



## K-State 2025 Strategic Direction Action Plan and Alignment Template for the College of Agriculture and K-State Research and Extension

From John D. Floros, Dean and Director  
Dear Friends:

I am pleased to share our final 2025 Strategic Plan for the College of Agriculture<sup>1</sup> and K-State Research and Extension<sup>2</sup>. Nearly 100 people have worked since the fall of 2012 to develop the plan. The plan was shared with a few thousand people (students, faculty, staff, alumni, boards, clients, citizens) several times and critiqued by anyone who wanted to fill out the online forms or call/email me. We received a lot of very positive and constructive input and, for that, I truly thank you. We incorporated much of that input into this final version.

This plan will be used to guide our planning, budgeting, programming and staffing for the next 12 years. I have already told our department heads/unit leaders their performance will be judged using measures from this plan. We have set the bar high. Now let us go forward together and succeed. Thank you for your continued support.

**Preface:** Kansas State University was created 150 years ago as the nation's first operational land-grant university by passionate, pioneering, visionary educators. K-State was on the cutting edge when founded and will remain there in the future. In celebrating K-State's sesquicentennial, we are guided by our strong heritage, inquisitive nature, and welcoming spirit.

Among other things, the K-State College of Agriculture/K-State Research & Extension have:

- Organized the earliest home demonstration units and introduced extension programming over the radio.
- By 2013, received 13 Excellence in College and University Teaching in the Food and Agricultural Sciences awards, more than any other university in the nation.
- Developed the Warner-Bratzler shear measurement device, the most widely used and accepted method to determine the tenderness of meat.
- Formed Farmers Institutes that became the extension model for the nation, created youth development clubs, and wrote the National 4-H Pledge.
- Developed the basic foundation of reduced tillage and herbicides in crop rotations in the western Great Plains.
- Continued developing plants, livestock, and unique processing systems which provide products for food, feed, fiber, and now fuel.
- Maintained an Extension system based on grassroots involvement and monetary support, keeping us attuned to local needs and providing support and guidance for our mission.

Today, the prairie continues to challenge rural and urban Kansans with floods, droughts, blizzards, heat waves, and tornadoes. Remember the state motto – *Ad astra per aspera* – to the stars through difficulty. To deal with these challenges, we maintain strong research programs, including those that develop new wheat and sorghum varieties; improve livestock breeding and management practices; probe the basic biology underlying agricultural productivity, and develop new products, processes, and agricultural markets. We continue our strong extension programming to find new ways to translate, engage, and transform individuals, families, and communities towards becoming healthier and more resilient.

We are building a unique public university of the prairie and the plains that is grounded in the past but is focused on the future's cutting edge for Kansas, the nation and the world.

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<sup>1</sup> The College of Agriculture at Kansas State University grants degrees in 8 of its own departments: Agricultural Economics; Agronomy; Animal Sciences and Industry; Communications and Agricultural Education; Entomology; Grain Science and Industry; Horticulture, Forestry, and Recreation Resources; and Plant Pathology. Plus, the college grants a degree in the Department of Biological and Agricultural Engineering, which is a department shared with the College of Engineering.

<sup>2</sup> K-State Research and Extension is a short name for the Kansas State University Agricultural Experiment Station and Cooperative Extension Service, a program designed to generate and distribute useful knowledge for the well-being of Kansans. Supported by county, state, federal, contract, and private funds, the program has county Extension offices, experiment fields, area Extension offices and regional research centers statewide. KSRE supports faculty and work in five colleges and over 20 departments across the K-State campus and at K-State Olathe. KSRE is headquartered on the K-State campus, Manhattan, KS.



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

### Our Mission

*We are dedicated to a safe, sustainable, competitive food and fiber system and to strong, healthy communities, families and youth through integrated research, analysis and education.*

**Our Vision:** *By 2025, the K-State College of Agriculture will be one of the top five colleges of agriculture in the nation, and K-State Research and Extension will be one of the world's top destinations for education, research, and extension.*

**Our Purpose:** *Lead the development and promotion of resilient, commercially viable plant, animal, and food systems that are necessary for human well-being and community development in Kansas, the Great Plains, and similar semi-arid regions worldwide through integrated education, research, and extension.*

### Our Core Values:

1. **Integrity** to develop and deliver credible information, including honesty, trust, credibility, stewardship and accountability.
2. **Communication** to provide common understanding, involving cooperation and unity, which includes listening as well as speaking and writing, sharing information and working together.
3. **Scholarship** to foster lifelong learning, including excellence in the discovery, integration and synthesis of knowledge and its dissemination and use.
4. **Leadership** to serve as an agent of change, involving collaboration and service and including vision, teamwork, customer-focused service, innovation, effective education, and shared goals and resources.
5. **Inclusion** to foster active participation by all including diversity, respect and appreciation for co-workers and stakeholders as decision makers, and developing culturally responsible research, educational materials and programs.

