control?

7. **Vision 2025: Communicating Impact** (see: www.k-state.edu/2025)

Managing higher expectations will stretch the small academic unit. We are seeking the best way to address the following concerns:

Teaching. The department is launching its graduate program in fall 2012.

Research. The department must begin to provide more scholarly activities, promote research opportunities for graduate students,

and do more to engage undergraduates in research. This effort will require more time and attention from the academic unit.

Outreach. Measuring and communicating the department's impact and outreach efforts are difficult.

8. **Human Resources**

(a) Over the next decade or so, a loss of institutional knowledge is anticipated as older faculty and staff retire. This relates somewhat to the diversity concern because many faculty and staff members are above age 40, and about one-third are age 50 or more. This is also related to budget and hiring freezes over the past 10 years. We are concerned that younger employees may leave before an opportunity for promotion occurs.

We need to create a plan to ensure that new faculty and staff have the tools they need for a successful launch into the department, develop a sense of belonging and ownership for the work they do, and believe that opportunities for advancement are reasonable and achievable.

(b) Daily operations within the department are managed by the six unit managers, each reporting directly to the department head. In addition, the department head carries heavy service loads to KSRE, the university's Division of Marketing and Communications, and several others. Given the size, service diversity, and complexity of the department, some arrangement of shared administrative responsibility seems appropriate. What would be the most logical and beneficial structure of shared administrative oversight at the departmental level?

9. Diversity

While departmental functions are extremely diverse, the faculty, staff, and student base has tended to be homogenous.

How can the department best strengthen itself by attracting and retaining a more diverse student and employee group?

10. Collaboration

Department: Physical separation is a barrier to collaboration, both impromptu and planned. Increased workload from departmental growth and service expectations interferes when schedules and priorities collide.

College: Clients sometimes forget or are unaware of the advantages of collaborating with departmental staff during the planning stage of projects — writing the grant proposal or beginning to meet with collaborators.

University: Turf protection, concern about duplicated efforts, and other conflicts can be barriers to collaboration with university colleagues.

KSRE/Regional/National: Does the departmental staff have a role in helping subject-matter specialists or researchers find ways to collaborate with colleagues at other institutions? If so, when is it appropriate, what is that role, or how can it be identified? How does competition for funding play into collaborative efforts?

11. Improved Facilities/ Infrastructure

The department is spread across campus, with the business office and most operations housed in Umberger Hall. Some improve-

ments have been made or are in progress, but the buildings are old, and repairs/remodeling are limited by budget. Campus master plans for improvements are well into the future, and could be delayed if funding is unavailable.

The main printing plant will soon move from a facility near Manhattan Regional Airport to Dole Hall, just across the parking lot from Umberger Hall. The duplicating portion of University Printing will remain in Umberger, and a copy shop will remain in the K-State Student Union, which gives the unit good access to students and other campus customers.

Dole Hall also houses the video portion of the News Media and Marketing Services unit, but most of the unit's staff members (print news, photography, radio, and marketing) have offices in McCain Auditorium.

How can the department enhance unity and improve facilities within the current structure, or how can that structure be improved?

12. Audience and Client Awareness

What is the best way to ensure that clients are aware of departmental academic offerings, as well as products and services? How can we better understand and address client needs?



Departmental Function Areas

Each function area was discussed during listening sessions with faculty, staff, administrators, and other departmental clients. Trends and challenges for each area emerged from those discussions.

Administration

Administration in the department is composed of the department head and unit managers who are responsible for daily operations, planning, human resource management, and unit fiscal solvency.

Unit managers serve a pivotal role in assigning, assessing, and developing human resources to accomplish the departmental and organizational mission. In addition to unit fiscal responsibility, they manage daily personnel issues; conduct midyear and annual personnel performance appraisals; review and update position descriptions; establish staff development priorities based on the needs of the unit, the department, and the staff member; and often provide client services.

Professional development for faculty and staff is included in individual annual goals. Many department members serve on organizational boards, as club advisers, or in service roles in the community. Budgets limit support for organizational dues, and funding for conference registration and travel is often limited to those giving presentations. As a result, membership in professional organizations has declined. Administrative support responsible for purchasing, invoicing, basic accounting, and general operation support is assigned to each unit.

The business office serves as the primary home for department administrative support services, including leadership in accounting, human resources and general business operation. Those functions, as well as Bookstore and Mail Center operations, are covered in administration.

Accounting

Typical departmental accounting operations include procurement, accounts payable, accounts receivable, reimbursement, inventory, payroll, budgeting, and grant and contract administration and reporting. The department administers, manages, and reconciles more than 100 operating and salary accounts and sub-accounts totaling more than \$6.8 million.¹ In addition, the department currently maintains approximately 10,000 customer accounts. Of these, 300 are university and local extension-related accounts; 2,400 are clients outside Kansas; and the rest are those of state agencies, universities, schools, and businesses within the state.

Since the last review, the number of university-managed accounts has more than doubled, salary and operating account totals have increased 58 percent, and the number of managed client accounts has increased approximately 35 percent. Accounting functions have become less centralized since the last review to compensate for the increased activity. Each unit is responsible for purchasing equipment and supplies valued at less than \$5,000, arranging for travel, initiating payments and reimbursements, and reconciling unit operating accounts. Publishing, University Printing and the KSRE Bookstore initiate customer invoices for their respective units, while the business office invoices for remaining department services. One accounting specialist in the business office is responsible for receivable activity, including depositing funds and maintaining client accounts.

The accounts receivable operation is atypical of the organization. It not only charges and collects funds for services and products provided by the

¹ The operating and salary figures include recently merged University Printing. The client account figures do not.

department, but it also administers and monitors accounts for each of the 80 organizational offices in the state. Until 2009, each area office, county or extension district was allocated annual funds from K-State Research and Extension to purchase publications from the department. Campus departments and area offices were responsible for tracking their own publication purchases; however, the Department of Communications administered and monitored publication funds for the statewide local offices. In 2005, the allocated funds were made available to purchase any goods and services provided by the Department of Communications. Due to budget reductions in 2009, new allocations were suspended. By spring 2012, only three county offices have allocation funds remaining.

All goods and services purchased through the department are invoiced, and local budgets are used to remit payment. Clients receive monthly statements showing the previous month's activity and the balance due.

To accomplish these accounting functions, the department uses a variety of software, including Microsoft Dynamics SL, Enterprise 32, Quickbooks Pro, Excel, and a Web-based program developed in house. With so many systems in use, it is impossible to see a complete snapshot of the department's financial status. The department has initiated a process to reduce the number of software programs used and identify a solution that will provide a financial picture of the department and individual units. Because of the university's unique reporting requirements, purchased software solution requires modification. Those modifications often cause difficulty in installing patches and upgrades, disrupting daily services.

Human Resources

Human resources activities are demanding, with approximately 75 professional, faculty, and support employees, along with more than 30 student employees. Human resource functions include: leadership and support for search committees

to assure fair hiring practices; coordination of applicant requests and materials; initiation and monitoring of contracts; completion of hiring and termination processes; assurance of timely and accurate payroll; guidance to supervisors and unit managers; consultation for departmental employees; notification of professional development opportunities; assurance of accurate position descriptions; administration of university, state, and federal regulations, policies, and programs; and communication of information about employee tax changes, salaries, benefits, and related issues.

Job functions are diverse. In 2011, the department conducted seven searches, resulting in six hires. The department averages two to three faculty and staff searches each year. University search procedures recently underwent substantial changes, resulting in increased time and delays related to hiring.

The merger of University Printing created a 20 percent increase in departmental full-time FTE and a similar increase in responsibilities for the human resources and accounting staff. One full-time employee is responsible for providing human resources support in addition to clerical support for the department head and business manager, updating several Web pages, and assisting with accounts payable. The trend for the department has been to increase professional and faculty FTE and increase services offered, but without increased business support.

KSRE Bookstore and Mail Center

The KSRE Bookstore and Mail Center provides educational material distribution services, first-class mailing services, UPS and FedEx shipping services, and bulk mail services for K-State Research and Extension. Currently these services are provided by two full-time employees, a reduction from five FTE since the 2003 review. The number of orders for educational materials continues to decline about 10 percent each year

as both internal and external clients become more accustomed to finding and viewing information online. Efforts to improve customer service and reduce order-to-ship time continue. Fewer titles are kept in stock as digital printing capabilities expand, making it practical to print and ship materials as they are ordered.

Two years ago the Bookstore began selling student course packets for approximately 10 classes in the College of Engineering. This is an area of potential growth, particularly with the department's expanded printing capabilities.

The staff has focused on increasing client awareness of bulk-mailing services. Better coordination of design, printing, and distribution has increased this area of business. The merger with University Printing will significantly increase bulk mail and move 1.0 FTE to the Bookstore unit.

Trends

- Increase in financial and human resource transactions as extramural funding and program offerings grow.
- Decrease in printed educational material sales, making it necessary to identify new or different funding and methods of disseminating information.
- Increase in bulk-mail business as clients are better educated regarding options and available cost savings.
- Focus on positive client interactions with administrative services and bookstore personnel, increasing service requests.

Challenges

- Developing an e-commerce portal and distribution method that meets university security requirements and client demands.
- Developing a system and support for electronic file download fees.
- Identifying an accounting solution that will provide a comprehensive financial view of the

department, including modules for inventory, printing, and retail operation management.

- Developing a system to track and monitor departmental assets through multiple entrance and exit points.
- Budget reductions without a reduction in service expectations.
- Successful recruitment and retention.
- Time to complete routine or daily functions on a proactive, rather than reactive basis.

Media Services

In 2008, staff members with responsibilities in traditional media were merged into a single unit, News Media Services. A photographer was hired in Sept. 2008, the department's marketing unit was added in 2010, and the unit is now called News Media and Marketing Services.

The department's goal was to foster convergence in its media and outreach functions, establishing a collaborative effort among media professionals. This shift included hiring a coordinator to oversee functions that previously were supervised separately. (Outreach functions are covered in another section of this document.) The media services function area includes print news, audio, video, social media and photography.

News

In 2011, the news staff electronically distributed approximately 500 releases to a list of 758 media outlets (typical numbers for most years). Releases include news stories, features, briefs, and a weekly calendar of agriculture and horticulture events. All news items are available online and through a free, subscriber-based RSS feed.

Audio

The department manages the K-State Radio Network, a free audio service available to stations throughout the United States. It is distributed via

its own satellite uplink, online, and to the public in streaming formats. The network provides approximately 13 packaged or scripted audio releases each week. More than 650 weekly features were released through the K-State Radio Network last year.

Since 2010, the department provides audio releases as podcasts available on the website and as RSS feeds to approximately 46 affiliates across the United States. The network has the capability of satellite uplink to move information quickly.

A major component of the radio network is a live broadcast, distributed to commercial stations via satellite and webcast. *Agriculture Today* is an hour-long program that airs over the network Monday through Friday. Program content focuses on production agriculture and agribusiness topics, but also includes regular features on 4-H, wildlife management, and horticulture. K-State scientists and specialists are core guests of the daily broadcasts.

Video

The department's video news stories air regularly on *Ag AM in Kansas*, a weekday agriculture program shown statewide on four Kansas television stations and online. The *Ag AM* website has an average 5,000 daily views and recorded 1.4 million hits in 2011.

KSRE video stories are posted on a YouTube channel for K-State Research and Extension, online, and on public television outlets in Kansas. The KSRE YouTube channel has more than 66,000 views and 313,500 upload views. One story (Overseed Your Lawn) had nearly 24,000 views; several others have more than 9,000 views.

Employees produce a weekly horticulture segment for a grant-funded project, Kansas Healthy Yards and Communities, which appears on *Ag AM in Kansas*, YouTube, and the project's website (www.kansasgreenyards.org). In 2011, 102 videos were produced as part of this project.

These videos are stored in archives through the university's horticulture information center.

Additional video features are regularly available on topics including agriculture, food safety, health, physical activity, nutrition, and 4-H Youth Development. Most of these videos are uploaded to K-State Research and Extension's YouTube channel.

Links to videos also routinely appear in media, including the *Kansas City Star*, Facebook, and other partner websites. Staff members provide such client services as videography, editing, full-length video production, duplication of DVDs, and transcripts.

Social Media

The Department of Communications and Agricultural Education maintains the official Facebook site for K-State Research and Extension (KSRE). In Feb. 2012, the KSRE Facebook page had 761 "Likes." In 2011, the number of posts per week averaged 10, and totaled more than 500 for the year. The department's strategy for the KSRE Facebook page is to provide information that falls within seven mission areas established by the organization. (See *Strategic Opportunities*.)

The News Media and Marketing Services unit also maintains Twitter, Facebook, Flickr and YouTube pages. In early 2012, the unit's Twitter account (@kstatenews) had more than 2,500 followers, and the Facebook site had more than 500 "Likes." In late 2011, Facebook Insights reported nearly 307,000 views on the unit's Facebook page for the year.

Photography

The department's photographer provides support for print and video materials, including:

- Flickr: 1,492 views in 2011. Pictures are loaded to the unit's Flickr account for news media to download free with news stories.

- **Zenfolio:** This is an image collection that allows users to buy photographs. In 2011, this site had more than 2,000 views, and made a profit of \$490.
- **Audio slide stories:** This is a tactic to combine audio interviews with photographs taken of the subjects during the interview. In 2011, the staff photographer published 22 audio slide stories.
- **Image database:** This departmentally managed database holds nearly 5,000 images. The software allows employees across the state to search and download professional-quality photographs to support publicity and programming.

The staff photographer maintains current professional photographs for faculty and staff in the department and K-State Research and Extension. He also works on assignment for campus and other groups.

Trends

- **Social media:** New tools constantly emerge.
- **Mobile media technology.**

Challenges

- **Audience-driven delivery.** The department needs current information on how target audiences receive — and prefer to receive — information. The department often follows new ways of delivering technology instead of leading the way.
- **Tailored content.** How does the department provide information that is most relevant to its mission and closely serves audience needs?
- **Collaboration efforts.** The department needs to better identify partners who share common goals and can help with the effort to serve Kansans.
- **Major contribution to Vision 2025.** The department leads K-State Research and Extension in a major communications effort for the university, termed Vision 2025 by the

university president. The department must stay in touch with Vision 2025, contributing to the strategic plan and providing communications leadership.

- **Measuring success.** The department does not have a standard measurement to assess the value of its work. Some electronic channels — such as Facebook and Google Analytics — offer analysis for the KSRE website, but the information is not being used well enough to contribute to planning. There is no assessment tool for nonelectronic media. The department would benefit by developing a plan to use analytics more fully.
- **Onboarding/passing of institutional knowledge.** Reflecting the department as a whole, many news media unit staff members are nearing the latter part of their careers and retirement. This creates a challenge to replace their knowledge, expertise, and capabilities. The department must make a transition to a new generation while maintaining quality.

Outreach

Faculty and staff in the Department of Communications and Agricultural Education provide outreach across the state by:

- placing information in channels used by target audiences;
- offering training related to communications and technology; and
- implementing integrated marketing communications.

In addition to the department's news and information functions just presented, the department also delivers extension training and opportunities.

Training

Faculty and staff provide ongoing training to K-State Research and Extension employees.

New agent training. Each spring and fall, recently hired extension agents attend two days of campus-based communication training, covering such as areas as newsletters, presentations, marketing, news and column writing, and social media.

Communications Expo. Since 2005, the department has hosted a communications and technology showcase every other year during K-State Research and Extension's annual conference. Faculty and staff are available to demonstrate new products and answer questions about departmental services. Participants have an opportunity to try new communications tools.

Technology training. Departmental staff members contribute to a campus-wide technology training series each spring and fall, as well as online sessions (CommTips) most weeks during spring and fall semesters. Training on Web page management is scheduled for groups or available by request.

Adobe Connect videoconference training is offered monthly, and departmental staff members participate in the Teaching, Learning, and Technology Showcase each spring on campus.

Many training sessions are recorded and available online for viewing on demand.

Communications staff members often are asked to provide training updates or tips to groups at local offices or at periodic meetings of agents and/or office professionals. Departmental non-teaching faculty and staff also are routinely invited to be classroom guest lecturers

Training sessions are delivered in person, by Adobe Connect, Skype, and YouTube videos. Technical support for K-State Research and Extension is provided in the department.

Pedagogy and andragogy training. Members of the department have developed and delivered to numerous extension and faculty groups a workshop series in effective educational program

delivery. Training in brain-based learning and transfer of learning has been provided as part of a regional online continuing education opportunity, "Design for Learning," for extension educators throughout the Great Plains region.

Departmental faculty and staff also have provided professional development opportunities for teacher practitioners. Sessions focus on science integration, mechanical skill development, curriculum development, and national and global agricultural perspectives via travel seminar opportunities.

Marketing

Faculty and staff developed and implemented branding guidelines for K-State Research and Extension and, in July 2011, the department published its first branding guide. The publication closely aligns with the university's branding and style guidelines and the KSRE Style Guide, developed by the department in 2009 for K-State Research and Extension.

Along with branding guidelines, the department designed and released a new logo — referred to as a wordmark — for K-State Research and Extension. The wordmark is no longer openly available, and employees must request permission to use it from branding committee members. Approximately 300 requests were made during the last six months of 2011.

The need for a new wordmark and obtaining permission for its use were driven by the university's concern that vendors and others, including campus departments, were misusing the previous logo — which included the university's licensed Powercat design.

Marketing staff members develop messaging for K-State Research and Extension to support strategic communications, issues management, and crisis management. Strategic communications efforts include promotional material, website, social media, and impact elements. Issues and crisis management work varies, but in the past has

included messaging and marketing strategies for such projects as a food safety grant, the Kansas Flint Hills Smoke Management Plan, a county's consideration of joining an extension district, or an organizational marketing plan.

Marketing planning is available on request to employees and partner groups.

Much of the department's marketing strategy for K-State Research and Extension revolves around integrating communications. The news staff regularly produces similar content in different formats. Print and audio reporters often share interviews and release stories near the same time. Audio slide stories often cover topics that are released to print media. Impact features for the annual report to the Kansas Legislature — and throughout the year — are often supported with photographs, audio slide stories, and/or video.

Kansas Environmental Leadership Program

In 2010, the Kansas Environmental Leadership Program (KELP) joined the department.

KELP is a grant-funded cooperative project between K-State Research and Extension and the Kansas Department of Health and Environment (KDHE). It provides environmental leadership training for Kansas citizens and focuses on water issues. KELP development and implementation is supervised by a steering committee from the university and KDHE. The department employs a full-time program coordinator.

