



By 2025 Kansas State University will be recognized as one of the nation's Top 50 Public Research Universities.

College/Major Unit¹/Departmental² Strategic Action Planning and Alignment Guidance and Instructions

Overview

Realizing the vision of K-State 2025 requires an institutional commitment at all levels. This includes a commitment to planning and holding ourselves accountable at the University, College/Major Unit and Departmental levels. The next steps are to 1) align College, Major Units, and Departmental planning with the K-State 2025 University Strategic Plan; and 2) further define University metrics and a process for measuring, tracking, and reporting our progress towards our goals and outcomes. The university strategic plan, K-State 2025: A Visionary Plan for Kansas State University, is available at <http://www.k-state.edu/2025/plan/>. To facilitate the next level of K-State 2025 planning, guidance and instructions are provided below.

Contacts

- For questions about the *University plan or overall strategic action planning process*, please contact Lynn Carlin, Office of the Provost, at lcarlin@ksu.edu, or Sandra Brase, Program Assistant, Office of the Provost, at sbrase@ksu.edu.
- For questions about a *College's/Major Unit's plan, activities, outcomes, or departmental review process*, please contact the Office of the Dean or Vice President of your College/Major Unit.
- For technical questions about the *planning templates*, please contact Sandra Brase, Program Assistant, Office of the Provost, at sbrase@ksu.edu.

Guiding Principles for Planning

- Must work for your unit – Be sure your plan reflects your strengths and your vision of where you are going by 2025.
- College/Major Unit/Departmental plans should align with and support the K-State 2025 University Visionary Plan, where appropriate.
- Goal setting should be comprehensive in scope:
 - Involve faculty, staff, students, and alumni
 - Be inclusive of all levels
 - Include quantitative measures for outcomes
 - Use web tools to aid collaboration
- Planning will translate into operational plans that will relate to budget, staffing, and evaluation.

¹ For K-State 2025 planning purposes, Major Unit refers to the organizations headed by the Vice Presidents of Administration and Finance, Communications and Marketing, Human Capital Services, Research, and Student Life as well as the Deans of Kansas State Libraries, Global Campus, and the Graduate School.

² Department refers to departments or similar units within the Colleges/Major Units as well as divisions and departments reporting to the President and Provost.

Initiative Timeline Overview

(Updated November 2014)

Please see the [Strategic Action Planning and Alignment Response Chart](#) for the current planning timeline and details for specific units. A general overview of the K-State 2025 strategic action planning and alignment timeline is provided below.

2012

- ✓ Each College/Major Unit developed its own planning process
- ✓ Initial (draft) College/Major Unit plans were submitted to the President and Provost (via 2025@k-state.edu) – Completed May 25, 2012
- ✓ President and Provost reviewed initial plans with Deans/Vice President for Student Life
- ✓ Analysis completed comparing outcomes across College/Major Unit plans to identify linkages to 2025 benchmarks, thematic goals, common elements, and outcomes and any major gaps
- ✓ Timeline adjusted for College/Major Unit/Departmental plans
- ✓ President and Provost identified university thematic goals after consultation with Deans and based on initial College/Major Unit plans
- ✓ Individual College/Major Unit progress checks
- ✓ College/Major Unit plans refined and submitted to the President and Provost – Completed December 21, 2012

2013 - 2014

- ✓ Department Heads Retreat to set expectations for departmental planning – Completed January 25, 2013
- ✓ K-State 2025 University Visionary Plan updated with key university thematic goal metrics where appropriate
- Completed Academic Colleges/Major Units/Department plans and Student Life plan published to the 2025 website – Due December 2014

2015

- Completed Major Unit plans for Research, Communications and Marketing, Human Capital Services, and Administration and Finance as well as plans for units reporting to the Provost – **Due May 2015**

Submission Process

College/Major Unit/Department strategic action and alignment plans should be submitted using the [K-State 2025 Strategic Action Plan and Alignment Template](#) and the [K-State 2025 University Strategic Action Planning Alignment Checklist](#). For additional guidance on what to include in your plan or completing the template, see [Strategic Action Planning and Alignment Detailed Instructions](#).

Deans and Vice Presidents:

- Initial College/Major Unit plans should be submitted to the President and Provost for an initial review and progress check.
- Final College/Major Unit and associated Departmental plans and checklists should be submitted to the President and Provost via 2025@k-state.edu.
- Revised plans and associated checklists should be submitted to the President and Provost via 2025@k-state.edu.