### Our Goals:

1. *Provide and empower students and citizens with the knowledge and education needed to lead and advance agriculture and related fields.*
2. *Contribute integrated solutions for meeting and adapting to the "grand challenges"<sup>3</sup> in dryland<sup>4</sup> plant, animal, and food systems.*
3. *Enhance the quality of life and livelihoods of people, their communities and the environment.*
4. *Build our human capacity and infrastructure to meet our vision and goals.*

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<sup>3</sup> Grand challenges" include broad issues like:

- Water
- Health and health care
- Agricultural and food production systems
- Community vitality
- Growing tomorrow's leaders

<sup>4</sup> Dryland agriculture - As used in this plan, this term denotes agriculture in a water-limited environment and includes all of the responses ranging from drought-resistant crops and irrigation to tillage and grazing practices developed to maximize productivity while maintaining the environment under these conditions.



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

Key Goals and Activities	Short Term Key Outcomes	Intermediate Key Outcomes	Long Term Key Outcomes
<p><b>What we plan to do...</b></p> <p><b>Goal 1. Provide and empower students and citizens with the knowledge and education needed to lead and advance agriculture and related fields.</b></p> <p><u>Undergraduate Students and Programs</u></p> <ol style="list-style-type: none"> <li>Design innovative programs to recruit, retain, support, and graduate highly successful undergraduate students, with an enhanced emphasis on high performing, diverse, and non-traditional students.</li> <li>Expand experiential learning (hands on laboratory/classroom work, competition teams, internships, etc.) and undergraduate research as hallmarks of our undergraduate educational experience.</li> <li>Promote student success through outstanding academic advising, faculty and peer mentorship, tutoring and career placement services.</li> <li>Infuse a global focus into the curriculum and student experience.</li> <li>Increase funding for undergraduate financial aid and scholarships to support access to an affordable education.</li> <li>Ensure high quality teaching by faculty and GTAs that prepares students with necessary life and career skills.</li> <li>Evaluate and remodel curricula periodically to maintain currency and relevance, utilizing feedback from stakeholders and incorporating changes in technology and the needs of society.</li> </ol> <p><u>Graduate Students, Postdoctoral Trainees and Programs</u></p> <ol style="list-style-type: none"> <li>Recruit, retain, and support a larger, high quality, diverse graduate student and postdoctoral trainee population.</li> <li>Actively promote graduate programs to our best</li> </ol>	<p><b>What do we expect to happen by 2015?</b></p> <p><b>Be a global destination of choice for knowledge and education in agriculture and related fields</b></p> <p><b>A. Number of students and postdoctoral trainee populations</b>            A1 Undergraduate student numbers will grow to 2600 [T2-6]            A2 Graduate student numbers will grow to 525 [T3-7]            A3 Increase number of postdoctoral trainees who will assist professors with research and mentoring of graduate students.</p> <p><b>B. Improved student success</b>            B1 Freshman to sophomore retention rate of 84% [B-6]            B2 Six-year undergraduate graduation rate of 66% [B-7]</p> <p><b>C. More diversity in undergraduate and graduate student populations</b>            C1 Increased representation of historically under-represented students amongst undergraduate and graduate students.            C2 Increase representation of historically underserved students amongst undergraduate and graduate students.</p> <p><b>D Well-prepared graduates highly sought by employers and graduate schools</b>            D1 Establish job or graduate school placement rates</p>	<p><b>What do we expect to happen by 2020?</b></p> <p><b>Be a global destination of choice for knowledge and education in agriculture and related fields</b></p> <p><b>A. Number of students and postdoctoral trainee populations</b>            A1 Undergraduate student numbers will grow to 2650 [T2-6]            A2 Graduate student numbers will grow to 550 [T3-7]            A3 Increase number of postdoctoral trainees who will assist professors with research and mentoring of graduate students.</p> <p><b>B. Improved student success</b>            B1 Improved freshman to sophomore retention rate to 86% [B-6]            B2 Improved six-year undergraduate graduation rate to 68% [B-7]</p> <p><b>C. More diversity in undergraduate and graduate student populations</b>            C1 Increased representation of historically under-represented students amongst undergraduate and graduate students.            C2 Increase representation of historically underserved students amongst undergraduate and graduate students.</p> <p><b>D Well-prepared graduates highly sought by employers and graduate schools</b>            D1 Improved job or graduate school placement rates</p>	<p><b>What do we expect to happen by 2025?</b></p> <p><b>Be a global destination of choice for knowledge and education in agriculture and related fields</b></p> <p><b>A. Number of students and postdoctoral trainee populations</b>            A1 Undergraduate student numbers will grow to 2700 [T2-6]            A2 Graduate student numbers will grow to 575 [T3-7]            A3 Increase number of postdoctoral trainees who will assist professors with research and mentoring of graduate students.</p> <p><b>B. Improved student success</b>            B1 Freshman to sophomore retention rate of 88% [B-6]            B2 Six year undergraduate graduation rate of 70% [B-7]</p> <p><b>C. More diversity in undergraduate and graduate student populations</b>            C1 Increased representation of historically under-represented students amongst undergraduate and graduate students.            C2 Representation of historically underserved students amongst undergraduate and graduate students.</p> <p><b>D Well-prepared graduates highly sought by employers and graduate schools</b>            D1 100% job or graduate school placement rates</p>