Since the program started in 1999, more than 250 graduates have completed 40 water-related projects across the state. From 2008 to 2010, participation declined. The current coordinator was hired in 2011, and participation spiked. A new strategic plan is in place, along with an advisory team of professionals — including some program alumni — to help with planning and making operational decisions.

Trends

- Online delivery of training and other educational options.
- Expectations for increased mobile delivery, e-publishing, and e-commerce.
- Media convergence, including audio slide stories and social media.
- Impact stories that highlight accountability.

Challenges

- Does growth with technology improve delivery and outreach? Are those who receive our information keeping up with technology? How can we serve new audiences without alienating traditional ones?
- How do we continue to keep up with new delivery mechanisms? Funding? Expertise? Remaining current with trends?
- Measuring impact: How do we develop the metrics? Is it our job?
- Research scholarly activity: Does publishing receive appropriate emphasis? How do we benefit from this? How do we show benefit to others?
- Diversity: Is our outreach available and reasonable for the rapidly changing demographics in Kansas? How do we address diversity issues?
- Contribution to the university's Vision 2025: How do we show the contribution? Should we? How can the department's outreach contribute to the university's success?
- Consistency in social media. The department and organization may benefit from developing a social media strategy. Many units express interest in enhancing social media presence. Guidelines are not in place.

Publishing

Publishing clients include faculty and staff of K-State Research and Extension and the College of Agriculture. Other KSRE faculty clients are in the colleges of Arts and Sciences, Engineering, Human Ecology, and Veterinary Medicine, among others.

Publishing functions include collaboration on group and grant projects with other departments, state and federal agencies, and occasionally with international groups. The publication warehousing, ordering, and distribution functions are also discussed in administrative and other sections of this document, and the printing function is a separate section.

The department publishes cataloged documents, both printed and electronic, available through the KSRE Bookstore; brochures, displays, newsletters, posters, and other documents in print and electronic form; some CD-ROMs containing PDFs and/or multimedia formats; and DVDs.

Publishing responsibilities include concept development and some idea generation; consultation with internal and external clients and production staff; obtaining estimates; writing, editing, design, layout, revisions, and file preparation; and finally departmental or external production, warehousing, and distribution.

Department staff members handle major and minor revisions of extension publications and College of Agriculture recruitment materials, production of the College of Agriculture alumni magazine, occasional updates in various media, and deletion of outdated material. In addition, the department offers scientific/technical editing and cataloging services; annual publication of research reports and the report to the legislature; and a comprehensive annual report of scientific titles produced by researchers and published in journals, books, or elsewhere.

Inventory. The department's inventory includes more than 1,000 titles, ranging from two-page fact sheets to full-color books with hundreds of pages. The KSRE Bookstore inventory represents approximately 75 percent of about 1,000 editing, design, and revision projects the publishing unit manages each year. Other projects include work for college and KSRE administration, 4-H, and individual units on and off campus. The department's University Printing unit produces nearly all of the print projects, and the KSRE Bookstore completes the cycle of shipping educational documents to clients, while the KSRE archivist ensures that electronic publications are tagged and posted online. Items not kept in inventory are distributed shortly after production, as directed by authors or other clients, and are generally developed for a shorter active life or a more limited audience.

The KSRE Bookstore and administrative staff members track inventory, orders, and accounting for publications, CD-ROMs, DVDs, promotional materials, and other in-stock items. Editors, the technology unit, and the unit's archivist developed taxonomy, classification, and search criteria for the catalog files of the Bookstore's inventory at www.ksre.ksu.edu/library. The library is searchable by topic, item number, author, or title. Kansas statutes regarding server security and client account information have delayed the KSRE Bookstore's upgrade to an e-commerce system.

The KSRE Bookstore ordering system allows internal clients, such as agents, to preview and order new publications or recent revisions. In addition, during each quarter of the year, printed and electronic order forms are distributed to each local unit and campus department. These orders are used to determine inventory needs for in-print items. Most printed publications are formatted to accommodate on-demand production to decrease inventory requirements and offer more flexibility. High-speed digital copiers can produce basic publications within minutes.

Technology. Full color has become more important as readers have come to expect that quality level. Budget considerations had previously limited most color publishing to grant-funded items or documents in which color was necessary — to identify insects or to show crop damage, for example.

A few e-book publications have been developed in recent months. A survey of KSRE faculty and staff reflected minimal interest in that format. As the technology becomes more common, and more specialists request additional features and mobile choices, the staff needs to determine whether e-book publications, html documents, or another medium is best suited to future needs. A digital delivery group began meeting in 2011 to address that question.

Budget. Print publishing has experienced substantial change over the past decade, with decreasing budgets and technology advancements. Surges in postage costs and online or on-demand availability have decreased typical press runs and economies of scale previously available. Salaries for University Printing employees are funded through user fees.

Budget and staff considerations also have changed the way K-State Research and Extension provides information that was previously printed. Faculty and staff of 4-H Youth Development have changed their local focus to creating member recruitment materials — and ordering more national 4-H educational publications instead of printing them locally. AES publications that had moved from print to CD-ROM production are now more commonly online, with a summary publication printed for events. A partnership with a regional publisher moved printing for many of the annual Kansas Crop Performance Test publications to the *High Plains Journal*.

Personnel. Significant changes in publishing staff have occurred since the last departmental review in late 2003. The graphic design staff increased back to the original three about five years

ago, thanks to partial fee-funding of some positions. In addition to their core job of designing fact sheets, reports, and other documents for the experiment station and extension use, designers assist counties, districts, departments, and other internal clients with displays, posters, newsletters, brochures, and other printed materials on a fee basis. Since the last review, the publishing unit has expanded and more consistently applied a fee schedule to compensate for additional demands from internal and external clients.

The editorial staff has stabilized since the last review. Each editor has years of experience, and all but one has at least eight years of work in the current position. The scope of projects has grown substantially to include several full-length books, multinational crop disease publications, zoonotic disease identification guides produced on a federal contract, and the small experiment with e-books. As budgets have tightened in recent years, unit staff members have brought in more grant, fee, and contract support, totaling more than \$30,000 in calendar year 2011.

Editors also work with their author-clients and administrators to update or eliminate outdated materials in print and online. That effort has been sluggish, and several outdated publications remain among the KSRE Bookstore's most popular downloads. Editors and designers are beginning to take a more proactive approach by initiating new designs and edits for outdated materials and then requesting author and administrator approval.

Students who work in the publishing unit gain experience in editing, rewriting, proofreading, and design. Publishing staff members also work with students during production of the *Agriculturist* magazine, published as part of the department's agricultural communications and journalism program, and plan to assist with a prepress intersession course this summer.

The KSRE Style Guide was developed as an organizational resource, and one staff member is

serving on a committee to develop a university-wide style guide.

With the department's addition of University Printing last year, the production staff, equipment, and operations have changed dramatically, and changes continue with the plant's relocation to campus.

Trends

- Targeted publications aimed at end-user needs.
- Constantly changing technology, including text intended to flow into various digital formats and used on multiple types of devices.
- Converged information, packaged by topic in multiple formats, including photos, news, video, fact sheets, and research data.
- Online ordering and digital delivery.
- Growth in project requests from local units.

Challenges

- Targeted publishing and K-State 2025. Educational publications are developed by faculty both to share knowledge and to document their work. In addition to considering the research basis, outreach expectation, and impact measurement, how can we ensure that our work targets public needs for information in desired format(s) while helping authors produce documents required for their own professional progress?
- Outdated information. Revision or deletion of outdated publications needs to be automated.
- Workflow process. We are reviewing project management system options to eliminate bottlenecks in peer review and administrative approval, as well as project intake, assignment, scheduling, production, and delivery.
- Digital delivery. What products best serve our clients and can be delivered with a more converged website?

- Experienced staff. Few young staff members have opportunities to develop and gain institutional knowledge and leadership experiences that will be more important as older employees retire.

Research

Research in the department has evolved since its first formal research appointment was filled in 1995. Three academic unit faculty share a total of 0.76 FTE in their official appointments with formal expectations to produce original research. In addition, 15 other departmental positions are funded at least partially by experiment station dollars. These positions play several critical support roles in the broader KSRE mission, contributing greatly to the overall organizational research productivity.

Working with interdisciplinary teams, more than \$1,034,975 in currently active extramural research funding has been secured from federal, state, and private sources. An additional \$8,279,010 in proposed funding is pending as of April 2012. A summary of sponsored programs with representation from departmental members is provided as Appendix D.

Research publications and presentations in the department are presented in Appendix C. With the relatively small formal research appointment, a cohesive research focus for the department and for most individual faculty members has not yet been developed. As faculty develop additional time and experience, this will be a departmental goal.

Selected metrics to be used in evaluating progress toward Kansas State University's Vision 2025 plan place emphasis on research and development expenditures, faculty awards, graduate degrees awarded, and undergraduate research. These matrices have profound implications for future research investment in the department and will be critical in long-term planning discussions related

to departmental priorities and staffing needs, as well as academic programming, support roles to be played, and individual faculty priorities.

Trends

- Increased expectations of extramural funding.
- Federal funding lines that increase expectations of education and outreach create more opportunities for multidisciplinary collaboration.

Challenges

- Balancing additional expectations of the graduate program with research opportunities.
- Seeking and fostering collaborative relationships.
- Measuring effects of research efforts.
- Nonexistent graduate assistantships.
- Support for undergraduate research.

Teaching

The department offers baccalaureate-level courses in agricultural communications and journalism and in agricultural education. The Agricultural Communications and Journalism (ACJ) program began in the College of Agriculture in 1947. The Agricultural Education (AED) program joined the department in 2008, when faculty members moved from the Department of Secondary Education in the College of Education. The current departmental faculty structure includes one adjunct instructor, one full-time instructor, two assistant professors, three associate professors, and two professors. Curricula for both programs are shown in Appendix G, and Student Learning Outcomes are presented in Appendix H.

Sixty students declare ACJ to be their major, and approximately 55 declare it as their primary major. The major offers two options: agricultural communications and environmental communications. Both options are designed to provide

flexibility to students while strengthening their knowledge of applied sciences and communications. In addition to courses offered in the department, the curricula also utilize courses offered in Kansas State University's A.Q. Miller School of Journalism and Mass Communications. The applied science portion of both options can be focused on agricultural, environmental, or food science. Within those areas, students can pursue dual majors rather easily with one of the applied science fields. While the agricultural communications option is provided at several land-grant and other agricultural universities in this region, it is the only such program in Kansas, and the environmental communications option is the only program of its type.

In addition to the formal curricula, students in the ACJ program have opportunities to expand their skill sets via participation in the Agricultural Communicators of Tomorrow chapter, advised by departmental faculty. Some students are employed within the department, enabling them to work closely with communications professionals who serve as technical specialists or professional staff. Employment upon graduation remains consistently high, and in most years more organizations seek students from the ACJ program than there are graduates.

In 2011, the department hired two assistant professors who have brought leadership and focus to the program. The new faculty members have initiated multiple revisions in the course and curriculum approval process to better meet industry trends and needs while utilizing departmental resources. Four new courses have been proposed to expand students' development and application of communications skills in the context of applied sciences. Approval is being sought of revised ACJ curricula that utilize the proposed courses and reflect employer feedback on necessary graduate competencies.

Historically the Agricultural Education (AED) degree program resided in the College of Agriculture, while its faculty members were physically

and administratively housed in the College of Education. At the request of the College of Agriculture, faculty lines and offices moved to this department in 2008. The transition has been amicable, and the two tenure-track positions retain adjunct and graduate faculty status in the College of Education. The move resulted in an addition to the department of faculty and 70 to 90 more students. About 70 students are currently enrolled in AED.

The AED curriculum offers a nearly even blend of courses in general education, technical agriculture, and teacher education. Graduates meet full licensure requirements in agricultural education with the Kansas State Department of Education. The curriculum draws heavily from the College of Education, and the general education and teacher education coursework closely mirrors that in other secondary education licensure areas. Thirty technical agriculture credits are mandated, with another 15 credits of agricultural electives designated in the areas of animal and food sciences, agronomy, horticulture and natural resources, and agribusiness and communications. Three courses in agricultural mechanics are offered as transfer credits via an arrangement with Manhattan Area Technical College. Faculty members are discussing a potential curriculum modification to provide students greater flexibility with technical agriculture electives and possibly add credits classified as “free electives.” An undergraduate student organization — The Agricultural Education Club — serves students with professional development and service opportunities to enhance their skills.

Until recently, K-State’s agricultural education degree was the only one in Kansas. Approximately six years ago, Fort Hays State University initiated an agricultural education specialization with the Kansas Department of Agriculture. To date, the Fort Hays program has served small numbers of students (10 to 12 total).

The nationwide teacher shortage in agricultural education continues to be a challenge in Kansas. In most years, two to three agricultural education

instructor positions open for every single program graduate. As a result, the students enjoy placement rates near 100 percent.

In 2011, a one-time, university-wide student credit hour fee was added to fund new faculty positions. Of the nine resulting positions in the College of Agriculture, one position was awarded to the AED program. The position provides appropriate levels of teaching and advising loads for the three AED faculty, as well as coordination of departmental recruitment activities. The new instructor’s contributions to the program have been significant, and we look forward to notable growth in student numbers as a result of new recruitment efforts.

In the spring of 2009, an external “mini-review” was conducted to guide the department in the assimilation and future direction of the agricultural education program. The review team provided valuable perspectives on challenges and opportunities, and made recommendations that have been addressed and successfully implemented. The Agricultural Education Mini-Review information is found in Appendix I.

The department did not have adequate faculty FTE to offer graduate degree programming. With the addition of agricultural education faculty — and with the multi-institutional collaboration made possible via creation of the Great Plains Interactive Distance Education Alliance (AG*IDEA) — in the spring of 2011 the department proposed a Master of Science degree in Agricultural Education and Communication. Approval was recently granted by the Kansas Board of Regents for a fall 2012 start.

The graduate degree program would offer a distance-delivered master’s degree to prospective students in three target audiences: agriculture teachers, communications professionals, and extension educators. Alliance partners include the following institutions: University of Arkansas, California State University – Chico, Clemson University, University of Georgia, University

of Missouri, Montana State University, North Carolina State University, Oklahoma State University, and Texas Tech University.

Trends

- The continuing growth of social media outlets plays an ever-increasing role in the ACJ curriculum and in the way media consumers expect to receive new information. Preparing students for career opportunities of the future mandates continual professional development and technological upgrades.
- With a number of very recent hires in the core academic unit team, an opportunity exists to redesign a variety of procedures and policies with a critical eye and without the challenges of being bound by tradition.
- Student and societal interest in environmental issues creates a notable growth area for the environmental communications option as well as opportunities for collaboration with environmental resource partners.
- The K-State Vision 2025 plan creates incentives for a more concerted effort in faculty support of undergraduate student research. With a growing and talented undergraduate student population, with whom our faculty work closely, the department is well positioned to support these efforts.
- Vision 2025 also emphasizes enhancement of the teaching process and an emphasis on the Scholarship of Teaching and Learning. Departmental faculty are well positioned to lead in this effort not only in their own academic areas, but also in service to their peers throughout the college and university.

Challenges

- Collaboration among the teaching faculty is frequently limited by time consumed with heavy teaching loads and physical separation of offices on two floors.
- University policies on minimum class sizes are being more rigidly enforced than in the

past. Without enrollment growth, this could create barriers for timely program completion if low-enrollment courses are cancelled.

- The funding formula for academic programs does not take into consideration enrollment numbers or credit hour generation. As a result, there is little financial incentive to grow enrollment, fund additional recruitment efforts, or offer courses of benefit to students outside the department's academic programs.
- Few dedicated scholarships are available for either program. The pool of endowed scholarship funds must grow to aid recruitment and retention efforts.
- As the new graduate degree becomes available in fall 2012, faculty and staff time and departmental resources will continue to be stretched, enhancing the need for managerial policies and procedures.
- Historically, relationships between the ACJ program and the A. Q. Miller School of Journalism and Mass Communications have been somewhat tenuous. This situation has created a certain degree of stress related to new course proposals/curriculum revisions and occasionally in advising students into beneficial courses. An ongoing leadership transition and the recent hiring of several key faculty positions in the School of Journalism and Mass Communications create an opportunity to strengthen collaboration.

Technology

The department's technology clients include departmental personnel, KSRE faculty and staff in 105 county offices and 20 other off-campus sites, as well as departments in the College of Agriculture. The Technology unit is active across campus, and staff members serve on campus-wide committees.

The unit provides most technical support services for the department, although the News Media

and Marketing Services unit provides some of its own support for specialized audio and video equipment. The technology staff manages computer and Internet connectivity for K-State Research and Extension, tracks technical trends and changes, provides consultation and works with vendors on technology purchases, and provides network engineering and administration. Tech support is provided to all KSRE offices, as required. On campus, most departments hire their own tech support staff, and Department of Communications and Agricultural Education technology staff members coordinate with them.

Other Technology services provided include a help desk, technical support, software and database development and engineering, website hosting services, security, videoconferencing, and digital imaging. Technology personnel are active with a variety of internal, system, and contract/grant projects.

Most of the College of Agriculture and KSRE Web presence was developed through a content management system (CMS). The CMS currently in use was developed by the department's technology staff. Its use decentralized Web management, allowing local offices and units to maintain their own sites.

The PeopleSoft-based accountability software used by KSRE was replaced by a new reporting system in 2007. In 2009, an online system was developed for performance evaluation of local extension agents.

During the past four years, Technology staff members were instrumental in developing needs-based software. Currently, the unit is focused on mobile accessibility and application development.

The group works with and monitors technology projects. Some ongoing projects include support of the Beef Cattle Institute program, a forestry e-commerce sapling program, an elder-care program, the Walk Kansas activity program, a planning and reporting system, and Internet sites for K-State Research and Extension.

K-State Research and Extension has broadband capability at all county and research center offices (T1, cable-modem, wireless, or DSL). Streaming video, dynamic Web pages, and database-driven systems are in strong demand, but current staffing is inadequate to meet that demand.

The Technology unit offers a small lab that supports digital media and imaging services. It also works with KSRE and College of Agriculture faculty and staff to support online education and grant opportunities. In 2011, the media lab completed work on a \$600,000 USDA grant focused on food safety for older adults. Materials produced for the grant included a digital (online and DVD) educational program and support for downloadable resources.

Video streaming services and equipment are provided for local and broad online distribution. Examples include the video streaming of presentations, seminars, and workshops for KSRE professionals and their Kansas clients. Events, lectures, and webinars are recorded for "anytime" access and playback. During 2011, the staff supported about 90 video streaming events.

