**K-State 2025 Strategic Direction Action Plan and Alignment Template**
jointly for the Offices of Undergraduate Studies and Student Life

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

The joint Undergraduate Studies/Student Life Theme II Implementation Plan calls for an integrated university-wide approach to undergraduate student success, as measured by first-to-second year retention, six-year graduation, and undergraduate research rates equal to those achieved by top 50 U.S. public research universities.

2. What are your College’s/Major Unit’s/Department’s key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes? (If your plan includes more than one theme or goal with specified activities and outcomes, you may repeat the table as necessary)

<table>
<thead>
<tr>
<th>Key Activities</th>
<th>Short Term (1 to 5 Years)</th>
<th>Intermediate (6 to 10 Years)</th>
<th>Long Term (11 to 15 Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What we plan to do…</td>
<td>What do we expect to happen in 5 years?</td>
<td>What do we expect to happen in 6 to 10 years?</td>
<td>What do we expect to happen in 11 to 15 years?</td>
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<td><strong>Priority 1. Promote student success.</strong></td>
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<tr>
<td>1. Engage in strategic enrollment management.</td>
<td>A. Increase first-to-second year retention rate from 80% to 85% [B.6, T2-A, T2-B, T2-H]</td>
<td>A. Increase first-to-second year retention rate from 85% to 90% [B.6, T2-Q]</td>
<td>A. Increase first-to-second year retention rate from 87% to 90% [B.6, T2-Q]</td>
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<td>a) Establish a standing University Enrollment Planning Committee to set admission goals and policies and integrate academic and admissions planning.</td>
<td>B. Increase six-year graduation rate from 55.7% to 60% [B.7, T2-A, T2-B, T2-H]</td>
<td>B. Increase six-year graduation rate from 60% to 65% [B.7, T2-N]</td>
<td>B. Increase six-year graduation rate from 60% to 70% [B.7, T2-R]</td>
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<td>b) Analyze student success patterns to develop exceptional admit admissions criteria that advance student success</td>
<td>C. Increase percent of undergraduates involved in research [B.8, T2-B, T2-D]</td>
<td>C. Continue to increase percentage of undergraduates involved in research [B.8, T2-M]</td>
<td>C. Continue to increase percentage of undergraduates involved in research [B.8, T2-O, T2-7]</td>
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<td>c) Use statistical modeling to predict the factors that most influence student success and use these data to guide admissions and merit scholarship decisions.</td>
<td>D. Continuous adjustment of K-State’s competitive market position, including refinement of exception window and high-achieving student admissions, resulting in increased predictability and control over undergraduate enrollments and class profile [T2-G, T2-3, T2-6]</td>
<td>D. Continuous adjustment of K-State’s competitive market position, including refinement of exception window and high-achieving student admissions, resulting in increased predictability and control over undergraduate enrollments and class profile [T2-L, T2-3, T2-6]</td>
<td>D. 100% of first-time undergraduates residing in university-approved organized living environment [T2-O, T2-7]</td>
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<td>d) Expand 4-year renewable merit scholarships and increase available need-based financial aid</td>
<td>E. Increase in funding awarded for undergraduates merit and need-based scholarships and financial aid [T2-G, T2-3, T2-5, T2-6]</td>
<td>E. Increase in funding awarded for undergraduates merit and need-based scholarships and financial aid [T2-L, T2-3, T2-6]</td>
<td>E. 100% of undergraduate students are recipients of adequate financial aid and scholarships to support successful degree completion at K-State [T2-O, T2-Q, T2-R, T2-3, T2-6, T-7]</td>
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<td>e) Expand targeted recruitment of high-achieving students and summer bridge programs to assure continued gains in student diversity.</td>
<td>F. Funding available to construct a Student Success Center building [T2-A, T2-B, T2-G, T2-4]</td>
<td>F. Distinctive, innovative, and integrated Student Success Center supporting student success university-wide [T2-I, T2-J, T2-N, T2-I, T2-4]</td>
<td>F. Founding a prestigious, philanthropically supported honors college [T2-O, T2-5]</td>
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<td>f) Expand “Wildcat Warm-up” for increased participation of new students in an enhanced new student orientation.</td>
<td>G. 100% of first-time, first-year transfer students participate in a first-year experience broadly understood to include K-State First programs and other FYE programs [T2-A, T2-B, T2-4]</td>
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<td>g) Inaugurate a mandatory pre-orientation online preparatory module.</td>
<td>H. University Honors Program improves its internal six-year graduation rates from 15% to 50% [T2-A, T2-B, T2-D, T2-G,T2-5]</td>
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<td>i) Implement an annual New Student Convocation during Week of Welcome to highlight the university’s academic mission and students’ academic identity, purposes, and goals.</td>
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<td>j) Consider eliminating or decreasing overlap between the “Week of Welcome” and fall semester.</td>
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2. Create a university-wide student success collaborative to facilitate a university-wide approach to student success and enhance student retention and graduation success.
   a) Establish a University Committee on Student Success.
   b) Acquire funding and build a Student Success Center as a one-stop university-wide academic support, encouragement, and enrichment center perhaps housing university-wide advisors, K-State First, retention program, tutoring staff, academic coaches, expanded Writing and Math Tutoring Centers, an Undergraduate Research Center, and other enrichment programs.
   c) Support college and department strategic plans emphasizing student success initiatives and adoption of progressive active teaching and learning strategies.
   d) Institute a “supplemental instruction” program for courses which regularly produce low rates of student success.