<p>undergraduate students, including through integrated BS/MS/PSM<sup>5</sup> programs.</p> <ol style="list-style-type: none"> <li>10. Develop funding streams for targeted doctoral student recruitment, including training grants.</li> <li>11. Offer nationally competitive compensation packages and expanded assistantships, fellowships, and scholarships, particularly for doctoral students.</li> <li>12. Develop an internally funded COA/KSRE competitive GRA program to guarantee support for the best graduate student applicants.</li> <li>13. Expand opportunities for graduate students and postdoctoral trainees in extension.</li> <li>14. Ensure outstanding mentorship and a network of support for our graduate students and postdoctoral trainees, and encourage their professional development.</li> <li>15. Strengthen graduate programs in areas of excellence, both on-campus and through distance education.</li> <li>16. Work with government, industry, and academic partners to assess and respond to the evolving workforce needs for graduate and professional certificate programs and research, including those with an interdisciplinary focus.</li> <li>17. Enable joint graduate study programs with international universities and research organizations.</li> </ol> <p><u>Learning and Teaching Environments</u></p> <ol style="list-style-type: none"> <li>18. Create virtual learning and teaching environments that embrace all types of learners.</li> <li>19. Expand life-long learning, education, and training opportunities.</li> <li>20. Be accessible by clients and lifelong learners.</li> <li>21. Develop innovative delivery techniques for educational products/materials.</li> <li>22. Maintain/increase adequate classroom space to meet the increased number of students.</li> <li>23. Increase faculty literacy in the use of technology for enhanced pedagogy.</li> <li>24. Maintain our reputation as a trusted source for collective expertise, information, and tools to learn about and solve complex problems locally, regionally, nationally, and globally.</li> </ol>	<p>Undergrad Job Placement and Grad School Placement in total = 93%</p> <p>D2 Establish baseline rates of student satisfaction with career preparation post-graduation. [T2-7]</p> <p>D3 Define number of undergraduate students participating in experiential learning opportunities, including research, service learning, judging teams, internships, extension and leadership activities [B-8, T2-2, T4-1]</p> <p>D4 Define number of undergraduate students participating in study abroad [T2-1]</p> <p><b>E Increased student financial support</b></p> <p>E1 Total funding for undergraduate scholarship support increased [T2-3]</p> <p>E2 Enhanced funding for undergraduate student labor opportunities in laboratories and research units</p> <p>E3 Increase total funds awarded for and number of graduate assistantships, endowed scholarships, and fellowships [T3-2]</p> <p>E4 Competitive compensation and support available for GRAs, GTAs, and GAs [T3-3]</p> <p>E5 Obtain nationally funded training grants.