The unit hosts a Web conferencing system using Adobe Connect for KSRE, the College of Agriculture, and affiliated programs. This communication tool supports research collaboration, online teaching and extension training, an online meeting environment for county professionals, and webinars to distribute information from campus across the state or around the world. KSRE Connect offers savings in professional time, travel, and expenses. The unit hosts the system with its dedicated server. Approximately 230 distinct meeting rooms are available in the system, with about 260 meeting room hosts. During a typical day, five to 10 meeting rooms are used by 10 to 150 attendees. The Technology staff provides regular Adobe Connect training, and help resources are posted online.

Areas of Concern

- Universal standards for hardware, software.
- CMS 2.0 with mobility vs. mobile apps.
- Client-based, long-term planning and digital content.
- How much collaboration with the university is too much?
- How can we best provide user training without an instructional design specialist?
- How useful is a client-enabled issue tracking system?
- Security: administration, support, and policy implementation; user buy-in; and a system to speed and simplify virus and malware cleanup.
- Digital communication, including stakeholder concerns with website development, search function, and mobile-friendly technology.
- CMS format is limiting: Is the format still appropriate?
- Staffing concerns with development and programming.
- Departmental workflow concerns with project submission, printing, publishing, etc.

University Printing

The Duplicating Center in Umberger Hall has served the College of Agriculture and K-State Research and Extension since 1956. Housed in the Department of Communications, the unit was created to support all 105 counties, research centers, and area offices across the state, as well as campus units and departments. The self-supporting unit was responsible for generating enough revenue for salaries, materials, and equipment. The staff accomplished this by producing high-quality printing and photocopies in a timely manner at a reasonable cost, and by remaining focused on providing excellent customer service.

In July 2011, because of funding issues, university administration decided to merge the main campus printing operation (formerly Kansas State Printing Services) into the department, creating the University Printing unit. The combined unit employs 15 full-time staff members, one part-time employee, and 12 student employees.

The new operation includes three locations. The digital production center and two-color offset printing remain in the basement of Umberger Hall, multicolor offset printing is moving to Dole Hall, and the copy center in the K-State Student Union will continue to provide walk-up service for students, faculty, and staff.

University Printing offers single- and four-color printing, variable data, color or black-and-white copying, posters (paper and vinyl), binding, laminating, design and file manipulation, tabbing and labeling, and mailing services. The operation also produces pocket folders and other die-cut work, and offers scoring, numbering, hole punching, and padding.

At the time of the merger, K-State Printing Services had lost approximately \$300,000 in the previous fiscal year. Much of the loss was due to building cost and associated expenses at the airport location, and also to salaries that exceeded revenues. Since 2003, the main print plant had been located near the Manhattan Regional Airport, 9 miles from campus. Moving the operation back to campus and reducing salaries through retirements and attrition will help the department reduce that debt in the first year. In the fiscal year that ends June 30, 2012, University Printing is expected to generate more than \$2,300,000 in revenue. The operation is on track to break even by the end of FY2013. Based on projections, the new unit will be operating in the black by end of FY2014.

The merger of the two groups has combined equipment and experience that will greatly enhance campus printing and copying services. University Printing provides full-service printing

to the campus community, as well as KSRE locations throughout the state.

University administration agreed to renovate Dole Hall and cover moving expenses to bring the offsite operation back to campus. Other departmental units support University Printing: Strong accounting, marketing, and technology units will play a key role in its success.

University Printing will also position itself to be a vital part of Vision 2025, with processes such as large format (poster) and variable data printing having shown considerable growth. The unit will continue to follow trends and provide needed services as Kansas State University moves toward its goal of being a Top 50 research institution.

Trends

- Digital communication, including online ordering, improved or redesigned websites, social media and mobile-friendly development.
- High-quality color digital imaging and variable data digital imaging.
- Collaboration and merger have reduced duplication of campus services while increasing client satisfaction. Growth will continue by promoting services and expertise.
- Working to develop collaborative relationships with local printers and the Kansas State Printer in Topeka.
- Campus research has a positive effect on the large-format and color poster business. Color presentation printing is expected to increase. The unit must be flexible and proactive to meet the needs of research being done in pursuit of Vision 2025.
- Diversity and flexibility are key components as processes change.

Concerns

- Regional printing competition: Commercial printers and other vendors are allowed to solicit on campus, while university-supported services cannot solicit business outside the campus community.
- Human resources, including technology staff and an aging print shop workforce. There are no area “feeder” programs to teach printing skills. Onboarding and internal communications with new staff will be important.
- Marketing plan: Consider use of student marketing interns.
- Entrepreneurial component: Should we create a sales team to contact clients to assess needs? Current staffing is inadequate to address the idea.
- Facilities. A goal would be to combine most production into one facility and keep the K-State Student Union location.
- Multiple accounting systems need to be streamlined.

A: Organizational Chart

Please see page 30 for the organizational chart. Faculty and staff photos, positions, and brief bios are in Appendix B.

B: Faculty and Staff



Kris Boone

Department Head (since 2003) and Professor

Joined KSU 1995

- Supervise all functions in the department and represent it to other campus communications and IT groups and within K-State Research and Extension. Previously departmental academic coordinator for agricultural communications and journalism.
- Former extension agent, with experience in newspapers and public relations.
- Served on numerous campus committees and in national capacities with NCERA 224 and Association for Communication Excellence (ACE).
- B.S. Agricultural Communication, 1986, Texas Tech University
M.S. Agricultural Communication, 1992, The Ohio State University
Ph.D. Extension Education, 1994, The Ohio State University

Academic Program



Steve Harbstreit

Academic Coordinator

and Associate Professor, Agricultural Education

Joined KSU 1987

- Provide teacher education and professional development in agriculture, advising undergraduate and graduate students.
- Former undergraduate teaching coordinator, agricultural education teacher, Maryville High School and North Andrew High School.
- Member of American Association for Agricultural Education, National Association of Agricultural Educators, Association of Career and Technical Education.
- B.S. Agricultural Education, 1971, University of Missouri
M.S. Education, 1976, Northwest Missouri State University
Ph.D. Practical Arts and Vocational Technical Education, 1987, University of Missouri



Lauri Baker

Assistant Professor

Agricultural Communications and Journalism

Joined KSU 2011

- Teach courses in new media technologies, business communication, environmental communications, natural resources and environmental sciences capstone, and communication theory; advise undergraduate students.
- Co-advise Agricultural Communicators of Tomorrow.
- Research and grant work in agenda-setting, social media, scholarship of teaching, decision making, public policy, and climate science discourse.
- B.S. Agricultural Communications, 2003, Texas Tech University
M.S. Agricultural Communications, 2009, University of Florida
Ph.D. Agricultural Communications, 2011, University of Florida



Richard Baker

Associate Professor, Radio/TV Specialist

K-State Radio Network

Joined KSU 1977

- Teach agricultural business communications and audio techniques; produce 30-minute weekly, syndicated radio program, "Perspective."
- Former operations manager, KOWH AM/FM, Omaha; program and music director, KJCK AM/FM, Junction City; and news director KKSU-AM, Manhattan, Kan.
- Coach and adviser, KSU Softball Club.
- M.S. Journalism, 1983, Kansas State University

Brandie Disberger

Instructor, Agricultural Education

Joined KSU 2011

- Teach program planning, early field experience in agricultural education, and introduction to agricultural education; assist with student intern placement and supervision during spring semester; serve as adviser for agricultural education students; and help recruit new students.
- Former agricultural education instructor and FFA adviser, Southeast of Saline High School.
- Member National Association of Agricultural Educators, Association of Career and Technical Education, Kansas-Association of Career and Technical Education, Kansas Association of Agricultural Educators Novice Teacher Program Co-Coordinator.
- B.S. Secondary Education and Agricultural Education, 2001, Kansas State University
M.S. Curriculum and Instruction, 2003, Kansas State University



Jason Ellis

Assistant Professor

Agricultural Communications and Journalism

Joined KSU 2011

- Teach courses and advise students for undergraduate and graduate programs in agricultural communications and journalism; co-advise student organization, Agricultural Communicators of Tomorrow; conduct and disseminate communications research through an appointment with the KSU Agricultural Experiment Station.
- Former assistant professor of agricultural journalism at University of Nebraska-Lincoln, and food safety extension specialist, Iowa State University.
- Current north central region director and research SIG vice chair, Association for Communication Excellence; editorial board member, Journal of Applied Communications.
- B.S. Agricultural Communications and Journalism, 1998, Kansas State University
M.S. Meat Science, 2003, Iowa State University
Ph.D. Agricultural Education, 2006, Iowa State University





Larry Erpelding
Professor Emeritus

Joined KSU 1970

- Advise undergraduate students; teach introductory course and agricultural business communications; coordinate assessment of student learning, placement reports, and course and curriculum revisions; advise student organization; represent unit on departmental and college committees.
- Former associate dean of academic programs, K-State College of Agriculture, and coordinator of the agricultural journalism program. Former national adviser of Agricultural Communicators of Tomorrow, active member of National Agricultural Alumni and Development Association, National Association of State Universities and Land Grant Colleges, and North American Colleges and Teachers of Agriculture.
- B.S. Agricultural Education, 1965, Kansas State University
M.S. Agricultural Education, 1969, Kansas State University
Ph.D. Adult and Occupational Education, 1972, Kansas State University



Lisa Moser
Instructor, Agricultural Communications and Journalism **Joined KSU 2003**

- Teach agricultural magazine course, which biannually produces the K-State *Agriculturist*; also serve as marketing and communications specialist for International Grains Program, Department of Grain Science and Industry.
- B.S. Agricultural and Natural Resources Communications, 1991, Michigan State University



Shannon Washburn
Associate Professor, Agricultural Education

Joined KSU 2008

- Provide teacher education in agriculture and teacher professional development, provide domestic and international faculty professional development in curriculum and pedagogy, advise undergraduate and graduate students, and coordinate graduate program.
- Former assistant professor of agricultural education at University of Florida and agricultural education teacher at Hugoton High School.
- Member of American Association for Agricultural Education, National Association of Agricultural Educators, Association of Career and Technical Education, National Association of Colleges and Teachers of Agriculture, and 2012 USDA LEAD 21 Class.
- B.S. Agricultural Education, 1995, Kansas State University
M.S. Curriculum and Instruction, 2000, Kansas State University
Ph.D. Agricultural Education, 2002, University of Missouri

Business Office, Bookstore and Mail Center



Gina Nixon

Business Manager

Bookstore and Mail Center Leader

Joined KSU 1993

- Oversee departmental human resource and fiscal operations, interpreting university, state, and federal policies, procedures, and guidelines for departmental faculty and staff; initiate faculty and staff recruitment and provide guidance to search committees; facilitate departmental grant administration; in conjunction with department head, establish and administer departmental budget and policies; and provide strategic planning for business and Bookstore operations. Manage distribution of K-State Research and Extension educational materials and organizational mailing and shipping operations.
- Member of Society of Human Resources, Human Resource Management Network (Professional Development and Scholarship Director)
- Certified Public Manager, 2003, KU Public Management Center/State of Kansas
- B.S. Organizational Management and Leadership, 2010, Friends University



Lori Buss

Accountant II

Joined KSU 1989

- Oversee departmental accounting transactions; assist other accounting staff with payments to vendors; serve as departmental procurement officer, ensuring adherence to state and university purchasing regulations; balance departmental accounts, following university, state, and federal guidelines for accounts payable and receivable transactions; and facilitate and monitor departmental grant activity.
- Former accountant, College of Veterinary Medicine, Kansas State University.



Lindsey Cossman

Administrative Specialist

Joined KSU 2011

- Provide primary clerical support for academic programs and KELP program, and secondary support for department head; coordinate student and faculty activities, advising appointments, and faculty calendars; act as adviser pro tem for students in absence of faculty members.
- B.S. Agribusiness, 2009, Kansas State University



JoAnn D. Ebert

Accounting Specialist

Joined KSU 1999

- Responsible for accounts receivable, deposits, county allocation and balancing, and invoicing for units within the department; monthly and annual activity reporting.
- Former part-time payroll staff, KSU College of Agriculture business office.
- A.A. Clerical Business, 1982, Saddleback College



Lisa Heller
Bookstore Associate

Joined KSU 1986

- Provide quality customer service to K-State Research and Extension, university, and public clients through distribution of educational and promotional materials; perform accounts payable and accounts receivable functions for the KSRE Bookstore and Mail Center.
- Former ACJ/Ag Ed support staff, Department of Communications.



Debbie Webb
Human Resources Specialist

Joined KSU 2003

- Provide administrative support for department head and business manager, coordinate departmental staff recruitment, attend and record minutes of departmental meetings, and maintain business office Web pages.
- Former administrative assistant, College of Veterinary Medicine, Kansas State University.



Mandy Wilson
Bookstore Manager

Joined KSU 2010

- Manage daily operations of the KSRE Bookstore and Mail Center, promote services to internal and external clients, and help expand reach of K-State Research and Extension.
- Former book manager, Hastings.

Kansas Environmental Leadership Program



Brandi Nelson
Extension Assistant

Joined KSU 2011

- Provide environmental leadership development services for K-State Research and Extension and College of Agriculture; coordinate recruitment and marketing of environmental leadership program by designing training course, analyzing techniques to teach leadership skills for water quality improvement in Kansas, planning and writing educational materials, and creating an environment that fosters diversity, collegiality, and ability to work in a multicultural environment.
- B.S. Political Science and Natural Resources and Environmental Sciences, 2002, Kansas State University
M.S. Resource Policy and Behavior-Conc. Environmental Justice, 2008, University of Michigan

News Media and Marketing Services



Elaine Edwards

News Media and Marketing Leader

Joined KSU 2008

- Provide strategic planning for marketing and news services, including traditional news products, social media, and new methods for delivering information and marketing K-State Research and Extension (KSRE). Work with KSRE faculty and staff, Kansas State University news and marketing staff, agency communications staff, commodity group communicators, and news media. Supervise personnel and oversee projects and funding.
- Former manager and agricultural communications specialist, Iowa State University Extension Communications, and farm editor for Iowa daily newspaper.
- Association for Communication Excellence (ACE), national president, 2011–2012.
- B.S. Agricultural Journalism, 1979, Iowa State University
M.S. Journalism and Mass Communication, 1994, Iowa State University



Joe Agnew

Electronic Technician

Joined KSU 1999

- Provide Macintosh and PC support for K-State Radio Network and television operations; complete electronic repairs and studio maintenance; serve as assistant broadcast engineer.



Eric Atkinson

**Professor, Extension Radio Specialist
and Agriculture Director, K-State Radio Network**

Joined KSU 1983

- Produce hour-long agricultural program, “Agriculture Today,” each weekday — broadcast throughout most of Kansas and parts of Oklahoma, Colorado, and Nebraska, and streamed live online — featuring information from agricultural scientists and specialists.
- Produce weekly audio feature series covering agriculture, forestry, and wildlife management, made available to commercial radio stations and other media.
- B.S. Broadcasting, 1978, Kansas State University
M.S. Journalism and Public Relations, 1982, Kansas State University



Steve Ballou

Video Producer

Joined KSU 1971

- Oversee duplication and distribution of K-State Research and Extension videotapes and DVDs for internal clients and public, develop closed captions for videos, and provide advice and support for clients in video production and distance learning.
- B.S. Sociology, 1971, Kansas State University



Kevin Block
Broadcast Engineer

Joined KSU 2000

- Provide satellite uplinks for K-State Radio Network and oversee operating systems for News Media and Marketing Services, including transmission facilities, production equipment, satellite downlinking and distribution systems; assure compliance with FCC/FAA transmission and tower regulations covering Kansas State University assets; and administer local network hardware as well as network-attached video RAID server.
- Former chief engineer for 12 facilities covering eastern Kansas, specializing in broadcast engineering more than 30 years.
- Member of Society of Broadcast Engineers.
- A.S. Electronic Technology and Network Administration



Dan Donnert
Photographer

Joined KSU 1984

- Provide portraits and photography to support news stories and for research projects, extension programs, College of Agriculture, field days, and publications; create audio slide stories and video images; and assist students with photography projects.
- Former photographer and director, K-State Photographic Services.
- B.S. Radio TV Journalism, 1984, Kansas State University



Kathy Henderson
Administrative Assistant

Joined KSU 1985

- Manage office and serve as receptionist for News Media and Marketing Services, oversee unit accounting functions, make vehicle and travel arrangements, and provide backup for unit Web posting and clipping services.