Department Heads:

- Review of departmental plans is the responsibility of the Deans and Vice Presidents. You will need to complete and submit your Department's Strategic Action Planning and Alignment documents to your Dean or Vice President consistent with their guidance.
- Initial department plans do not need to be submitted to be submitted to the President and Provost for review.
- Your Dean or Vice President will submit your final plans and associated checklists to the President and Provost via 2025@k-state.edu.
- Revised plans and associated checklists should be submitted to your Dean or Vice President, who will submit your final plans to the President and Provost via 2025@k-state.edu.

Strategic Action Planning and Alignment

Detailed Instructions

(Updated December 2014)

Necessary Documents

To complete your College's/Major Unit/Department's Strategic Action and Alignment Plan, **you will need to submit two documents:** the [K-State 2025 Strategic Action Plan and Alignment Template](#) and the [K-State 2025 University Strategic Action Planning Alignment Checklist](#). You will also need to be familiar with the [K-State 2025: A Visionary Plan for K-State University](#) and [Measuring Our Progress: Goals, Outcomes, and Metrics](#); Departments will also need to be familiar with your College's/Major Unit's strategic action and alignment plan.

- Complete your College's/Major Unit/Department's strategic action plan using the [K-State 2025 Strategic Action and Alignment Plan Template](#) and [K-State 2025 University Strategic Action Planning Alignment Checklist](#).
- The requested information in the template identifies your College's/Major Unit's/Department's:
 - Mission, vision, contribution statements, and key strategic activities and outcomes.
 - College/Major Unit direct outcome linkages to the University's benchmark and thematic goal metrics or, for Departments, direct outcome linkages to their College's/Major Unit's plan.
 - Existing and needed resources to achieve your vision and outcomes.
- The requested information in the checklist identifies how your plan links to the K-State 2025 themes/common elements, outcomes, and university benchmark and thematic goal metrics.

Completing Your [Strategic Action and Alignment Plan Template](#)

Your College's/Major Unit's/Department's Strategic Action and Alignment Plan Template is a Microsoft Word document. Be advised the majority of the document is locked, meaning that you will not be able to modify any existing text or elements in the template. Simply click within a bracket and start typing the appropriate information. If you need to add more rows, adjust other formatting or need technical assistance with the planning template, contact Sandra Brase, Program Assistant, Office of the Provost, at sbrase@ksu.edu to unlock the template.

Question 1 – Mission/Vision/Contribution: Enter your College's/Major Unit's/Department's **mission and vision** and **how your College/Major Unit/Department contributes to K-State 2025**.

- Include mission and vision statements to guide your strategic action planning.
 - A mission is a written declaration of your College's/Major Unit's/Department's core purpose.
 - A vision is an aspirational description of what your College/Major Unit/Department would like to achieve or accomplish, i.e., where you are going as a unit.
 - A vision is something pursued to accomplish a mission.
- Briefly describe how your College/Major Unit/Department contributes to achieving the University's vision for K-State 2025.
- Departments should also indicate how your organization contributes to your College's/Major Unit's vision for K-State 2025.

Question 2 – Key Strategic Activities/Outcomes:

- Identify your **key strategic activities (what you plan to do)** and **expected outcomes (what you expect to happen)** that are important to achieving the mission and vision of your College/Major Unit/Department and support the University plan for K-State in 2025. Your plan should focus on your key strategic directions, not necessarily everything you do. Be sure to include strategic goals and priorities that will require major funding and align with your fundraising goals.
 - Include outcomes across all the K-State 2025 Short, Intermediate, and Long Term time periods.
 - Your "key outcomes" are the results that you expect to happen and can be both quantitative and qualitative.
 - Your plan should include quantitative outcomes phrased as performance targets that define the level of performance towards a goal/outcome. Use specific "from-to" ranges wherever possible, i.e., "increase the number of PhDs awarded from X to Y".
 - Consider the university metrics detailed in "[Measuring Our Progress: Goals, Outcomes, and Metrics](#)" and nationally relevant metrics/measures when developing your quantitative outcomes.
 - Keep the number of outcomes reasonable for reporting progress on your plan.
 - Consider future departmental planning.
 - Be wary of defining *outcomes* as *activities*.

Short Term (2014 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
What we expect to happen...	What we expect to happen...	What we expect to happen...
[Outcome A]	[Outcome A]	<input type="checkbox"/>
<input type="checkbox"/>	[Outcome B]	<input type="checkbox"/>
[Outcome C]	[Outcome C]	[Outcome C]

Question 3 – Linking Outcomes at University, College/Major Unit, and Department Levels:

Deans and Vice Presidents:

- Identify the **university benchmark** and **thematic goal metrics** that directly link to your College/Major Unit plan outcomes. Identify each linkage in brackets after the appropriate outcomes. Use the [University Goal Metrics and Operational Definitions](#) to determine which University metrics link to your College’s/Major Unit’s plan outcomes. An example is shown in the screenshot below.