</p> <p>E6 Implement planned funding of graduate students in interdisciplinary programs, e.g. Genetics program</p> <p><b>F Increase graduate degrees awarded</b></p> <p>F1 Increase number of masters degrees awarded</p> <p>F2 Increase number of doctoral degrees awarded [B-5]</p> <p><b>G Increased scholarship</b></p> <p>G1 Increased number of refereed publications per academic year [T1-4]</p>	<p>Undergrad Job Placement and Grad School Placement in total = 96%</p> <p>D2 Improved rates of student satisfaction with career preparation post-graduation [T2-7]</p> <p>D3 Increase number of undergraduate students participating in experiential learning opportunities, including research, service learning, judging teams, internships, extension and leadership activities [B-8, T2-2, T4-1]</p> <p>D4 Increased number of undergraduate students participating in study abroad [T2-1]</p> <p><b>E Increased student financial support</b></p> <p>E1 Total funding for undergraduate scholarship support increased [T2-3]</p> <p>E2 Enhanced funding for undergraduate student labor opportunities in laboratories and research units</p> <p>E3 Increase total funds awarded for and number of graduate assistantships, endowed scholarships, and fellowships [T3-2]</p> <p>E4 100% of graduate programs offering competitive compensation and support packages [T3-3]</p> <p>E5 Obtain at least one externally funded training grant.</p> <p>E6 Increase planned funding of graduate students in interdisciplinary programs and the number of such programs</p> <p><b>F Increase graduate degrees awarded</b></p> <p>F1 Masters degrees awarded increased to 110</p> <p>F2 Increase number of doctorates awarded annually to 35 [B-5]</p> <p><b>G Increased scholarship</b></p> <p>G1 Increased number of refereed publications per academic year [T1-4]</p>	<p>D2 Improved rates of student satisfaction with career preparation post-graduation [T2-7]</p> <p>D3 All undergraduate students participate in at least one experiential learning opportunity prior to graduation [B-8, T2-2, T4-1]</p> <p>D4 Number of undergraduate students participating in study abroad comparable to aspirational peers [T2-1]</p> <p><b>E Increased student financial support</b></p> <p>E1 Total funding for undergraduate scholarship support increased [T2-3]</p> <p>E2 Enhanced funding for undergraduate student labor opportunities in laboratories and research units</p> <p>E3 Total funds awarded for and number of graduate assistantships, endowed scholarships, and fellowships comparable with aspirational peers [T3-2]</p> <p>E4 100% of graduate programs offering competitive compensation and support packages [T3-3]</p> <p>E5 Obtain at least three externally funded training grants.</p> <p>E6 Increase planned funding of graduate students in interdisciplinary programs and the number of such programs</p> <p><b>F Increase graduate degrees awarded</b></p> <p>F1 Number of masters degrees awarded annually comparable to aspirational peers</p> <p>F2 Number of doctorates awarded annually comparable to aspirational peers [B-5]</p> <p><b>G Increased scholarship</b></p> <p>G1 Number of refereed publications per academic year comparable to aspirational</p>
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<sup>5</sup> PSM – Professional Science Master’s degree. A terminal degree for professionals in the field who desire a mixture of additional training in a scientific field and an understanding of business management practices. Requires an appropriate internship as a capstone experience.