Randall Kowalik
Video Producer

Joined KSU 1995

- Produce agriculture and family and consumer sciences videos for K-State Research and Extension's YouTube channel, occasionally providing video training to state and local faculty; write news releases for distribution to local and national TV media.
- Radio producer for former station KKSU-AM at Kansas State University, and producer and traffic director for KAMU-FM, public radio station at Texas A&M University.
- Member of Association for Communication Excellence.
- B.S. Journalism, 1991, University of Texas at Austin



Pat Melgares
Marketing Coordinator

Joined KSU 1998

- Manage traditional and online marketing initiatives for K-State Research and Extension, including consultation for campus and off-campus groups, audience analysis, impact writing, group facilitation, and promotional writing; manage content for KSRE website and Facebook page.
- Former news coordinator, KSRE, and public information officer, Adams State College.
- Member of Association for Communication Excellence.
- B.A. English/Journalism, 1989, Adams State College
M.S. Mass Communications, 2007, Kansas State University



Donise Osbourn
Administrative Specialist

Joined KSU 1981

- Manage unit website, posting news releases with photos; distribute news releases to more than 700 media outlets in Kansas and nationwide; maintain unit mailing database and filing system.
- B.S. Radio, TV and Film, 1983, University of Kansas



Mary Lou Peter
Communications Specialist, News Writer and Editor **Joined KSU 1999**

- Write news articles covering agronomy, animal sciences, plant pathology, agricultural economics, biological and agricultural engineering, and other topics; serve as editor. K-State point of contact/delegate and current secretary with Extension Disaster Education Network (EDEN).
- Former reporter/editor with Reuters Chicago Bureau, and director of industry issues, National Meat Association.
- Member of Association for Communication Excellence; graduate of Kansas Agriculture and Rural Leadership (KARL) Program—Class VI
- B.S. Agricultural Journalism, 1979, Kansas State University



Nancy Peterson
Communications Specialist, News Writer

Joined KSU 1996

- Provide news and feature writing for family and consumer sciences including food safety, nutrition and health, financial management, family and interpersonal relationships, youth, and community development.
- Former associate editor at *Farm Journal*, *Grit*, and *Best Recipes* magazines, and director of publications, Bethany College, Lindsborg, Kan.
- Member of Association for Communication Excellence, Home Economists in Business, Topeka Association of Family and Consumer Sciences.
- B.S. Home Economics, 1965, Purdue University



Deb Pryor
Video Producer

Joined KSU 1989

- Video production duties include client consultation, project conceptualization, production coordination, budgeting, script writing, editing, talent coordination, set design and construction, location set lighting, and videotaping with broadcast-quality hi-def cameras. Design computer animation and still graphics, complete digital non-linear video editing, compress video for websites, create interactive DVDs, and upload videos to websites.
- Member of Association for Communication Excellence.
- B.S. Interior Design, 1978, Kansas State University
M.S. Educational Computing, Design, and Telecommunications, 1997, Kansas State University



Kathleen Ward
Associate Professor
News Writer and Communications Specialist

Joined KSU 1977

- Research, develop, and oversee illustration and distribution of articles focusing on horticulture, forestry, pollution control, weather, wildlife, and other topics, including weekly horticulture column for “Grow” supplement of *The Kansas City Star*.
- Serve as communications trainer and materials developer on subjects ranging from newsletter writing and grammar to booth/tour behavior and public presentations.
- Former magazine editor and classroom teacher with lifetime Missouri teacher’s certification.
- Member, Kansas Extension Change Agent Task Force.
- B.A. English, Education, Psychology, 1966, Drury College
M.S. Mass Communications, 1977, Kansas State University



Jeff Wichman
Radio Producer

Joined KSU 1999

- Produce radio stories for “Sound Living,” weekly 15-minute program featuring KSRE specialists discussing family and consumer sciences topics; serve as backup for daily “Agriculture Today” program; oversee production and web delivery of “Agriculture Today” and weekly network features, distributed to more than 50 stations across Kansas.
- Former news director and on-air personality at three Manhattan-area radio stations: KMAN, KQLA, and KJCK.
- Member of Association for Communication Excellence, currently vice-chair elect of media relations SIG.
- A.A. Journalism, 1981, Southeast Community College
B.A. Journalism, 2004, Kansas State University

Publishing



Nancy Zimmerli-Cates
Publishing Leader

Joined KSU 1998

- Oversee editing, design, publishing, and file preparation of educational, research, outreach, and administrative publications for K-State Research and Extension and associated colleges. Coordinate publishing staff assignments, oversee unit budget, promote and coordinate design and publishing services, and serve as university's USDA-NIFA publication contact.
- Former chief editor, *Capper's* magazine and staff writer for a Kansas City newspaper.
- Member of Association for Communication Excellence.
- B.S. Human Resources Management, 1995, Friends University

Sarah Caldwell Hancock
Editor

Joined KSU 2005



- Edit and collaborate with designer to produce Agricultural Experiment Station Reports of Progress, Keeping Up With Research, and miscellaneous publications; track AES faculty publications using the KAES Online Manuscript System; provide editing service for AES faculty who wish to have articles for journal publication or book chapters edited before submission/publication.
- Former instructor, KSU Department of English; former managing editor, *InfoWorld* magazine.
- Member of Association for Communication Excellence and Council of Science Editors.
- B.A. English and Economics, 1994, Kansas State University
M.A. English, 1996, Kansas State University

Janie Dunstan
Graphic Designer

Joined KSU 2007



- Provide clients with graphic design assistance, including page layouts, logos, artwork, posters, and other visual displays; create designs and images for print and electronic use.
- Former graphic designer for K-State Student Union and media specialist for Rural Telephone/Nex-Tech.
- B.F.A. Graphic Design, 2004, Fort Hays State University



Linda Gilmore
Editor

Joined KSU 2004

- Edit and coordinate production of publications for departments of Family Studies and Human Services, Human Nutrition, Biological and Agricultural Engineering, and 4-H Youth Development, managing publications through editing and design, printing, and electronic/print distribution.
- Former reporter and copy editor, *Junction City Daily Union*; assistant director, Huck Boyd National Center for Community Media; and instructor, A.Q. Miller School of Journalism, Kansas State University.
- Member of Association for Communication Excellence.
- B.S. Christian Education, 1985, Lincoln Christian College
M.S. Mass Communications, 1998, Kansas State University



Pat Hackenberg
Graphic Designer

Joined KSU 1996

- Provide graphic design assistance, including page layouts, logos, artwork, posters, and other visual displays; create designs and images for print and electronic use.
- Former graphic designer, K-State Printing Services and Ag Press, Manhattan.
- Member of National Association of Photoshop Professionals.
- B.A. Journalism-Advertising, 1991, Kansas State University



Amy Hartman
Electronic Document Librarian/Archivist

Joined KSU 1996

- Archive electronic files and publications to maintain KSRE publications library and associated database; provide support for Acrobat application; create CD-ROM masters; answer questions routed through KSRE website feedback page; review organizational websites for errors and broken links; and test search engine results.
- Formerly performed Web maintenance at University of Texas and accounting for State of Texas and other organizations.
- Member of Association for Communication Excellence.
- B.S. Botany, 1978, University of Michigan
M.B.A. Accounting, 1982, University of Michigan
M.LIS. 1995, University of Texas at Austin



Bob Holcombe
Graphic Designer

Joined KSU 1994

- Provide clients with graphic design assistance, including page layouts, logos, artwork, posters, displays and other visual needs; create designs and images for print and electronic use.
- B.F.A. 1977, Louisiana State University
M.F.A. 1982, Illinois State University



Gloria Holcombe

Editor

Joined KSU 1986

- Coordinate semiannual K-State *Ag Report* magazine and annual report to the Kansas Legislature, including idea generation, writing, editing, collaboration on photography and design, and communication with external printer; produce projects for K-State's Food Science Institute; and coordinate or collaborate on special projects for KSRE and College of Agriculture.
- Member and state representative for Association for Communication Excellence; College of Agriculture Faculty Senator, Faculty Affairs Committee; and KSRE Annual Conference Committee.
- B.S. Management and Ethics, 2000, Manhattan Christian College



Deb McClain-Williams

Administrative Specialist

Joined KSU 1978

- Maintain publication inventory database, perform accounting duties for publishing unit, handle stationery and other special-template orders for KSRE and College of Agriculture clients.
- Previously held KSU positions at Kansas Artificial Breeding Service Unit, College of Veterinary Medicine, and Department of Entomology.
- A.A. Agricultural Education, Colby Community College



Donna Sheffield

Editor

Joined KSU 2000

- Edit and coordinate production of publications for departments of Animal Sciences and Industry; Horticulture, Forestry, and Recreation Resources; and Entomology, managing editing, design, printing, electronic publication, and print/electronic distribution.
- Former corporate communications editor, Kansas Farm Bureau and Affiliated Services, and newspaper editor for *The Manhattan Mercury*.
- Member of Association for Communication Excellence.
- B.A. History and Political Science, 1984, Valdosta State University
M.S. candidate Mass Communications, 2012, Kansas State University



Mark Stadlander

Editor

Joined KSU 1994

- Edit and coordinate production of publications for departments of Agricultural Economics, Grain Science, Plant Pathology, Agronomy, Community Development, and Forestry, managing editing, design, printing, electronic production, and print/electronic distribution.
- Former communications specialist, Extension Communications, Iowa State University.
- B.A. Journalism/Speech Communications, 1992, Iowa State University
M.S. Community Planning, 2011, Kansas State University

Technology



Larry Jackson

Technology Leader

Joined KSU 1994

- Oversee staff that provides technology and web support to College of Agriculture and K-State Research and Extension; coordinate services and oversee budget.
- Former extension radio coordinator and public radio manager for KSU.
- Member of National Extension Technology Conference; Association for Communication Excellence, former ACE board member and SIG leader; former chair, Kansas Public Broadcasting Council.
- B.A. Theory/Communications, 1976, Freed-Hardeman University
M.M. Music Theory and Composition, 1981, University of Mississippi



Sharmila Dabade

Systems Analyst

Joined KSU 2003

- Design, develop, and maintain organizational databases and content management systems; provide technical direction, detailed specification, support and consultation in design, coding, testing, debugging, and documentation of systems and programs; assess client needs and determine project scope and objectives.
- B.S. Computer Science and Engineering, 2001, Shivaji University
M.S. Electrical and Computer Engineering, 2006, Kansas State University



Gamage Dissanayake

Programming and Analysis Manager

Joined KSU 2002

- Lead software development for College of Agriculture and KSRE, supervising programming staff; work as Oracle database administrator, providing technical assistance to organizational Web services; and design and develop Web content management solutions.
- Former staff engineer, General Electric.
- B.S. 1987, University of Moratuwa
M.Tech. 1993, University of Tasmania
M.S. Electrical Engineering, 1999, University of South Florida



David Dunn

Microcomputer Support Technician

Joined KSU 2001

- Provide technology support to 42 extension offices, as well as research facilities and Farm Management Association offices in western Kansas, including computer support and installation, requested technology training, and network maintenance. Provide photography services as needed for other departmental units.
- Former partner of regional computer services company and regional service manager for similar national company.
- Chair, Tenure Recognition Committee, Alpha Rho Chapter, Epsilon Sigma Phi.
- B.A. Theater Communications, 1974, St. Mary of the Plains College



Russ Feldhausen
Computer Support Specialist

Joined KSU 2008

- Provide hardware, software and network technical support for department, KSRE, and College of Agriculture; provide evaluation, planning, purchasing, installation, and training support for new systems. Work with departmental units to design, develop, implement, and maintain technology solutions, especially accounting software and computing labs. Supervise students at support help desk and help coordinate support efforts.
- Former departmental student help desk technician.
- Member of National Extension Technology Conference; active in K-State's ACM Chapter.
- B.S. Computer Science, 2008, Kansas State University



Larry Havenstein
Systems Engineer and Computer Security Officer

Joined KSU 1990

- Administer servers for College of Agriculture and KSRE; consult on computer and network security needs; serve as K-State Security Incident Response Team (SIRT) representative.
- Member of National Extension Technology Conference and Kaw Valley Network Users Group.



Gary Kepka
Assistant Technology Specialist

Joined KSU 1994

- Provide technical assistance and application training; design and develop information technology and office automation curricula; consult with clients on computer hardware and software purchases; provide technology support for organizational units in the northeast area of Kansas.
- B.S. Management of Information Systems, 1994, Kansas State University



Gerry Snyder
Associate Multimedia Specialist

Joined KSU 1997

- Oversee KSRE Adobe Connect Web conferencing system; coordinate Internet video streaming and digital media services; manage KSRE multimedia lab; coordinate instructional technology training; and provide leadership, planning, and development of Internet and digital technology and communication programs and services.
- Former manager, Multimedia Lab, University of Idaho.
- National Extension Technology Conference, member, board of directors.
- B.S. Forestry, Wildlife and Range Science, 1981, University of Idaho
M.S. Forestry, Wildlife and Range Science, 1996, University of Idaho



Steve Spencer
Area Technology Specialist

Joined KSU 1998

- Provide technology support for organizational units in southeast Kansas, including requested training, network maintenance and computer support and installation.
- Former district technology coordinator for USD #101.
- B.S. Education, 1980, Pittsburg State University



Tamie Staats
Administrative Specialist

Joined KSU 2006

- Manage Technology unit office, supervise student receptionists, oversee unit accounting functions; maintain KSRE listservs and manage KSRE oznet accounts.



Seth Subramanian
Computer Systems Analyst

Joined KSU 2004

- Design, develop, and maintain organizational databases and content management systems; provide technical direction, detailed specifications, support, and consultation in design, coding, testing, debugging, and documentation of complex systems and programs; meet with clients to assess needs and determine project scope and objectives.
- Former Web developer, CivicPlus, Manhattan, Kan.
- B.E. Computer Science, 1997, Bharathidasan University
M.S. Computer Science, 2003, Kansas State University



Vernon Turner
Systems Engineer

Joined KSU 2008

- Monitor KSRE and College of Agriculture network servers to ensure uninterrupted operation; make system modifications to improve network stability and performance; and monitor network performance and manage resources.
- Former PC/network coordinator, City of Manhattan, Kan.
- Member of National Extension Technology Conference and InfraGuard (FBI Cyber-Security Group).
- A.B.A. Business Administration, 1999, Kansas State University
B.S. Computer Information Sciences, 2008, Friends University



Neal Wollenberg

Web Coordinator, Computer Information Specialist **Joined KSU 2004**

- Maintain KSRE website; work with programmers, marketing staff, and others to coordinate Web development within College of Agriculture and organizational offices across the state. Provide graphic design assistance, as needed.
- Former creative director for ACI Worldwide and Affinitas.
- B.A. Graphic Design and Illustration and Drawing, M.F.A. Visual Communications, 1999, Kansas State University

University Printing



Greg LeValley

Director, University Printing

Joined KSU 1978

- Oversee daily operations of University Printing, promote services, monitor industry trends and equipment, manage budget, provide cost estimates, prepare billing information for invoicing, lead staff in providing customer service (job planning, follow-up), and provide training and educational opportunities for current and prospective customers.
- Formerly employed by Kansas State Printing Services (1978–1995) and manager of KSRE Duplicating Center (1995–2011).
- Member of Director’s Roundtable, Kansas State University.



Doug Austin

Printer Specialist

Joined KSU 2010

- Prepare and operate two-head offset press, envelope press, and other equipment to produce printed materials.
- Previously worked 23 years as pressman, Hawley Printing Service.
- Graduate: Graphic Arts, Manhattan Area Technical College



Richard Butler

Graphic Designer

Joined KSU 1997

- Review customer-provided electronic files before plate output, complete customer-requested design work, provide prepress design consultation for clients, provide assistance in multiple areas of University Printing.
- Former art director, It’s Greek to Me, Manhattan.
- B.F.A. Graphic Design and Illustration, 1993, Kansas State University



Jeff Campbell
Printing Specialist

Joined KSU 1984

- Set up and operate letter presses, folders, and cutter in the finishing area.



John E. Cooper
Digital Production Center Supervisor

Joined KSU 2002

- Supervise staff and daily operations of University Printing digital production center, maintain supplies, schedule service calls, and provide customer assistance.



Karen Hunter
Production Coordinator

Joined KSU 1995

- Work with clients to assess printing needs and requirements; provide estimates; work with designers and editors on effective and efficient layouts; complete job tickets and schedule digital printing and press runs to meet deadlines; and pre-bill completed jobs for invoicing.
- A.A. Drafting Technology, 1989, Barton County Community College
B.F.A. Graphic Design 1994, Kansas State University



Rebecca Johnson
Production Coordinator

Joined KSU 2007

- Work with clients to assess printing needs and requirements; provide estimates; assist customers placing printing orders at K-State Student Union; set up letterhead, envelopes, and business cards; pre-bill completed jobs for invoicing; and acquire copyright permissions for class packets.
- B.S. Marketing and Management, 2007, Kansas State University



Rex Jones
Print Shop Supervisor

Joined KSU 2001

- Supervise offset production and finishing, assist in coordinating offset production, operate RYOBI four-color press.
- Manhattan Area Technical College, Graphic Arts and Printing



DeWayne Marcellus
Printer Specialist

Joined KSU 1990

- Print job imposition and plating; maintain paper inventory and order as needed.
- B.S. Mechanical Engineering Technology, 1990, Kansas State University



Kenny McVey
Printer Specialist

Joined KSU 2006

- Prepare and operate two-head offset press to produce printed materials with different colors of inks, weights and finishes of paper; track jobs through production; and oversee finishing work, as needed.
- Former press supervisor at Hawley Printing; career in commercial printing since 1979.



Rob Nixon
Associate Director, University Printing

Joined KSU 1986

- Manage offset and digital printing and bulk mailing operations for Kansas State University and KSRE; serve as departmental and building safety officer.
- Former printing process supervisor for K-State Research and Extension; former mail and copy center supervisor, KSU Division of Continuing Education.
- Attended University of Kansas and Kansas State University



Annette Rheume
Printer Senior

Joined KSU 2000

- Operate black-and-white and color copiers, along with large-format color printer at K-State Student Union digital production center. Assist walk-in clients with copy and finishing requests.



Mike Ryan
Printer Specialist

Joined KSU 1994

- Oversee bulk mailings for University Printing; perform bindery work and finishing, as needed.
- Member of Manhattan Postal Customer Council.
- Graduate, Auto Mechanic II, 1983, Southwest Area Vocational Technical School



Jan Slezinger
Printer Specialist

Joined KSU 1996

- Operate digital copier and printer (cutting, loading, unloading paper), scanning and compiling originals, designing and/or preparing files for printing from multiple software programs and PDF.
- Previously managed copy and print shops, operated press, and worked as freelance designer and graphic artist.



Marsha Stagner
Office Professional

Joined KSU 1976

- Invoice clients and order supplies for projects completed by University Printing/Umberger Hall duplicating center; invoice postage charges for KSRE Bookstore.



Karen Wingo
Accounting Specialist

Joined KSU 1982

- Manage accounts payable, accounts receivable, and human resource functions for University Printing unit.



C: Publications and Presentations

Peer-Reviewed Publications

2008

Harbstreit, S. R. (2008). KSDE program report for agricultural education: An assessment data-based report which includes results from data collected utilizing KSU Agricultural Education Student Learning Outcomes.

Rocca, S. J. & **Washburn, S. G.** (2008). Preservice agriculture teachers' perceptions of career barriers and support. *Journal of Agricultural Education*, 49(2), 38-49.

Myers, B. E. & **Washburn, S. G.** (2008). Integrating science in the agriculture curriculum: Agriculture teachers' perceptions of the opportunities, barriers, and impact on student enrollment. *Journal of Agricultural Education*, 49(2), 27-37.

2009

Irani, T. A., **Baker, L. M.**, & Abrams, K. M. (January 23, 2009). Building the capacity of the 21st century floriculture industry: Assessing ways to impact student career choice and enhance post-secondary education. Prepared for and presented to the American Floral Endowment.

Ellis, J. D. & Tucker, M. (2009). Factors influencing consumer perception of food hazards. *CAB Reviews: Perspectives in Agriculture, Veterinary Science, Nutrition and Natural Resources*, 4(6). [Online] <http://www.cababstractsplus.org/cabreviews>

Warner, W. J. & **Washburn, S. G.** (2009). Issues facing urban agriscience teachers: A Delphi study. *Journal of Agricultural Education*, 50(1), 105-115.