Short Term (2014 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
What we expect to happen...	What we expect to happen...	What we expect to happen...
Outcome A [B-7]	Outcome A [B-7]	<input type="checkbox"/>
<input type="checkbox"/>	Outcome B]	<input type="checkbox"/>
Outcome C [B-5, T3-6]	Outcome C [B-5, T3-6]	Outcome C]

Department Heads:

- Use your [College’s/Major Unit’s Strategic Action and Alignment Plan](#) to determine what **college/major unit outcomes** your Department’s plan directly supports. Where appropriate, identify each linkage in brackets after your Department’s outcomes. An example is shown in the screenshot below.
- Use the College/Major Unit outcome identifiers included in your College’s/Major Unit’s plan to identify the linkages.
- If your Department or similar unit is not in a College or Major Unit, identify which of your outcomes are directly linked to the University’s benchmark and thematic goal metrics (see instructions for Deans and Vice Presidents above).

Short Term (2014 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
What we expect to happen...	What we expect to happen...	What we expect to happen...
Outcome A [1a, 3b]	Outcome A [1a, 3b]	<input type="checkbox"/>
<input type="checkbox"/>	Outcome B]	<input type="checkbox"/>
Outcome C [2d]	Outcome C [2d]	Outcome C [2d]

Questions 4a and 4b – Existing/Necessary Resources and Opportunities: Provide an **overview of the major resources and/or opportunities** that exist and are needed to achieve your College’s/Major Unit’s/Department’s vision and outcomes.

Question 5 – Acquiring Resources: Provide an **overview of how you propose to acquire** the necessary resources to accomplish your College’s/Major Unit’s/Department’s vision and outcomes.

Question 6 – Aligning to University Themes/Common Elements, Goals, Outcomes, and University Metrics:

- Identify how your College’s/Major Unit’s/Department’s plan supports and aligns with the K-State 2025 University Visionary Plan using the [K-State 2025 University Strategic Action Planning Alignment Checklist](#). In the Alignment Checklist, place an “X” next to each K-State 2025 Benchmark (B) Metric, Common Element (CE), Thematic (T) Goal, Outcome, and Metric that your plan supports. An example is shown in the screenshot below.
- For specific details relating to the definition of the university metrics, see the [University Goal Metrics and Operational Definitions](#).

Thematic Goal V: Faculty and Staff		
<input checked="" type="checkbox"/> Foster a work environment that encourages creativity, excellence, and high morale in faculty and staff, responds to changing needs, embraces diversity, values communication and collaboration, and is respectful, trusting, fair, and collegial for all.		
Short Term Outcomes (2014 – 2015)	Intermediate Outcomes (2016 – 2020)	Long Term Outcomes (2021 – 2025)
<input type="checkbox"/> T5-A – Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas <input type="checkbox"/> T5-B – Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time <input type="checkbox"/> T5-C – Career-long learning recognized by the university and its employees as a shared value and responsibility <input checked="" type="checkbox"/> T5-D – Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission	<input type="checkbox"/> T5-E – Total compensation competitive with aspirant university and regional employers for all employees <input checked="" type="checkbox"/> T5-F – Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs <input type="checkbox"/> T5-G – Successful recruitment and retention of a talented and high performing, diverse workforce	<input type="checkbox"/> T5-H – Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers <input type="checkbox"/> T5-I – Stable funding available for recruitment and retention of top level faculty and staff <input checked="" type="checkbox"/> T5-J – Optimal number of faculty and staff comparable with our benchmark institutions
Metrics for Thematic Goal V		
<input type="checkbox"/> T5-1 – # of national and international faculty awards <input type="checkbox"/> T5-2 – # and % of faculty with endowed chairs, professorships, and fellowships <input type="checkbox"/> T5-3 – Competitive compensation packages for faculty and staff <input type="checkbox"/> T5-4 – # and % of faculty and staff participating in international experiences <input type="checkbox"/> T5-5 – % of tenure/tenure-track faculty by demographic group <input type="checkbox"/> T5-6 – % of fulltime staff by demographic group <input checked="" type="checkbox"/> T5-7 – % of faculty and staff reporting satisfaction in the work environment		

- When submitted with your template, this information will be converted to a table which will be integrated into your plan to prepare it for publication. You will have the opportunity to preview the integrated plan for a final review prior to publication on the K-State 2025 website.

Strategic Planning

Vision, Goals = *Where you are going*

Activities = *How you are going to get there*

Outcomes = *How you know you got there*

Metrics = *How you measure your progress*