<p><b>Goal 2. Contribute integrated solutions for meeting and adapting to the “grand challenges” in dryland plant, animal, and food systems.</b></p> <ol style="list-style-type: none"> <li>1. Define, target and invest in strategic focus areas of excellence that position COA/KSRE and the university as a global leader addressing major “grand challenges” in agriculture, natural resources, the environment and related systems.</li> <li>2. Establish new, and support existing renowned, interdisciplinary research programs (or centers of excellence) to provide global leadership on critical issues.</li> <li>3. Foster and adopt interdisciplinary models and collaborative approaches to integrate graduate education, research, and outreach and extension strengths.</li> <li>4. Increase external funding to invest in major research initiatives and programs.</li> <li>5. Develop strong and active partnerships with industry, government, NGO’s, foundations, and other organizations to address the “grand challenges” and to guide the evolution of the COA/KSRE research agenda.</li> <li>6. Increase support to assist faculty with external grant seeking and management activities, including the preparation and administration of successful large center or interdisciplinary proposals.</li> <li>7. Develop capacity to provide leadership for, and to respond quickly to crisis situations while also devoting significant efforts to long-term, paradigm-shifting objectives.</li> <li>8. Strengthen basic research while maintaining excellence in applied research and implement mechanisms that facilitate integration of applied and basic research.</li> <li>9. Establish a Distinguished lecture series that invites speakers to challenge and educate faculty, staff and students on the “grand challenges”.</li> </ol>	<p>G2 Identify baseline <i>h</i>-index<sup>6</sup> for publications, faculty and departments, over previous 20 year period  G3 Increase number of patent applications  G4 Increase the emphasis on scholarship in teaching and extension</p> <p><b><i>H Increase research/extension funding and expenditures (grants and contracts)</i></b>  H1 Increase 5 year average grants and contracts expenditures from \$70 million to \$75 million. [T1-2]</p> <p><b><i>I Identified strategic areas of excellence</i></b> [T1-1]</p> <p>I1 Develop a process to identify current and potential strategic areas of excellence</p> <p>I2 Develop, plan, and hire initial staff for programs at the Olathe campus  I3 Identify potential areas for new interdisciplinary graduate programs</p> <p><b><i>J Increased engagement with stakeholders</i></b>  J1 Work with main campus/OEIE to develop a way to rate relevance and track impact in extension/ engagement activities and programs, i.e. are the customers receiving what they want?  J2 Identify number of strategic private and public sector partnerships that support teaching, research and/or extension [T4-3]  J3 Identify underserved and underrepresented audiences for engagement in Extension programming  J4 Increase number of faculty and staff participating in global activities/international projects [T5-4]</p>	<p>G2 Increase <i>h</i>-index for publications, faculty and departments, over previous 20 year period  G3 Increase number of patents issued  G4 Increase the emphasis on scholarship in teaching and extension</p> <p><b><i>H Increase research/extension funding and expenditures (grants and contracts)</i></b>  H1 Increase 5 year average grants and contracts expenditures from \$75 million to \$85 million. [T1-2]</p> <p><b><i>I Expanded strategic areas of excellence</i></b> [T1-1]</p> <p>I1 Expand and support existing major interdisciplinary, multi-institutional, multinational programs, projects, institutes, and establish a new one  I2 Implement plan and expand programs at the Olathe campus  I3 Implement one new interdisciplinary graduate degree program</p> <p><b><i>J Increased engagement with stakeholders</i></b>  J1 Work with main campus/OEIE to develop a way to rate relevance and track impact in extension/ engagement activities and programs, i.e. are the customers receiving what they want?  J2 Increase number of strategic private and public sector partnerships that support teaching, research and/or extension [T4-3]  J3 Develop Extension programs for reaching underserved and underrepresented audiences  J4 Half of faculty and staff participate in global activities/international projects [T5-4]</p>	<p>peers [T1-4]  G2 <i>h</i>-index for publications, for faculty and departments, over 20 year period comparable to aspirational peers  G3 Royalties from patents comparable to aspirational peers  G4 Increase the emphasis on scholarship in teaching and extension</p> <p><b><i>H Increase research/extension funding and expenditures (grants and contracts)</i></b>  H1 Increase 5 year average grants and contracts expenditures from \$85 million to \$100 million. [T1-2]</p> <p><b><i>I Nationally &amp; internationally recognized strategic areas of excellence</i></b> [T1-1]  I1 Maintain existing major interdisciplinary, multi-institutional, multinational programs, projects, institutes, and establish three new ones  I2 Well-established and recognized programs at the Olathe campus  I3 Implement a second new interdisciplinary graduate degree program</p> <p><b><i>J Increased engagement with stakeholders</i></b>  J1 Work with main campus/OEIE to develop a way to rate relevance and track impact in extension/ engagement activities and programs, i.e. are the customers receiving what they want?  J2 Number of strategic private and public sector partnerships that support teaching, research and/or extension comparable to aspirational peers [T4-3]  J3 National/international leadership for Extension programs for underserved and underrepresented audiences  J4 75% of faculty and staff participate in global activities/international projects [T5-4]</p>
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<sup>6</sup> The *h*-index is the number of published papers from an individual (or group) that have been cited at least *h* times. For example, an individual with 20 published papers that have each been cited at least 20 times would have an *h* index of 20. An individual with 30 published papers that have each been cited at least 30 times would have an *h*-index of 30.