2010

Abrams, K., Meyers, C., Irani, T. & **Baker, L. M.** (2010). Branding the land grant university: Agricultural producers' and community leaders' awareness of the tripartite mission. *Journal of Extension*, 46(6). Retrieved from <http://www.joe.org/joe/2010december/a9.php>

Irani, T. A., Settle, Q., **Baker, L. M.**, & Chiarelli, C. (2010). Volume two of building the capacity of the 21st century floriculture industry: Testing marketing messages and evaluating the effectiveness of future communication and student recruitment. Prepared for and presented to the American Floral Endowment.

Ellis, J. D., Arendt, S. W., Strohnbehn, C. H., Meyer, J., & Paez, P. (2010). Varying influences of motivation factors on employees' likelihood to perform safe food handling practices because of demographic differences. *Journal of Food Protection*, 73, 2065-2071.

Rhoades, E., & **Ellis, J. D.** (2010). Food Tube: Coverage of food safety issues through video. *Journal of Food Safety*, 30, 162-176.

Washburn, S. G. & Myers, B. E. (2010). Agriculture Teacher Perceptions of Preparation to Integrate Science and their Current Use of Inquiry Based Learning. *Journal of Agricultural Education*, 51(1), 89-99.

2011

Baker, L. M., Abrams, K., Irani, T., & Meyers, C. (2011). Managing media relations: Determining the reputation of a land grant institution from the perspective of media professionals. *Journal of Applied Communications*, 95(2), 60-73. http://journalofappliedcommunications.org/images/stories/issues/2011/jac_v95_n2_article5.pdf

Settle, Q., Abrams, K. M., & **Baker, L. M.** (2011). Using Prezi in the classroom. *North American Colleges and Teachers of Agriculture Journal*.

Settle, Q., Telg, R., **Baker, L. M.**, Irani, T., Rhoades, E., & Rutherford, T. (Accepted). Social media in education: The relationship between past use and current perceptions. *Journal of Agricultural Education*.

Baker, L.M., Irani, T., & Abrams, K. (2011). Communicating strategically with generation me: Aligning students' career needs with communication about academic programs and available careers. *North American Colleges and Teachers of Agriculture Journal*. (55)2, p. 32-39. <http://www.nactateachers.org/vol-55-num-2-june-2011/1148-communicating-strategically-with-generation-me-aligning-students-career-needs-with-communication-about-academic-programs-and-available-careers.html>

Settle, Q., Telg, R., Irani, T., **Baker, L. M.**, Rhoades, E., & Rutherford, T. (2011). Instructors' social media use and preferences in agriculture classes. *North American Colleges and Teachers of Agriculture Journal*. (55)2, p. 78-83. <http://www.nactateachers.org/vol-55-num-2-june-2011/1142-instructors-social-media-use-and-preferences-in-agriculture-classes.html>

Arendt, S. W., **Ellis, J. D.**, Strohbehn, C., & Paez, P. (2011). Development and use of an instrument to measure retail foodservice employees' motivation for following food safety practices. *Journal of Foodservice Business Research*, 14(1), 68-85.

Roberts, K. R., Arendt, S. W., Strohbehn, C. H., **Ellis, J. D.**, & Paez, P. (In press). Educating future managers to motivate employees to follow food safety practices. *Journal of Foodservice Management and Education*.

Arendt, S. W., **Ellis, J. D.**, Roberts, K., Paez, P., & Strohbehn, C. (In press). Conducting qualitative research in foodservice organizations: Chal-

lenges and strategies. *International Journal of Contemporary Hospitality Management Special Issue: How Can We Address Contemporary Hospitality Research Issues Through Qualitative Research?*

Ellis, J. D., Gordon, B. L., & Johnson, L. (In review). Using data to inform a home horticultural website redesign process. *Journal of Applied Communications*.

Regional and National Presentations

2007

Ellis, J. D. "Early Field Experience for Agricultural Journalism and Communications Students." ACE, Albuquerque, N.M., June 2007.

Ellis, J. D. "Evaluation by Any Other Name is ... Well, Still Evaluation." ACE, Albuquerque, N.M., June 2007.

Ellis, J. D. & Delgado, A. "Microbial and Chemical Risk Analysis of Foods." Satellite training in Paraguay and Argentina for Inter-American Institute for Cooperation on Agriculture. Costa Rica.

Ellis, J. D. "National Course for the Implementation of Risk Analysis as an Element in Determining the Safety of Food for Human Consumption." National Institute of Health. Bogota, Colombia.

Ellis, J. D. "Microbial and Chemical Risk Analysis of Foods." Satellite training in three Central and South American regions for Inter-American Institute for Cooperation on Agriculture. Costa Rica.

Ellis, J. D., & Delgado, A. "Training Course in Agricultural Risk Communications." Inter-American Institute for Cooperation on Agriculture. Quito, Ecuador.

Ellis, J. D., & Delgado, A. "Training Course in Agricultural Risk Communications." Inter-American Institute for Cooperation on Agriculture. Lima, Peru.

Ellis, J. D., & Delgado, A. "Training Course in Agricultural Risk Communications." Inter-American Institute for Cooperation on Agriculture. Bogota, Colombia.

Ellis, J. D., Stubbendieck, C., & Buchholz, D. "The Changing Face of Today's PR." Midlands National Agri-Marketing Association, Lincoln, Neb.

Ellis, J. D., Balschweid, M., Husmann, D., Pennisi, L. "AgLEC Update." University of Nebraska-Lincoln Extension. Lincoln, Neb.

Ellis, J. D. "Microbial and Chemical Risk Analysis of Foods." Inter-American Institute for Cooperation on Agriculture. Costa Rica.

Ellis, J. D. "The Third Governor's Conference on Ensuring Food Safety." Department of Food Science and Technology, University of Nebraska-Lincoln, Neb.

Ellis, J. D. "Communicating with Impact." NFB Leadership Academy. Nebraska Farm Bureau. Lincoln, Neb.

Ellis, J. D. "Transformative Learning as a Program Development Theory for Food Safety Training." Conference paper in 7th International Transformative Learning Conference Proceedings.

Peterson, N., & Holcombe G. "Introducing Event-in-a-Box." ACE, Albuquerque, N.M., June 2007.

Peterson, N., Ouverson C., & Ratliff, R. "Marketing 4-H Through News: Targeting Audiences in Brave New Worlds." ACE, Albuquerque, N.M., June 2007.

Myers, B. E. & **Washburn, S. G.** (2007) "Integrating Science in the Agriculture Curriculum: Agriculture Teacher Perceptions of the Oppor-

tunities, Barriers, and Impact on Student Enrollment." Proceedings of the American Association for Agricultural Education Southern Agricultural Education Research Conference, Mobile, Ala.

Warner, W. J. & **Washburn, S. G.** (2007) "The Role of the Total Program Model in Urban Agricultural Education." Proceedings of the 34th Annual American Association for Agricultural Education National Research Conference. Minneapolis, Minn., 138-150.

Warner, W. J. & **Washburn, S. G.** (2007) "A Grounded Theory Description of Novice Urban Agriculture Teachers' Career Experiences." Proceedings of the 34th Annual American Association for Agricultural Education National Research Conference. Minneapolis, Minn., 151-166.

Warner, W. J. & **Washburn, S. G.** (2007) "Novice Teachers Decisions to Teach Agricultural Education in Public Schools." Proceedings of the 34th Annual American Association for Agricultural Education National Research Conference. Minneapolis, MN, 585-598.

Zimmerli-Cates, N., Gilmore, L., & Sheffield, D. "Nightmare on Publications Street: Tales of Copyright Infringement and Plagiarism." ACE, Albuquerque, N.M., June 2007.

2008

Dunn, D., Havenstein, L., Kepka, G., & Spencer, S. "Field Engineer and Helpdesk Support Roundtable." NETC, Raleigh, N.C., April 2008.

Edwards, E. (2008). "Communicating Research." On-Farm Research Conference, Iowa State University, Ames, Iowa, December 2008.

Rhoades, E., & **Ellis, J. D.** "Food Tube: Online Coverage of Food Safety." ACE Research Pre-session, Traverse City, Mich., June 2008.

Ellis, J.D. "A Recipe for Understanding Food Safety: Using a Concept-Oriented Theoretical Frame for Eliciting Adult Foodservice Employ-

ees' Prior Knowledge." American Evaluation Association annual conference. Baltimore, Md., 2008.

Hartman, A. "Google and Acrobat." ACE, Traverse City, Mich., June 2008.

Gamble, K., **Havenstein, L.**, Phillips, L., Raney, B., & **Wollenberg, N.** "Beyond the Web: Education in the Second Life Multi-User Virtual Environment." NETC, Raleigh, N.C., April 2008.

Havenstein, L., & Kepka, G. "Using Open Source and Freeware for Office Productivity." NETC, Raleigh, N.C., April 2008.

Havenstein, L., & Wollenberg, N. "Second Life: Advanced Texturing and Building Techniques." NETC, Raleigh, N.C., April 2008.

Melgares, P., Sleichter, L., & Graham, S. Marketing to Metro Audiences in Kansas." Presented via Connect to ACE, June 2008.

Peterson, N. & Pryor D. (2008). "Master Farmer-Master Farm Homemaker, Honoring our Producers." ACE, Traverse City, Mich., June 2008.

Peterson, N., Ouverson, C., Stotts, D., & Karstens, S. "4-H Idea Exchange." ACE, Traverse City, Mich., June 2008.

Peterson, N., & Hampton, N. "Beyond Basic Training: Turn a To-Do List into TA-DA!" Media Relations Made Easy Conference, Atlanta, Ga., April 2008.

Pryor, D., & others from the 2008 ACE Leadership Class (2008). Panel discussion: ACE Leadership Institute. ACE, Traverse City, Mich., June 2008.

DeLay, A. M. & **Washburn, S. G.** (2008) "Identifying Early Career Secondary Agriculture Teachers' Needs and Preferences of Support." Proceedings of the American Association for Agricultural Education Southern Agricultural Education Research Conference, Dallas, Texas, 117-130.

Washburn, S. G. & Myers, B. E. (2008) "Agriculture Teacher Perceptions of Preparation to Integrate Science and Their Current Use of Inquiry-Based Learning." Proceedings of the American Association for Agricultural Education Southern Agricultural Education Research Conference, Dallas, 408-419.

2009

Baker, L. M., Abrams, K. M., Irani, T. A., & Meyers, C. A. (2009). "How Well Do We Relate: Media Professionals' Awareness and Perceptions of a Land Grant Institution." Paper presented at the Southern Association of Agricultural Scientists Conference, Atlanta, Ga., and the American Association for Agricultural Education (AAAE), Louisville, Ky.

Dunn, D., Feldhausen, R., Havenstein, L., Kepka, G., & Spencer, S. "Help Desk and Road Warrior Round Table." ACE/NETC, Des Moines, Iowa, June 2009.

Johnson, L., & **Ellis, J. D.** "Web Usability Testing at the University of Nebraska." ACE, Des Moines, Iowa, June 2009.

Feldhausen, R., Havenstein, L., & Kepka, G. "Using Open Source and Freeware Applications for Office Applications." ACE/NETC, Des Moines, Iowa, June 2009.

Gilmore, L. "Don't Become Comfortably Numb: How to Stay Fresh on the Job." ACE/NETC, Des Moines, Iowa, June 2009.

Havenstein, L. "Building a Virtual World." ACE/NETC, Des Moines, Iowa, June 2009.

Havenstein, L., Jackson, L., & Phillips, L. "Using Virtual Worlds to Get Out the Message." ACE/NETC, Des Moines, Iowa, June 2009.

Knapp, M., & **Peter, M. L.** "KSRE/EDEN Resources Available in Emergency Preparedness/Disaster Recovery." Kansas Voluntary Organizations Active in Disasters, Topeka, Kan., October 2009.

Peter, M., Wichman, J., Pryor, D., & Edwards, E. "K-State Converged." ACE/NETC, Des Moines, Iowa, June 2009.

Peterson, N. "4-H Swap Meet: Comparative Agent Communications Training and Marketing." ACE/NETC, Des Moines, Iowa, June 2009.

Pryor, D. "How to Use a Flip Camera, and Video Editing with Windows Movie Maker." Army Youth Conference, Kansas State University, Manhattan, Kan., June 2009.

Sheffield, D. & Winn, J. (2009). "Seize the Day: Manuscript Planning and Substantive Editing." ACE/NETC, Des Moines, Iowa, June 2009.

2010

Settle, Q. S., **Baker, L. M.**, & Irani, T. "Assessment of the Relationship between Cognitive Problem Solving Style and Changes in Perceptions and Knowledge Gain for a Teacher Professional Development Program." Paper presented at 2011 American Association of Agricultural Education Southern Region Research Conference, Corpus Christi, Texas.

Settle, Q. S., Telg, R., **Baker, L. M.**, Irani, T., Rutherford, T., & Rhoades, E. "Comparisons of Agriculture Instructor and Student Perceptions of Social Media in Education." Paper presented at 2011 American Association of Agricultural Education Southern Region Research Conference, Corpus Christi, Texas.

Baker, L. M., Irani, T., Abrams, K., & Telg, R. "Motivating Millennials: Using New Media to Recruit the Next Generation into Academic Programs of Agriculture." North American Colleges and Teachers of Agriculture Conference, State College, Pa., June 2010.

Baker, L. M., Abrams, K. M., & Irani, T. A. "Pick Me! Aligning Students' Career Needs with Communication about Academic Programs and Available Careers." Paper presented at the South-

ern Association of Agricultural Scientists Conference, Orlando, Fla., February 2010.

Baker, L. M., Chiarelli, C., Settle, Q. "A Little Birdie Told Me: Using Twitter as a Discussion Tool." Southern Association of Agricultural Scientists' Conference, Corpus Christi, Texas.

Kelly, H., **Baker, L.**, & Irani, T. (2010). "Distance Delivered Writing Class Conversion." Poster presented at the 2010 CALS Teaching Enhancement Symposium, Gainesville, Fla., August 2010.

Settle, Q., Irani, T., **Baker, L. M.**, & Abrams, K. M. "Changes in Participant Knowledge Level and Intended Lesson Topics for Emerging Pathogens" Workshop. Poster presented at North American Colleges of Teachers and Agriculture Conference, State College, Pa., June 2010.

Baker, L. M. "Wikis for the Workplace." ACE, St. Louis, Mo., June 2010.

Boone, K., & Edwards, E. "What Can We Learn from the 2008 Presidential Campaign?" ACE 2010, St. Louis, Mo., June 2010

Boone, K., LaVergne, C. & Edwards, E. "Guess Who's Coming to Dinner." ACE 2010, St. Louis, Mo., June 2010

Dunn, D., Feldhausen, R., & Havenstein, L. "IT and Helpdesk Roundtable." NETC, Auburn, Ala., May 2010.

Edwards, E., Caldwell, J. & Tibbetts, T. "Farmers' Use of Social Media." Ag Tech Field Day, Great Bend, Kan., August 2010.

Peppers, F., Filipic, M., & **Edwards, E.** "Issue Management for Land Grant Universities: Toolkit." ACE, St. Louis, Mo., June 2010.

Edwards, E., & Reicks-Licht, M. "The Balancing Act: Tips and Strategies for Finding Your Work/Life Balance." ACE 2010, St. Louis, Mo., June 2010.

Edwards, E., Adrian, A., Hino, J. Gregory-North, E., & Shuffstall, P. Panel Discussions of

Social Media Best Practices. ACE, St. Louis, Mo., June 2010.

Ellis, J. D., Gordon, B.L., & Johnson, L. "Using Data to Inform a Home Horticultural Website Redesign Process." ACE, St. Louis, Mo., June 2010.

Ellis, J. D., Balschweid, M. & Terry, R. "Capitalizing on the Strengths of a Communications Service Unit." ACE, St. Louis, Mo., June 2010.

Havenstein, L., & Turner, V. "What Do You Do When Active Directory Crashes or Is Unaccessible? NETC, Auburn, Ala., May 2010

Havenstein, L. "Building a Presence in Virtual Worlds." NETC, Auburn, Ala., May 2010.

Peter, M. L., & Turner, V. "Emergency Preparedness – Building Public-Private Partnerships." Panel, Salina, Kan., March 2010.

DeLay, A. M. & **Washburn, S. G.** (2010) The role of collaboration in secondary agriculture teacher career satisfaction and career retention. Proceedings of the American Association for Agricultural Educators Research Conference. Omaha, Neb. 380-397.

Anderson-Wilk, M., Casler, R., Gould, F., Winn, J., & **Zimmerli-Cates, N.** "Approaches for Gaining Author Cooperation on Periodic Publication Reviews." ACE, St. Louis, Mo., June 2010.

2011

Settle, Q., Abrams, K. M., & **Baker, L. M.** "Thinking Outside the Slide: Introducing Prezi into the Classroom." 2011 North American Colleges and Teachers of Agriculture Conference, Edmonton, Canada, June 2011.

Settle, Q., Telg, R., **Baker, L. M.**, Irani, T., Rhoades, E., & Rutherford, T. "Social Media in Education: The Relationship Between Past Use and Current Perceptions." Paper presented at 2011 American Association for Agricultural

Education National Research Conference, Coeur d'Alene, Idaho, May 2011.

Baker, L. M., Settle, Q., Chiarelli, C., & Irani, T. "Recruiting Strategically: Increasing Enrollment in Agriculture Academic Programs." Paper presented at 2011 American Association for Agricultural Education National Research Conference, Coeur d'Alene, Idaho, May 2011.

Settle, Q., Telg, R., **Baker, L. M.**, Irani, T., Rutherford, T., & Rhoades, E. "Comparisons of Agriculture Instructor and Student Perceptions of Social Media in Education." Paper presented at 2011 American Association for Agricultural Education Southern Region Research Conference, Corpus Christi, Texas, February 2011.

Baker, L. M., Settle, Q., Chiarelli, C., & Irani, T. "Matching Millennials Motivations: Developing Strategic, Targeted Recruitment Materials to Increase Enrollment in Academic Programs of Agriculture." Paper presented at 2011 Southern Association of Agricultural Scientists' Conference, Corpus Christi, Texas.

Solaun, L. & **Baker, L. M.** "Using Technology to Measure Message Tones and Social Media." Workshop presented at the 2011 EPA Community Involvement Conference, Washington, D.C., July 2011.

Baker, L. M., Chiarelli, C., & Settle, Q. Research-Based Recruiting: Matching Millennials' Needs with Your Program's Offerings." ACE/NETC, Denver, Colo., June 2011.

Baker, L. M., Laur, G. C. "Communicating Climate Change." ACE/NETC, Denver, Colo., June 2011.