3. Nurture developmental academic advising
   a) Establish a University Advising Committee
   b) Properly define academic advising and create an appropriate mission statement
   c) Establish a 300-to-1 maximum university-wide advisee-to-advisor ratio for full-time professional advisors and 30-to-1 for faculty advisors, per NACADA standards.
   d) Develop specialized Pre-Health coordination and academic advising
   e) Partner with NACADA for regular on-going professional development opportunities
   f) Assess long-term university-wide advisor software needs and consider incorporation of predictive analytics as a resource. Make better use of technology to streamline advisor appointments, permit sharing of data and information across colleges, departments, programs.

4. Establish a comprehensive approach to the First Year Experience.
   a) Expand K-State First to provide seminar opportunities for 50% of first-time, first-year
and new transfer students.
b) Increase the number of CAT Communities by 10% annually.
c) Expand K-State First to learning formats other than the seminar format
d) Institutionalize K-State First faculty directorship and staff, provide suitable office space and annual budget
e) Recognize and promote existing first-year experience courses and programs in colleges, departments, and other units
f) Add and enforce an attendance policy for first-time freshman
g) Increase participation in MAP-Works
h) Expand spaces available for multicultural student groups (including ideally a multicultural center)
i) Expand and better coordinate tutoring
j) Raise profile of Honor & Integrity
k) Review undergraduate policies and procedures and academic calendar
l) Evaluate current living/learning clusters
m) Collaborate with English, Communication Studies, and Mathematics, especially, to support their many vital efforts to improve instruction of first-year students
n) Support Writing Center expansion plan
o) Reinstate Mathematics’ tutoring program
p) Collaborate with college/dept. efforts

5. Renew emphasis on student-centered practices and responsibilities.
a) Revamp orientation guidebooks
b) Expand GPS
c) Encourage peer-to-peer support for MAP-Works participation
d) Partner with the School of Leadership Studies for centralized training of peer assistants.

Priority 2. Advance undergraduate research.
1. Create a 0-credit hour departmental faculty research pro-seminar courses designed to introduce undergraduates to faculty research.
2. Create 0-credit hour course to permit tracking of diverse undergraduate research experiences
3. Establish an Office of Undergraduate Research
a) Fund a $500,000 grant program
b) Create annual coordinated “Research Week” university-wide celebration
c) Coordinate Developing & McNair Scholars
d) Found undergraduate research journal
e) Facilitate participation in Undergraduate Research Day at the Capitol
f) Design and host pertinent workshops
g) Organize a student group
h) Organize a faculty/student oversight group
i) Participate in national Council on Undergraduate Research (CUR) events
j) Promote external research internships
k) Promote inclusion of undergraduate research funding in grant proposals
l) Encourage infusion of research-based coursework into required curricula (e.g., capstone courses and service-learning)

4. Create a Research Scholars Program ($300,000) which matches top incoming first-year students with participating faculty.

Priority 3. Strengthen the University Honors Program.
1. Expand targeted recruitment
2. Add priority course registration
3. Restructure program requirements
4. Enhance program offices and provide adequate staffing
5. Create a distinctive course code
6. Expand pertinent living/learning communities
7. Create peer advising program
8. Participate in national research university honors consortia
9. Develop honors-tailored study abroad programs
10. Create individualized major opportunity.

<table>
<thead>
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<th>2025 Linkages</th>
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<tbody>
<tr>
<td><strong>2025 Common Elements/Themes</strong></td>
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<tr>
<td>Theme II: Undergraduate Educational Experience</td>
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<td>Theme IV: Engagement, Extension, Outreach and Service</td>
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<td>--------------------------------------------------</td>
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<tr>
<td>Common Elements:</td>
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<tr>
<td>Communication and Marketing</td>
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<tr>
<td>Culture</td>
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<td>Diversity</td>
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<td>External Constituents</td>
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<td>Funding</td>
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<td>International</td>
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3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).

- [ ] Total research & development expenditures
- [ ] Endowment pool
- [ ] Number of National Academy members
- [ ] Number of faculty awards
- [ ] Number of doctorates granted annually
- [ ] Freshman to sophomore retention rate
- [ ] Six-year graduation rate
- [x] Percent of undergraduate students involved in research
- [ ] None

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

Response: Student Life is fortunate to have limited discretionary funds available to partially jump-start a few of the proposed initiatives. Undergraduate Studies and Student Life have submitted a modest funding request through SGA’s Student-Centered Tuition Enhancement Funding process. It is also the case that a number of the proposals herein do not require expenditure of financial resources. In the main, however, this plan calls for a combination of tuition-driven revenue, reinvestment of revenue earned via future retention success, and investment derived from private giving.

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

Response: The University already expends upwards of $200,000 annually on various targeted student success programs. Additional spending will be needed, in particular, to bolster the prevalence of Undergraduate Research and strengthen the quality of the University Honors Program. Some reallocation of existing expenditures may be needed in support of proven student success initiatives, and, most certainly, substantial additional resources are likely needed to fund new efforts to improve academic advising, expand available first year experiences, add capacity to the Writing Center, add academic coaches, and in other ways maintain the highest standards for undergraduate education while simultaneously supporting all students in their striving to learn and succeed.

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

Response: This plan calls for tuition-based financing, reinvestment of tuition revenue increases which result from improved retention, and substantial private giving. Charitable grants may also prove a helpful resource.

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