Edwards, E., & McGuire, J. "Communicating Climate Change Roundtable." Heartland Water Quality Project, Nebraska City, Neb., November 2011.

Edwards, E., **Peter, M. L.**, **Atkinson, E.** & **Block, K.** "Impact Writing Exhibit and Live

Broadcasts.” National Association of Agricultural Agents, Overland Park, Kan., August 2011.

Edwards, E., & Reicks-Licht, M. (2011). “The Balancing Act: Tips and Strategies for Finding Your Work/Life Balance.” ACE/NETC, Denver, Colo., June 2011.

Roberts, K. R., Arendt, S. W., Strohbehn, C. H., **Ellis, J. D.,** & Paez, P. “Educating Future Managers on How to Help Motivate Employees to Follow Food Safety Practices.” International Council on Hotel, Restaurant, and Institutional Education. Denver, Colo., July 2011.

Feldhausen, R., Havenstein, L., Kepka, G., & Spencer, S. “Computer Support and Road Warriors’ Roundtable.” ACE/NETC, Denver, Colo., June 2011.

Feldhausen, R., Havenstein, L., & Kepka, G. “Free is Good — Free Software for Office and Support Use.” ACE/NETC, Denver, Colo., June 2011.

Gilmore, L., & Hartman, A. “The 21st Century Style Guide.” ACE/NETC, Denver, Colo., June 2011.

Havenstein, L. “Building Virtual Worlds.” ACE/NETC, Denver, Colo., June 2011.

Havenstein, L. “Getting Your Feet Wet Building in Mesh.” Second Life Community Convention, Oakland, Calif., August 2011.

Kepka, G. “Computer Basics and Beyond — Data Organization, Protection and Software Tools.” Presented at Women Managing the Farm Conference, Wichita, Kan., February 2011.

Melgares, P., Wichman, J., & Morris, J. “One Voice: Building on the University’s Message.” ACE/NETC, Denver, Colo., June 2011.

Peter, M. L., & Peterson, N. “Change in the Workplace.” ACE/NETC Conference, Denver, Colo., June 2011.

Atterberry, R., Forbes, B., **Peter, M. L., & Peterson, N.** “Creating Successful Working Rela-

tionships in a Changing Work Environment.” ACE/NETC, Denver, Colo., June 2011.

Pryor, D., & Jackson, S. “Instant Recess: Short Exercise Breaks.” ACE, Denver, Colo., June 2011.

Bowie, M., Lauer, G., Whatley, C., White, S., & **Zimmerli-Cates, N.** “Charge Ahead – but Not So Fast: Entrepreneurial Publishing.” ACE/NETC, Denver, Colo., June 2011.

2012

Baker, L. M., Settle, Q., & Irani, T. “On Target Recruiting: Utilizing Survey Software to Test Marketing Materials.” Workshop accepted for presentation at ACE, Annapolis, Md., June 2012.

Settle, Q., Irani, T., **Baker, L. M.,** Lamm, A., Carter, H., & Divine, R. “Connecting the Pieces: Understanding the Public Policy Opinions of Consumers, Agricultural Leaders, and Agricultural Producers.” Workshop accepted for presentation at ACE, Annapolis, Md., June 2012.

Edwards, E., & Baker, L. M. “Making a Difference: A New Tool to Share Extension’s Story.” Workshop accepted for presentation at ACE, Annapolis, Md., June 2012.

Edwards, E., Perrott, J., Adrian A., Gould, F., & Hummel, N. “Social Media in Cooperative Extension.” Southern Association of Agricultural Scientists, Agricultural Communications Section, Birmingham, Ala., February 2012.

Barrick, R. K., Wysocki, A. F., Sterns, J. A., & **Washburn, S. G.** (2012). “Enhancing Teaching and Learning: A Case Study in Haiti.” 28th Annual Conference of the Association for International Agricultural and Extension Education, Bangkok, Thailand.



D: Grants and Contracts

Funded

1. Champion, B. L., Bruning, R., Devlin, D. L., Rice, C. W., Harrington, J. A., Kahl, D. W., Pytlik Zillig, L., Spears, J. D., Steffensmeier, T. R., **Washburn, S. G.** (2010) Central Great Plains Climate Change Education Partnership. Grantor: National Science Foundation. Grant Amount: \$979,136. Funding period: 2010–2011.
2. **Boone, K. M.**, Kahl, D. W. (2011) Kansas Environmental Leadership Program. Grantor: U.S. Environmental Protection Agency. Amount: \$49,639. Funding period: 2011–2012.
3. **Ellis, J. D.** Benchmark Quantification of Crisis Communication Channels and Information in Rural Ecuador. KSU OIP International Incentive Grant. Amount: \$3,000. Funding period: 2012.
4. **Baker, L. M. & Baker, R.** (2011) Infusing and Assessing Multicultural Competencies into Agricultural Communications Curriculum. Funding agency: The Tilford Group. Amount: \$700. Funding period: 2011–2012.
5. **Baker, L. M.** (2011) Understanding Graduate Student Decision-Making Related to Program Choice and Career Goals. Funding agency: American Floral Endowment. Amount: \$2,500. Funding period: 2011–2012.
2. **Baker, L. M.** (2012) Understanding Climate Science: An Approach to Understanding Decision Making Related to Climate Change Policy. Funding agency: National Association of Services and Conservation Corps. Amount \$97,911. Funding period: 2012–2013.
3. Vadlani, P. V., **Boone, K. M.**, Maghirang, R. G., Philson, R. M., Staggenborg, S. A., Young, K. (2011) Biofuels in a Global Context: Enhancing U.S. Awareness and Competitiveness in the Phillipines. Funding agency: USDA. Amount: \$149,911. Funding period: 2012–2015.
4. Rezac, M. E., Kulcsar, L., Nelson, R. A., Spears, J. D., Wang, D., **Washburn, S. G.**, Williams, J. R. (2012) Sustainable BioRefining: How Can it be achieved and how will it impact agrarian communities? Answering questions from thermodynamics to demographics. Funding agency: National Science Foundation. Amount: \$2,000,000. Funding period: 2012–2016.
5. **Harbstreit, S. R.**, Nelson, N. O., **Washburn, S. G.** (2012) Developing Public/Private Partnerships Utilizing Soybean Science as a Contextual Learning Model for STEM Concepts. Funding agency: USDA. Amount: \$25,000. Funding period: 2012–2014.
6. Rice, C., Champion, B., Hubbard, K. G., Pytlik Zillig, L. M., Spears, J. D., Devlin, D. L., Harrington Jr., J. A., Kahl, D. W., Steffensmeier, T. R., **Washburn, S. G.** (2012) CCEP – II: Central Great Plains Climate Education Partnership. Amount: \$5,926,995. Funding period: 2012–2017.

Proposed

1. **Baker, L. M.** (2012) A Systems Approach to Understanding Direct to Consumer Marketing via Social Media of Farm Products and Services. Funding agency: USDA. Amount: \$62,109. Funding period: 2012–2014.
7. **Disberger, B., Baker, L. M., Ellis, J. D.** (2012) Strengthening The Land Grant

Community College Relationship through Online Communication Tools. Funding agency: North Central Regional Center for Rural Development. Amount \$17,084. Funding period: 2012–2013.

Funding Period Concluded: 2005–2011¹

1. **Boone, K.**, Gordon, J., Penner, K., Remig, V. (2002) Food Safety Education for the Prevention of Foodborne Illness Among U.S. Residents Age 65 or Older. Grantor: U.S. Department of Agriculture. Amount: \$434,153 (sponsor); \$77,518 (cost-share). Funding period: 2002–2005.
2. **Baldwin, W.**, Stack, J. (2002) Great Plains Diagnostic Network: Protecting Agriculture in America's Heartland. Grantor: U.S. Department of Agriculture. Amount: \$204,077 (sponsor); \$6,578 (cost-share). Funding period: 2002–2007.
3. **Terry, R.** (2004) CYFERNet Technology. Grantor: Regents of University of Minnesota Extension Service (USDA). Amount: \$12,500 (sponsor); \$4,562 (cost-share). Funding period: 2004–2008.
4. **Snyder, G.** (2004) Creation of a National Training Program for First Detectors in Agricultural Homeland Security. Grantor: U.S. Department of Agriculture. Amount: \$168,282. Funding period: 2004–2008.
5. **Boone, K.** (2005) Workshop: Biosecurity Risk and Crisis Communication Plans. Grantor: U.S. Department of Agriculture. Amount: \$43,300 (sponsor); \$19,780 (cost-share). Funding period: 2005–2009.
6. **Terry, R.** (2006) Provide Leadership for Communication and Technology Unit. Grantor: University of Nebraska, Lincoln/Institute of Agriculture and Natural Resources. Amount: \$156,222 (sponsor); \$57,021 (cost-share). Funding period: 2006–2007.
7. **Boone, K.**, Maes, S. (2006) Bioscience Communication Distance Education Graduate Certificate Program. Grantor: U.S. Department of Agriculture. Amount: \$37,891 (sponsor); \$6,366 (cost-share). Funding period: 2006–2009.
8. **Ashlock, M.**, **Boone, K.** (2007) Seed Selection and Purchasing Decision Resistance and Perceived Risk. Grantor: Kansas Crop Improvement Association. Amount: \$7,900 (sponsor); \$3,634 (cost-share). Funding period: 2007–2008.
9. Bryant, T., **Snyder, G.**, Remig, V., Roberts, K. (2007) Multimedia Food Safety Training Program for Community-Based Older Adults. Grantor: U.S. Department of Agriculture/CSREES. Amount: \$599,265 (sponsor); \$97,365 (cost-share). Funding period: 2007–2010.
10. **Boone, K.**, **Edwards, E.**, **Melgares, P.**, **Zimmerli-Cates, N.** Marketing Online Investor Education: Investing for Your Future. Grantor: Financial Industry Regulatory Authority, Investor Education Foundation, Extension Foundation. Amount: \$47,500. Funding period: 2009–2010.
11. **Lavergne, C.** (2010) Midwest Water Conservation Project: Development and Marketing of Rain Barrels. Grantor: State Farm Youth Advisory Board. Amount: \$28,935 (sponsor); \$2,200 (cost-share). Funding period: 2010.

¹ See Appendix E for additional funding totals.

E: Additional Funding

Fees, Extramural Funding, Donations

	2007	2008¹	2009	2010	2011
Fee Generation	\$610,769	\$663,020	\$725,046	\$793,147	\$878,276
Extramural Funding²	\$159,722	\$40,356	\$2,508	\$76,435	\$19,997
Donations	\$1,710	\$1,518	\$1,950	\$4,365	\$3,520
Enrollment (fall count)	49	131 ¹	135	135	126
FTE	62.7	62.7	62.7	59.9	59.95
	(42.5 U; 20.2 C)	(42.5 U; 20.2 C)	(42.5 U; 20.2 C)	(42.7 U; 17.2 C)	(42.75 U; 17.2 C)

¹Agricultural Education joined the department in 2008.

Donations include actual new donations but do not include scholarship donations for the Agricultural Education program or endowed contributions.

Departmental FTE will officially increase in fiscal year 2013 with the formal addition of University Printing. The merger will increase FTE by 16 and is expected to add more than \$1.5 million in annual fee generation.

²Faculty and staff serve as primary investigators on grants administered through other departments. Those funds are not reflected in Department of Communications and Agricultural Education budget figures.



F: Strategic Plan Summary 2010-2014

For complete descriptions of Strategic Plan activities, see:
www.communications.ksu.edu/DesktopDefault.aspx?tabid=1055

Action Plans

Tier 1

- A1. Student Recruitment
- A2. Develop a Focused Research Agenda and Identify Research Opportunities
- A3. Establish Department Master Program(s)
- B1. Collaborate More with Campus and External Units
- C1. Inventory
- C2. Grant and Contract Funding
- C3. Promotion of Departmental Services
- E1. Improve visibility of KSRE/CoA in State/Region/Nation
- F1. CMS Training
- F2. Customer Service
- G1. Develop CMS 2.0
- G2. Enhance KSRE Web Presence and Content Standards
- G3. Image Database
- G4. Standardize Information Categories Across Departmental Websites
- H1. Wellness

Tier 2

- A1. Student Retention/Effective Advising
- B1. Communications Institute
- B2. Increase Information Flow Between Units and Departmental Members
- C1. Fundraising
- D1. Continuity of Operations Planning
- D2. Green initiative – Stewardship

D3. Formal Structure

F1. Hands-on Training Offered at Annual Conference on Media Technology

G1. Maintain and Improve the Website for Academic Programs

G2. Improve Accessibility of Information

Tier 3

A1. Develop and Revise ACJ and Environmental Option Curriculum

B1. Coordinate How Information is Shared Among Units Within KSRE and the CoA

E1. KSRE and CoA New Employee Orientation Packet

Tier 4

A1. Extension Education Bachelor's Program

B1. Create Campus Communications Award

F1. Professional Development for Stakeholders and External Groups

F2. Internal Professional Development Opportunities

Classes:

Agricultural Communications

Courses in the department are provided for majors and others. The primary service courses include AGCOM 400 (undergraduate) and 810 (graduate). In recent years, AGCOM 400 has filled, regardless of how many sections have been offered, indicating the overwhelming demand for this business-writing service course. The creation of a distance-delivered section of AGCOM 400 has been discussed.

AGCOM 110: Introduction to Agricultural Communications. Credits: (2)

Introduction to agricultural communications programs, activities, careers, and trends. Orientation to department, college, and university policies and services to enhance student success. Required of all students beginning a major in agricultural communications.

AGCOM 210: Layout and Design Principles. Credits: (3)

This course uses leading industry-adopted software to develop printed communications pieces to the point of being “printer ready,” addressing design concepts and layout aspects critical to successfully printing a project. Assignments will integrate software functionality and design concepts with print production technology requirements.

AGCOM 290: Audio & Visual Communication. Credits: (3)

This class will develop media skills by working on writing, digital audio editing, photography, and speaking abilities needed in the agricultural and natural resource industries. There is a focus on telling the story of agriculture and natural resources through quality audio and visual com-

munications with an emphasis on advocating for these industries.

AGCOM 310: Website Design & Video for the Web. *Recently proposed.* Credits: (3)

This class will focus on developing students’ web design and video skills through the use of lecture and hands-on experience geared toward what professionals in the agricultural and natural resource areas use. Students will use Web design software, video cameras, and editing software to tell the story of agriculture and natural resources and advocate for issues of importance to these industries.

AGCOM 310: Communicating in the Agricultural Industry. Credits: (3)

The purpose of this course is to help students identify the influence of communication styles and theories on agricultural issues. Agricultural sales will provide the experiential component for application of communication theory and interpersonal interactions.

AGCOM 400: Agricultural Business Communications. Credits: (3)

Written communications as used in agricultural industries. A writing course emphasizing the tools and techniques of writing memos, letters, short and long reports, proposals, and presentations.

AGCOM 405: Capstone in Agricultural Communication. Credits: (3)

A capstone experience and project for agricultural communications and journalism students. Includes analysis of trends and issues in the field and discussion of communications planning.

AGCOM 410: Agricultural Student Magazine. Credits: (1-5)

Planning, interviewing, and preparing stories, headlines, layouts, advertising, and editing, for the Kansas State *Agriculturist* published by students in the College of Agriculture.

AGCOM 420: Topics in Agricultural Communications. Credits: (1-3)

Discussions of topics, studies, and activities important to agricultural communications.

AGCOM 425: Undergraduate Research in Agricultural Communications. *Recently Proposed.* Credits: (1-3)

This course uses qualitative, quantitative or mixed methods to conduct an agricultural and environmental communications research project. A faculty coordinator will assist students through the stages of conducting a research project and reporting its outcomes.

AGCOM 435: Documentary Production.

Credits: (3)

Theory of visual storytelling is combined with basic and intermediate video camera and non-linear editing instruction to produce TV documentaries, magazine-type stories, and personal videos for web and broadcast distribution.

AGCOM 550: Internship in Agricultural Communications. Credits: (1-3)

The intern works in a professional capacity in areas such as print journalism, electronic media, advertising, photography, and public relations. Student is supervised by a professional and a faculty member. One hour of credit for each four weeks of supervised work. Internship report and presentation required.

AGCOM 590: New Media Technology.

Credits: (3).

This course focuses on the study and application of emerging “new media” technologies to effectively communicate information and market products and programs to general and targeted audiences. Students will study underlying communication theories such as Roger’s Theory of Innovation Diffusion to provide a context of how society adopts and incorporates new technology.

AGCOM 610: Crisis Communication.

Credits: (3)

Focus is placed on the application of effective crisis communication practices and techniques. Students will learn relevant interpersonal and organizational communication theory, assess/evaluate organizational risks, and develop a crisis communication plan. Students will partner with a community business to create and deliver a comprehensive crisis plan.

AGCOM 712: Environmental Communication. Credits: (3)

Combines theoretical discussions with practical experience regarding communication about environmental issues and provides introduction to natural and applied science topics related to the communications plan.

Agricultural Education

AGRICULTURAL EDUCATION CURRICULUM GUIDE KANSAS STATE UNIVERSITY

Student Information:

Name _____
 Email _____
 Cell phone _____

I. Communications (8 hrs.)
 ENGL 100 Reproductive Writing I 3
 ENGL 200 Reproductive Writing II 3
 COMM 105 Public Speaking 2

II. Humanities (6 hrs.)
 A. _____ 3
 B. _____ 3

Choose two from each Humanities category below

A - Any Dept. of English Lit. course 3
 (except ENGL 230, 231, 233, 234, 355, 545)
 Or any Modern Language Lit. Course
 B - Any nonperformance appreciation 3
 Courses from: ENGL 230, 231, 233, 234, ARCH 301,
 ART 195, ART 196, DANZE 205, MUSIC 170, 245,
 250, THEATRE 270 (see advisor for additional options)

III. Social Sciences (6 hrs.)
 A. _____ 3
 B. _____ 3

Choose two from each Social Science category below

A - Any course from Dept. of History 3
 B - International Overlay 3
 Social Science electives that address cultures outside
 the Western tradition.
 Courses from: ANTH 200, 204, 220, 240, GEOG 100,
 200, 201, HIST 112, 250, 303, 330, POL SC 333,
 SOCIO 300 (see advisor for additional options)

IV. Quantitative Sciences (6 hrs.)
 MATH 100 College Algebra 3

Higher Level Math Course
 or
 Grade of C or better on Algebra CLEP test
 STAT 325 Introduction to Statistics 3

V. Natural Sciences (12 hrs.)
 BIOL 198 Principles of Biology 4
 CHEM 110 General Chemistry 3
 CHEM 111 General Chemistry Lab 1
 HEBET 201 Plant Horticultural Science 4
 or
 AGERON 220 Crop Science 4

VI. Required Agri. Sciences (18 hrs.)
 AGRBC 120 Fin of Agr. Bcom & Agribus 3
 AGRBC 308 Farm & Ranch Mgmt 3
 or
 AGRBC 318 Fund & Agribus Mgmt 3
 AGERON 305 Soils 4

HEBET 350 Plant Propagation 3
 or
 HEBET 570 Greenhouse Op & Mgmt 3
 ASI 102 Plant Animal Science 3
 ASI 318 Fundamentals of Nutrition 3

ASI 500 Genetics 3
 or
 VII. Ag Mechanics (7 hrs.)
 AGRBD 260 Ag Construction 3
 AGRBD 262 Ag Structures 2
 AGRBD 264 Ag Power 2

VIII. Additional Required Animal and Feed Sciences & Industry Electives (6 hrs.)

(Complete 6 hrs from the following list or course(s) approved by your advisor)
 GENAAG 101 Ag Orientation 1
 GENAAG 200 Topics/Ag 1
 GENAAG 505 Comparative Ag 1
 GENAAG 515 Humans Presentation 1

ASI 105 Animal Science & Industry 1
 ASI 106 Dairy/Poultry Science 1
 ASI 303 History Attitudes of Animal Use 3
 ASI 304 Comparison Animal Management 3
 ASI 310 Poultry & Poultry Product Eval 3
 ASI 315 Livestock & Meat Evaluation 3
 ASI 318 Fundamentals of Nutrition 3
 ASI 325 Cowl & Performance Appraisal Horses 2
 ASI 330 Horse as a Window to the World 3
 ASI 340 Principles of Meat Science 2
 ASI 350 Meat Science 3
 ASI 361 Meat Animal Processing 2

or
 ASI 370 Principles of Meat Evaluation 2
 ASI 385 Wool Grading & Evaluation 1
 ASI 396 Dairy Cattle Judging 2
 ASI 400 Farm Animal Reproduction 4
 ASI 450 Principles of Livestock Selection 2
 ASI 500 Genetics 3
 ASI 510 Animal Husbandry Principles 3
 ASI 515 Beef Science 3
 ASI 521 Horse Science 3
 ASI 524 Sheep Science 3
 ASI 535 Swine Science 3
 ASI 595 Contemp Issues in ASI & Ag 3
 FDSCL 302 Intro to Food Science 3

or
 FDSCL 305 Fund of Food Processing 3
 FDSCL 430 Food Products Evaluation 3
 ENTBEM 305 Livestock Immunology 2
 ENTBEM 306 Livestock Breeding Lab 1



K-STATE 8 REQUIREMENTS
 • Each student must successfully complete credit-bearing courses/experiences to cover all of the K-State 8 areas.
 • A minimum of four different course prefixes (e.g., AGRBC, MATH, PSHS, COMM) must be represented in the fulfillment of the K-State 8 requirements.
 • When a course is tagged for two K-State 8 areas, the student may count that course toward both areas.

AGRICULTURAL EDUCATION CURRICULUM GUIDE
KANSAS STATE UNIVERSITY

****May be taken anytime after admission to teacher education but must be completed before Block III**

***Admission to Teacher Education Required as follows**

- 50 Hrs complete
- Overall 2.5 GPA
- Teaching Field 2.5 GPA
- Introduction to Ag. Education
- Expository Writing I (C)
- Expository Writing II (C)
- Public Speaking (C)
- College Algebra (or higher) (C)
- Statistics (C)
- Pre-Professional Skills Test (or 26 or higher ACT Score)

- Reading - 173
- Writing - 172
- Math - 172

Checklist for Professional Education

1. Teacher Education Admission Application
 - a. Due October 1 Prior to Block 1 semester
2. Application to Student Teach
 - a. Due December 20 the year prior to Student Teaching
3. Teacher Education Admission
4. Teacher Internship Application
5. Student Teacher Assignment Request Form
 - a. Due September 1 Prior to Student Teaching
5. Principles of Learning and Teaching Exam (PLT)
6. License Application
7. Must earn "C" or better in all Teach Ed courses
8. Praxis Subject/Content Assessment Test (Ag)

Contact Information:

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 Manhattan KS 66506
 (785) 532-5923 • srh@ksu.edu

Dr. Shannon G. Wamburn
 112 Umbarger Hall
 Manhattan KS 66506
 (785) 532-1250 • sgw@ksu.edu

IX. Additional Required Horticulture/Agromony/Natural Resources Electives (6 hrs.)
 (Complete 6 hrs from the following list or course(s) approved by your advisor)

GENAG 101 Ag Orientation	1	
GENAG 200 Topics/Ag	1	
GENAG 305 Comparative Ag	1	
GENAG 515 Honors Presentation	1	
HORT 210 Concepts of Floral Design	3	
HORT 275 Concepts of Hort Design	3	
HORT 350 Plant Propagation	3	
HORT 374 Woody Plant Material I	3	
HORT 375 Woody Plant Material II	3	
HORT 376 Herbaceous Greenhouse Plants	3	
HORT 377 Plants in the Interior Environment	3	
HORT 308 Landscape Maintenance	3	
HORT 515 Turf Management	3	
HORT 520 Fruit Production	3	
HORT 560 Vegetable Crop Production	3	
HORT 570 Greenhouse Op & Mgmt	3	
AGEREN 320 Seed Technology	3	
AGEREN 330 Wood Science	3	
AGEREN 335 Environmental Quality	3	
AGEREN 340 Grain Grading	2	
AGEREN 350 Plant & Seed Identification	2	
AGEREN 360 Crop Growth & Development	3	
AGEREN 375 Soil Fertility	3	
AGEREN 385 Soil Fertility Lab	2	
AGEREN 415 Soils Judging	1	
AGEREN 430 Crops Team	2	
AGEREN 501 Range Management	3	
AGEREN 520 Grain Production	3	
AGEREN 530 Forage Mgmt & Utilization	3	
AGEREN 551 Forage Mgmt Lab	1	
AGEREN 610 Biotechnology	3	
AGEREN 630 Pin of Crop Insp	3	
AGEREN 635 Soil Conservation & Mgmt	3	
ENTOM 300 Economic Entomology	2-3	
ENTOM 301 Insects & People	3	
ENTOM 312 General Botany	2	
ENTOM 313 General Botany Lab	1	
ENTOM 320 Horticulture Botany	2-3	
FOR 375 Intro Natural Resources Mgmt	3	
PLP1H 500 Pin of Plant Pathology	3	

Additional Required Ag Economics & Ag Communications Elective (3 hrs.)
 (Complete 3 hrs from the following list or course approved by your advisor)

AGBEC 220 Grain & Livestock Mktg Syst	3
AGBEC 410 Agricultural Policy	3
AGBEC 415 Global Ag Economy, Hunger & Poverty	3
AGBEC 420 Commodity Futures	3
AGBEC 515 Rural & Agribusiness Mktg	3
AGBEC 516 Agricultural Law & Economics	3
AGBEC 525 Nat Resources & Environ Econ	3
ASCOM 400 Ag Business Communications	3

XI. PROFESSIONAL EDUCATION

Pre-Professional (11 hrs.)	
AGEDD 300 Intro to Ag Education	1
PSHS 110 Intro to Human Development	3
EDSEEC 310 Foundations of Education	3
AGEDD 505 Field Experience Ag Ed.	1
EDSEEC 620 Pin & Pail Career & Teach Ed	3
Professional Hours (2 hrs)**	
EDSEEC 405 Middle Level Education**	2
Block I (9 hrs.)*	
EDSEEC 315 Educational Psychology	3
EDSEEC 325 Educational Stud Soc School	2
EDSEEC 376 Care Teach Skills & Lab	3
EDSD 318 Educational Tech / Tech & Lang	1
Block II (17 hrs.)* Fall Semester	
EDSEEC 525 Instructional Materials School/kl	
EDSEEC 455 Teaching Multicultural Society	1
AGEDD 400 Lead & Prof Development	2
EDSEEC 477 Mid/Soc Reading	2
AGEDD 500 Methods Teaching Ag	3
AGEDD 520 Content Area Meth & Ped Insp	2
AGEDD 615 Lab & Safety Tech Teach Ag	3
AGEDD 621 Program Plan Ag Ed	3
Block III (12 hrs.)* Spring Semester	
EDSEEC 585 Teach Practic & Prof Dev Sem 12	
Total Hours: Required for Graduation = 130 hrs.	

Classes: Agricultural Education

AGED 260, 262, and 264 are offered via a collaborative agreement with Manhattan Area Technical College. AGED 400, 500, 520, 615, and 621 are offered as a block of courses during the semester before the teaching internship.

AGED 260: Agricultural Construction.

Credits: (3)

Provide students with the theory, knowledge and skills necessary for the construction/fabrication of metal projects. Emphasis will be placed on: laboratory safety, general laboratory measurements, metal identification/ characteristics, oxyacetylene welding and cutting, shielded metal arc welding (SMAW), gas metal arc welding (GMAW), gas tungsten arc welding (GTAW), plasma cutting, and project construction.

AGED 262: Agricultural Structures.

Credits: (2)

Provide students with the theory, knowledge and skills necessary for the construction/fabrication agricultural structure type projects. Emphasis will be placed on: laboratory safety, general laboratory measurements, material selection, basic construction techniques, electrical theory and operation, plumbing theory and operation, concrete theory and construction, and basic surveying.

AGED 264: Agricultural Power. Credits: (2)

Provide students with the theory, knowledge and skills necessary for the repair and maintenance of small gas engines and basic hydraulic systems. Emphasis will be placed on: laboratory safety, general laboratory measurements, engine operation, compression, fuel, governor, electrical, cooling, lubrication systems, engine troubleshooting and basic hydraulics.

AGED 300: Introduction to Agricultural Education. Credits: (1)

Introduction to the program responsibilities, methodology, organization, current trends and issues, and future direction of programs in agricultural education. Students will be actively involved in the discussion and application of course material both in the classroom and in early field experiences conducted as a part of this course.

AGED 400: Leadership and Professional Development in Agricultural Education.

Credits: (2)

This course provides an introduction to the leadership skills needed in the role of FFA adviser and professional agricultural educator including career, professional, and student leadership development and FFA chapter management.

AGED 500: Methods of Teaching Agriculture in the Secondary and Middle Schools.

Credits: (3)

Principles of teaching applied to content area instruction in the secondary and middle schools; motivation; organization of subject matter; lesson planning; evaluation and reporting; challenging the levels of ability; organization and management of the classroom; methodology and materials of the secondary schools.

AGED 505: Field Experience in Agricultural Education. Credits: (1)

A course for prospective teachers to help bridge the gap between classroom theory and student teaching. Emphasis will be on observation of and participation in school and community organizations and programs.

AGED 520: Block II Lab: Content Area Methods and Field Experience. Credits: (2)

Field-based experience to help the pre-professional teacher practice the incorporation of specific content area with reading methods and demonstrate application of technology into teaching and assessment in the secondary and middle schools.

AGED 615: Laboratory and Safety Techniques in Teaching Agriculture.

Credits: (3)

The course is designed to provide students with the knowledge and skills necessary to design, organize, and conduct programs in agricultural laboratory instruction in secondary agricultural education programs. Students will gain experiences in the development of laboratory lesson plans, safety and technical demonstrations, student management in a laboratory setting, laboratory design, and laboratory curriculum development.

AGED 621: Program Planning in Agricultural Education. Credits: (3)

The program development and planning process; development of guides for teaching and evaluating reimbursable secondary programs.

AGED 704: Extension Organization and Programs. Credits: (3)

Development and objectives of Cooperative Extension Service and other university adult education programs; with emphasis on programs and procedures.

AGED 705: Organization Problems in Teaching Agricultural Mechanics.

Credits: Variable

Analysis of the agricultural mechanics course of study; needs and interests of students; learning difficulties; skills and technical knowledge required; correlation with agriculture; application of laws of learning to the teaching process; determination of objectives.

AGED 734: Practicum in Agriculture-Related Occupations. Credits: (1-6)

Related occupational or professional experiences in approved industry, school, Cooperative Extension Service, or similar agency setting under faculty supervision.

AGED 786: Topics in Agricultural Education

Credits: (1-3)

Examination of current topics in agricultural education.

AGED 823: Agricultural Education for Beginning Teachers.

Credits: (undetermined)

Securing and organizing information and planning teaching activities which will help the beginning vocational agriculture teacher

AGED 850: Curriculum Development in Agriculture I. Credits: (undetermined)

Curriculum problems; planning local programs in agriculture; developing facilities and plans for meeting current and advanced problems in the teaching of agriculture.

AGED 855: Field Studies in Agricultural Education. Credits: (2-3)

Planning, organizing, and coordinating the various phases of the local program of vocational education in agriculture.

EDSEC 586: Teaching Participation in Secondary Schools and Professional Development Seminar. Credits: (1-12)

Guided observation, teaching participation, and study of teaching practices under direction of selected teachers in middle/junior and senior high schools. Student teachers will participate in seminar sessions to discuss issues and experiences encountered during this school-based experience.

EDSEC 620: Principles and Philosophy of Career and Technical Education.

Credits: (3)

Principles of career and technical education in Kansas and other states and countries; principles and philosophy underlying such education, relation of career and technical education to school objectives and community, state, and national needs.

H: Student Learning Outcomes

Agricultural Communications and Journalism

B.S. Agricultural Communications and Journalism
CIP Code: 099999

Overview

The Department of Communications and Agricultural Education assesses student learning in the agricultural communications and journalism major through evaluation of student attainment of several desired learning outcomes. The department has established its list of outcomes after considering the needs of the agricultural communications professions and other related professions, as well as guidelines set for learning outcomes by Kansas State University and KSU College of Agriculture. Below is the list of program outcomes and their corresponding KSU learning outcomes.

Graduates of the agricultural communications and journalism program will be expected to:

Kansas State University Learning Outcome

- | | |
|---|-------------------------------------|
| 1. Demonstrate competence in one or more areas of agricultural or environmental studies. | Knowledge |
| 2. Demonstrate competence in one or more areas of mass communications and journalism practice. | Knowledge |
| 3. Demonstrate and apply excellent written, verbal, listening, and visual communication and skills. | Communication |
| 4. Analyze and communicate effectively about major issues in applied science fields. | Knowledge, critical thinking |
| 5. Use and evaluate technologies that enhance the communication process. | Knowledge, critical thinking |
| 6. Apply ethical practices in daily work and recognize media and corporate roles and responsibilities in society. | Academic and professional integrity |
| 7. Value diversity. | Diversity |
| 8. Employ communication methods and theory to create strategic communication initiatives. | Knowledge, critical thinking |

Student Learning: ACJ Matrix

College of Agriculture, Department of Communications, SLO Alignment Matrix

SLO/Required Course/Experiences	Intro. to AgCom	Ag Magazine	Senior Capstone AgCom	AgCom Electives	Internship	Exit Interview	External Panel	Coll. of Ag Coursework	SocSci/Human Electives	JMC Coursework
ACJ SLOs										
Demonstrate competence in one or more areas of agricultural or environmental studies.	A*			X	A	A**		X		
Demonstrate competence in one or more areas of mass communications and journalism practice.	A*	A	A	X		A**				X
Demonstrate and apply excellent writing, verbal, listening and visual communication and skills.	A*	A	A	X	A	A**	A			X
Analyze and communicate effectively about major issues in applied science fields.		A	A	X				X		
Use and evaluate technologies that enhance the communication process.		X	A	X	X					X
Apply ethical practices in daily work and recognize media and corporate roles and responsibilities in society.	A*	X	X	X	A	A**		X	X	X
Value Diversity	A*		X	X	X	A**			X	X
Employ communication methods and theory to create strategic communication initiatives.			A	X	A					X
University SLOs										
Disciplinary & broad "general education" knowledge	X	X	A		X			X	X	X
Critical thinking/problem-solving/information literacy	X	X	A	X	X			X	X	X
Written communication	X	A	A	X	X		A		X	X
Understanding & skills for diverse social world	A*		X	X	X	A**			X	
Ethical standards of discipline	A*	X	X	X	X	A**		X	X	X

*Pre-test Instrument Used **Post-test Instrument Used

Agricultural Education

General Education

- Outcome #1 The educator uses the modes of effective communication including listening, viewing, and speaking to promote active inquiry, collaboration, and interaction.
- Outcome #2 The educator demonstrates an understanding of world cultures.
- Outcome #3 The educator understands the role that mathematics plays in everyday life, is able to use basic mathematical and statistical concepts in solving the problems of everyday life, and is able to communicate with others about these concepts.
- Outcome #4 The educator understands the natural world as interconnecting phenomena explained by scientific processes and understands the responsibilities of being stewards of the natural world.
- Outcome #5 The educator understands the importance of physical, emotional, and social well-being.
- Outcome #6 The educator understands the importance of the fine arts in contemporary society.

Professional Education

- Outcome #1 The educator demonstrates the ability to use the central concepts, tools of inquiry, and structures of each discipline he or she teaches and can create opportunities that make these aspects of subject matter meaningful for all students.
- Outcome #2 The educator demonstrates an understanding of how individuals learn and develop intellectually, socially, and personally and provides learning Opportunities that support this development.
- Outcome #3 The educator demonstrates the ability to provide different approaches to learning and creates instructional opportunities that are equitable, that are based on developmental levels, and that are adapted to diverse learners, including those with exceptionalities.
- Outcome #4 The educator understands and uses a variety of appropriate instructional strategies to develop various kinds of students' learning including critical thinking, problem solving, and reading.
- Outcome #5 The educator uses an understanding of individual and group motivation and behavior to create a learning environment that encourages positive social interaction, active engagement in learning, and self-motivation.
- Outcome #6 The educator uses a variety of effective verbal and non-verbal communication techniques to foster active inquiry, collaboration, and supportive interaction in the classroom.
- Outcome #7 The educator plans effective instruction based upon the knowledge of all students, community, subject matter, curriculum outcomes, and current methods of teaching reading.

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- Outcome #8 The educator understands and uses formal and informal assessment strategies to evaluate and ensure the continual intellectual, social, and other aspects of personal development of all learners.
 - Outcome #9 The educator is a reflective practitioner who continually evaluates the effects of his or her choices and actions on others (students, parents, and other professionals in the learning community), actively seeks out opportunities to grow professionally, and participates in the school improvement process (Kansas Quality Performance Accreditation [QPA]).
 - Outcome #10 The educator fosters collegial relationships with school personnel, parents, and agencies in the larger community to support all students' learning and well-being.
 - Outcome #11 The educator demonstrates the ability to integrate across and within content fields to enrich the curriculum, develop reading and thinking skills, and facilitate all students' Abilities to understand relationships between subject areas.
 - Outcome #12 The educator understands the role of technology in society and demonstrates skills using instructional tools and technology to gather, analyze, and present information, enhance instructional practices, facilitate professional productivity and communication, and help all students use instructional technology effectively.
 - Outcome #13 The educator is a reflective practitioner who uses an understanding of historical, philosophical, and social foundations of education to guide educational practices.

Agricultural Education

- Outcome #1 The teacher of agricultural education knows and uses biology, physical, and applied science in instruction of agriculture, food, fiber, and natural resources systems.
 - Outcome #2 The teacher of agricultural education demonstrates knowledge of the "whole person" concept of education, including leadership, personal, and interpersonal skills.
 - Outcome #3 The teacher of agricultural education demonstrates knowledge of career/technical educational programs that continually and systematically respond to the trends and demands of the marketplace.
 - Outcome #4 The teacher of agricultural education provides the stimuli to foster the spirit of free enterprise and develop creative entrepreneurship and innovation.
 - Outcome #5 The teacher of agricultural education provides leadership that establishes and maintains strong partnerships in the total educational system and community.
 - Outcome #6 The teacher of agricultural education provides standards of excellence in classroom and laboratory instruction, supervised agricultural experiences (SAEs), and FFA.
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Student Learning: AED Matrix

The following 12 assessments were utilized in Agricultural Education SLO Matrix

	Name of Assessment	Type or Form of Assessment	When the Assessment Is Required/ Administered
1	[License assessment, or other content-based assessment] ¹ * (Required) a. Praxis II Agriculture Exam b. Principles of Learning and Teaching Exam c. Kansas Performance Assessment	Standardized	a. Prior to issuance of conditional license. b. Prior to issuance of conditional license. c. Prior to issuance of conditional license.
2	[Assessment of candidate ability to plan instruction] * (Required) (Retained)	Student Teaching Portfolio	Conclusion of Student Teaching (EDSEEC 586)
3	[Assessment of clinical experience] ² * (Required) EVALUATION OF STUDENT TEACHING (Retained)	Student Teaching Portfolio	Conclusion of Student Teaching (EDSEEC 586)
4	[Assessment of candidate effect on student learning] * (Required) (Retained)	Student Teaching Portfolio	Conclusion of Student Teaching (EDSEEC 586)
5	[Content-based assessment] Examples of assessments include comprehensive examinations, case studies involving many content standards, comprehensive portfolio tasks and score/s, and follow-up studies related to content knowledge. (Retained)	Reflection/Portfolio	Content Area Methods (AGED 500)
6	[Additional assessment that addresses Kansas content standards] *Revised- (Retained)	Project	Content Area Methods (AGED 500)
7	[Additional assessment that addresses Kansas content standards] (Retained)	Reflection/Portfolio	Content Area Methods (AGED 500)
8	[Additional assessment that addresses Kansas content standards]	Student Teaching Portfolio	Conclusion of Student Teaching (EDSEEC 586)



I: Agricultural Education Mini-Review

Department of Communications
College of Agriculture
Kansas State University
January 13-15, 2009

Robert J. Birkenholz, Ohio State University
W. Wade Miller, Iowa State University
Bobby Torres, University of Missouri

Reactions Reviewed 2-13-09
Updated with Status as of 4-1-12

1. Recommendation: Reduce faculty workload

A. Limit student teaching internship to one semester per year.

Challenges

- Transfer student delays — may impact student retention in the transition period.
- Need access to Summer Block One.
- Spring teaching load would be impacted. (Would 12 hours of supervision shared between SRH and SGW equate to full spring load?)
- Two sections of AGED 520 would be needed.
- PDS rotation would have to include more schools.

Steps to Implement

- Identify final fall internship semester (most likely fall 10).
- Block 2 offered fall of 2010 would be the first time Block 2 would be offered once per year.
- Communicate this transition with: current students, community college partners, teachers, prospective students.
- Secure COE access to Summer Block 1 prior summer 2010.
- Publicize the rationale for this change with stakeholders.

Results

- Fully implemented. In the first year of spring-only internships, no major barriers have been observed. A gradual phase-in period, coupled with careful advising and clear communication, has addressed most student concerns.

B. Utilize communication technology to facilitate alternatives for faculty travel for student teaching supervision.

Challenges

- Observation of growth over time necessitates at least two visits from the same observer.
- Need for variety in professional development feedback necessitates visits from more than one person.
- Professional reference requests make personal knowledge of teacher strengths by all KSU faculty critical.
- School safety concerns may be an issue in utilizing cameras in public schools.

Steps to Implement

- Provide each intern with three face-to-face supervisory visits from KSU faculty, two of which would be from the same faculty member.
- Utilize distance technology for a visit.
- Utilize seminars as a visit.
- Equipment purchases may be necessary to ensure all students have access to appropriate technological devices (webcam, headset, etc.).

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- Faculty training and intern training would be necessary to ensure that the technology would work.
 - Pilot testing with select schools is needed prior to full implementation.
 - Publicize the rationale for this change with stakeholders.

Results

- While the technology approach has not been implemented, faculty have restructured supervision and reduced the total number of visits per intern to three. Coupled with the addition of a full-time instructor to assist with intern supervision, the intern supervision workload has been much more manageable.

C. Limit the teaching of methods course offerings to one semester each year.

- See 1A above.

D. Investigate the use of clinical instructors for a portion of student teacher supervision.

Challenges

- Identification of qualified clinical partners.
- Providing training for clinical instructors.
- Providing compensation for clinical instructors.
- Building rapport between interns and clinical instructors.

Strengths

- Could enhance variety in feedback and ideas for growth if above challenges are satisfied.

Steps to implement

- See above.
- Identify funding stream.
- Secure approval from College of Education.
- Incorporate clinical instructors into the Block 2 process.
- Publicize the rationale for this change with stakeholders.

Results

- Not implemented. The addition of a full-time instructor has made intern supervision much more manageable.

E. Identify the potential to reduce redundancy and overlap of course offerings (orientation, principles & philosophy of CTE, etc.)

Challenges

- Review curriculum to identify redundancy or overlaps.

Steps to implement

- Propose curriculum changes.
 - Follow course and curriculum committee protocol.
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- Publicize the rationale for this change with stakeholders.
 - Potential areas of overlap: EDSEC 310 and EDSEC 620

Results

- Not yet implemented. This change remains a priority, but with administrative transitions pending in the College of Education, this will be addressed soon.

2. Recommendation: Increase scholarly performance of faculty to accommodate their desire for promotion.

A. Revise departmental criteria for promotion and tenure to reflect scholarly expectations pertinent to Agricultural Education faculty.

Steps to Implement

- Meet as Agricultural Education faculty to review current document and make recommendations for change.
- Circulate changes to the department.
- Vote on changes at a department meeting.

Results

- Completed.

B. Engage graduate and undergraduate students in collaborative research.

Results

- Mode of operation has shifted to expect resident graduate students to produce publishable research.
- Seeking opportunities to engage undergraduate students in research including one McNair Scholar currently.

C. Collaborate with researchers in other departments and colleges by promoting research interests and capabilities.

Results

- Ongoing. Since the mini-review, Agricultural Education faculty have been partners on six proposed collaborative grant projects totaling approximately \$9 million. Of these, one has been funded, one not funded, one not submitted, and the remaining three are pending.
- Faculty in the academic unit have recently created a promotional flier to distribute to colleagues across campus, outlining faculty expertise.

D. Investigate the potential to secure Experiment Station appointments for Agricultural Education faculty.

Results

- Not yet pursued due to budgetary concerns and other priorities for implementation.
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3. Recommendation: Increase program enrollment.

A. Recruit undergraduate students while maintaining an appropriate student:faculty ratio.

Challenges

- Identifying time to implement full-fledged recruitment plan.
- Limited resources for travel.
- Effective recruitment can't be made time- and resource-efficient
- Number of enrolled students required to justify additional faculty not completely clear.
- Additional faculty positions not possible in the short term.

Steps to implement

- Implement already developed recruitment plan.
- Utilize student employees (Carrie Blaes and Sandy Klein) and student volunteers whenever possible.
- Clarify recruitment goals and enrollment targets for 1, 3, and 5 years.
- Communicate these goals with college administration and clarify the need for additional faculty when enrollment targets are met.
- Identify means to have a presence at more FFA events and on more community college campuses.
- Communicate more effectively with community college partners.
- Develop strategies to incorporate current teachers in a clear recruitment campaign.
- Utilize the master's+certification pathway to increase the number of continuing students from other majors working on a master's degree.

Results

- The addition of a full-time instructor in fall 2011 to focus on balancing course delivery workload and to coordinate recruitment efforts has addressed nearly all concerns.
- While enrollments have not yet grown, we are confident our greatly increased recruitment presence will have an enrollment impact in the near future/

B. Increase potential course enrollment by offering an undergraduate minor in Agricultural Education.

Challenges

- Not viewed as a high priority until curricular modifications emphasizing extension option are made.
- Impact of student credit hour generation on the funding formula is unclear. Is there potential for economic return from a new a minor?

Steps to implement

- Identify priorities and further explore at a later date.

Results

- Not implemented. Our advisory committee did not support this recommendation.

C. Develop undergraduate option(s) to accommodate students interested in Extension and related careers.

Challenges

- Limited faculty numbers and expertise.
- Blended courses have the potential to alienate both traditional Agricultural Education students and more extension-focused students if not well executed.
- Modification of most course assignments and in class examples.
- Without a teaching internship, students would not be eligible for teacher certification and would likely need a separate section of courses to clarify paperwork with College of Education.
- Some courses with relevant content are tied to the block format (Educational Psychology, Core Teaching Skills, Educational Technology). Students not pursuing certification would be ineligible to enroll in these courses, and would lack foundational knowledge to progress through advanced Agricultural Education courses.
- Is an undergraduate focus ideal for preparing extension professionals or should this effort be directed toward a graduate program?

Steps to implement

- Identify essential knowledge and skills needed for extension professionals.
- Identify current courses with the potential to deliver extension-focused preparation. (Possible candidates: Early Field Experience, Methods of Teaching Ag, Methods of Teaching Lab, Program Planning, Internship.)
- Create modified opportunities for extension-based field experiences.
- Forge an agreement with College of Education to clarify certificate-seeking and non-seeking students.
- Create alternative sections of utilized courses for a program that does not lead to teacher licensure.
- Modify course focus, delivery, and assignments.

Results

- Not yet implemented at the undergraduate level, although in-service and pre-service extension professionals are one of three primary target audiences for our recently approved masters degree.

D. Establish an effective working relationship with agricultural educators and extension agents to enhance recruitment efforts (both undergraduate and graduate).

- See above.

4. Recommendation: Develop a graduate program.

A. Examine the potential to incorporate the Graduate Certificate in Teaching and Learning in master's degree program in Agricultural and Extension Education (re: alternative teacher licensing).

Challenges

- Will require change in admission requirement of current graduate certificate, approval by Secondary Education and College of Education, and work through the Academic Affairs process.
- Identify rationale why this is not a “back door” way to circumvent the undergraduate teacher licensure program.

Steps for Implementation

- Request waiver of two-year post-baccalaureate experience for admission.
- Identify an advisory group.
- Meet with advisory group and identify criteria for program.
- Assess the ability to deliver courses and faculty requirements needed to deliver the program.
- Complete plan for integration of Graduate Teaching Certificate into the M.S. program of study.
- Meet with Secondary Education to secure approval for changes needed to current certificate.
- Work through the academic affairs and graduate school process on approval of the modified certificate program.

Results

- Full approval for a Master of Science in Agricultural Education and Communication was received from the Kansas Board of Regents in April 2012. Implementation will begin fall 2012

B. Develop/adapt graduate course requirements/assignments to fit the context of students (e.g. teaching, Extension, communication, etc.)

Steps to Implementation

- Identify courses currently available that are appropriate for the new M.S. program.
- Identify additional courses needed to fit each option.
- Identify courses that may fit through IDEA.
- Develop the M.S. program with the three clientele groups, i.e. teaching, extension, communication.
- Identify additional resources needed to fully implement.

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- Complete the paperwork necessary for approval of a new program and process it through the department, college, and university.
 - Advertise the new M.S. program and recruit clientele.

Results

- Six new courses in Agricultural Education and in Agricultural Communication were proposed and approved.

C. Investigate the potential to participate in course exchange in the Great Plains IDEA.

Steps to Implementation

- Identify courses that are offered through IDEA that meet the criteria for a new M.S. degree.
- Develop course proposals for those identified.
- Process the courses through academic affairs and the graduate school.
- Publicize the new program to appropriate clientele.

Results

- Kansas State University is now a full member of the Great Plains Ag IDEA consortium in the delivery of an Agricultural Education program.
- Our consumption of IDEA courses began in spring 2012 and our delivery of three IDEA courses will begin in spring 2013

D. Identify potential for extension faculty to teach graduate courses.

Steps to Implementation

- Work with extension administration/advisory committee to identify course needs.
- Survey faculty to determine qualifications and interest.
- Match expertise with needs for the new M.S. programs.

Results

- After meeting with extension administration, it was determined that no extension faculty have the expertise to deliver courses. With recent hires, this may have changed and should be re-examined.

E. Deliver graduate program via distance to the extent possible.

Steps to Implementation

- Determine the technology needs for clients to be able to participate.
- Explore alternative ways that courses/programs could be delivered by distance.
- Determine funding sources available for course/program development.
- Develop courses/program for online/distance delivery.
- Advertise the availability of the courses/programs.

Results

- With our partnership in Great Plains Ag IDEA, the entire graduate program will be available by distance if the student so chooses

5. Recommendation: Maintain strong relationships with Kansas agriculture teachers, state staff, and College of Education.

A. Cooperate in management of Kansas Ag Ed beginning teacher program.

Steps to Implementation

- Continue the longtime relationship with KAAE and the Novice Teacher/Mentoring Program.
- Survey novice teachers to determine additional support and workshops needed for their success.
- Provide information regarding M.S. programs available.

Results

- Ongoing.

B. Provide opportunities for agricultural educators to strengthen camaraderie through on-campus professional development programs.

Results

- Since the mini-review, a regional agriscience workshop has been held at three locations in the state, a CASE workshop has been hosted on campus, a second CASE workshop has been planned for summer 2012, an agricultural mechanics/welding workshop is planned for summer 2012, a faculty-led travel seminar to study California agriculture has been held, and a faculty travel seminar to study Costa Rican agriculture is scheduled for June 2012

C. Provide CEU and graduate credit for professional development programs.

Results

- Ongoing.

D. Engage as a full partner in Kansas Team Ag Ed.

Results

- Ongoing.

E. Identify opportunities to strengthen incentives for completing master's degree (teachers and extension).

Results

- Ongoing.
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F. Reconstitute a program advisory committee that reflects representation from the full range of stakeholders.

Steps to Implement

- Identify committee members with the following criteria: current teachers, current extension educators, school administrator(s), extension administrator(s), or industry stakeholder(s).

Results

- Implemented.

G. Maintain open communication with College of Education among administrators, faculty, and students.

Results

- Ongoing.

J: Advisory Committees

Agricultural Education

Kris Boone

Chair, Department of Communications
Kansas State University

Alan Boultinghouse

Agriculture Teacher
Girard High School

Carmelita Goossen

Agriculture Teacher, Southwestern Heights
High School

Lindsey Huseman

Agriculture Teacher
Wilson High School

Kelly Hoelting

Agriculture Teacher,
Mission Valley High School

David Holliday

Agriculture Teacher
Rock Creek High School

Mary Kane

Executive Secretary
Kansas FFA Association

David Key

Agent and Director
Meadowlark Extension District

Bob Kohman

Agriculture Teacher
Ellis High School

Jim Lindquist

Assistant Director
Extension Field Operations, KSRE

Karaline Mayer

Agent
Wabaunsee County Extension Office

Dennis Post

Principal
Rock Creek High School

Justin Seuser

Agriculture Teacher
Buhler High School

Gail Shroyer

Chair, Curriculum and Instruction
Kansas State University

Jill Zimmerman

Agent
Cowley County Extension Office

Agricultural Communications and Journalism

Wendy Mayo

Public Relations Group
Bader Rutter & Associates

Loren Kruse

Editor-in-Chief
Successful Farming and Agriculture Online

Sam Knipp

V.P. Corp. Communications/Public Relations
Oklahoma Farm Bureau

Chester Peterson Jr

Photographer

Daren Williams

Ex. Dir. Spokesperson Development
National Cattlemen's Beef Association

Tom Brush

Vice President/Sales
Brush Art



K: Kansas Environmental Leadership Program (KELP)

The availability of quality water has long been recognized as fundamental for a community to attract residents, industry, and tourism. It is wise for communities to invest time and energy to protect and improve local water resources. Often, however, community leaders may need additional information and skills to move toward the desired water quality changes. It is in response to those needs that the Kansas Environmental Leadership Program (KELP) was created.

KELP was established to train and empower Kansas citizens to practice effective leadership for the protection of water quality. KELP is a cooperative project between K-State Research and Extension and the Kansas Department of Health and Environment (KDHE). Graduates of the training program initiate and coordinate community education and goal setting, implement action plans, and promote and develop leadership in watersheds across Kansas.

Program for 2012

Sessions for the 2012 class are as follows:

Session 1:	Feb. 8–9	Hays
Session 2:	March 7–9	Topeka
Session 3:	May 9–11	Wichita
Session 4:	July 12–13	Garden City

*Session 5: October 29–31 Manhattan
(*in conjunction with the *Water and the Future of Kansas Conference*)

Learning Outcomes

1. Effectively develop and evaluate educational outreach strategies.
2. Recognize how to foster community participation and group facilitation through the use of effective motivation techniques, problem solving, and negotiation and conflict resolution skills.
3. Work with decision makers — including agencies, legislators, and local stakeholders — and be advocates for water related concerns affecting their communities.
4. Apply leadership theories, styles, and techniques to encourage cooperation and collaboration to solve environmental problems in Kansas.
5. Identify strengths and limitations of different types of media and understand how to effectively work with media personalities.
6. Demonstrate knowledge about water quality and quantity issues including:
 - nonpoint source pollution,
 - surface and groundwater interactions,
 - watershed systems,
 - aquifers, and
 - Kansas-specific water issues.



*Departmental report developed, produced, and published by
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Kansas State University
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