<p><b>Goal 3. Enhance the quality of life and livelihoods of people, their communities and the environment.</b></p> <ol style="list-style-type: none"> <li>1. Develop an institutional culture that supports and values global engagement and strengthens the integration between education, research, and extension.</li> <li>2. Define and target strategic areas of excellence that position COA/KSRE as a leader in the health, development, and well-being of people, families, and their communities and environment.</li> <li>3. Establish/support renowned interdisciplinary centers of excellence.</li> <li>4. Broaden our outreach and strengthen our capacity to be a leader in extension and engagement reaching diverse populations and rural, suburban, and urban communities.</li> <li>5. Design and adapt communications and information delivery channels and incorporate new technologies, e.g., social media to meet the needs of users.</li> <li>6. Identify and engage our stakeholders actively and regularly as partners.</li> <li>7. Transfer technology, generated through COA/KSRE research efforts, to people who need the knowledge and can put it to use.</li> <li>8. Develop and invest in targeted strategic partnerships with industry, government, NGOs, and other institutions involved in research, education, and extension.</li> <li>9. Assist Kansas agriculture to produce and process high quality products that are safe, environmentally responsible, and respond to changing consumer needs and desires.</li> <li>10. Serve as an incubator for innovative enterprises and start-up companies in agriculture and related fields.</li> <li>11. Enable economically and environmentally responsible business opportunities for our stakeholders.</li> <li>12. Diversify and increase the funding base needed to adequately support engagement in key issues and the programming to satisfy our vision.</li> <li>13. Design and adapt 4-H programs to meet the changing needs of our diverse rural &amp; urban populations.</li> <li>14. Strengthen the partnership with the College of Human Ecology to enhance Family &amp; Consumer Sciences programs for the state.</li> </ol>	<p>J5 Develop a plan to incorporate NBAF staff in research, teaching and outreach activities within COA/KSRE J6 Increase the number of counties in multi-county districts to 50.</p> <p>J7 Create a team to develop/promote collaborative partnerships at the state, national, and international levels. J8 Coordinate efforts with the K-State Office of Corporate Engagement to strengthen relationships with industry. J9 Collaborate with the Kansas Department of Agriculture to explore enhancing Kansas agriculture and creating opportunities for faculty and students.</p> <p><b>K Established measures for determining economic and societal impact on and engagement with rural and urban communities in Kansas [T4-6]</b></p> <p><b>L Become a destination of choice for diverse, high-performing faculty and staff</b> L1 Increase number of endowed chairs and professorships to 6 [B-4, T5-2] L2 Increase number of National Academy of Science members from zero to one [B-3] L3 Increase number of nominations for national and international faculty awards (includes teaching and advising) L4 Increase the number of historically under-represented and underserved faculty and staff. [T5-5, T5-6] L5 Develop plans to recruit faculty/staff who reflect the demographics of the regions being served L6 Develop program for recognizing excellence in junior and mid-career faculty</p>	<p>J5 Develop a plan to incorporate NBAF staff in research, teaching and outreach activities within COA/KSRE J6 Increase the number of counties in multi-county districts to 75.</p> <p>J7 A team promotes collaborative partnerships at the state, national, and international levels. J8 Continue coordinating efforts with the K-State Office of Corporate Engagement to strengthen relationships with industry. J9 Collaborate with the Kansas Department of Agriculture to explore enhancing Kansas agriculture and creating opportunities for faculty and students.</p> <p><b>K Increased economic and societal impact on and engagement with rural and urban communities in Kansas [T4-6]</b></p> <p><b>L Become a destination of choice for diverse, high-performing faculty and staff</b> L1 Increase number of endowed chairs and professorships to 8 [B-4, T5-2] L2 Increase number of National Academy of Science members from one to two [B-3] L3 Increase number of national and international faculty awards received (includes teaching and advising) [T5-1] L4 Continue to increase the number of historically under-represented and underserved faculty and staff. [T5-5, T5-6] L5 Implement plans to recruit faculty/staff who reflect the demographics of the regions being served L6 Implement the program for recognizing excellence in junior and mid-career faculty</p>	<p>J5 Implement a plan to incorporate NBAF staff in research, teaching and outreach activities within COA/KSRE J6 Have as many counties as possible in multi-county districts, probably a total of 85. J7 A team promotes collaborative partnerships at the state, national, and international levels. J8 Continue coordinating efforts with the K-State Office of Corporate Engagement to strengthen relationships with industry. J9 Collaborate with the Kansas Department of Agriculture to explore enhancing Kansas agriculture and creating opportunities for faculty and students.</p> <p><b>K Increased economic and societal impact on and engagement with rural and urban communities in Kansas [T4-6]</b></p> <p><b>L Destination of choice for diverse, high-performing faculty and staff</b> L1 Number of endowed chairs and professorships comparable to those of our aspirational peers [B-4, T5-2] L2 Maintain at least two National Academy of Science members [B-3] L3 Increase number of faculty receiving national and international faculty awards (includes teaching and advising) [T5-1] L4 Continue to increase the number of historically under-represented and underserved faculty and staff. [T5-5, T5-6] L5 Continue implementing plans to recruit faculty/staff who reflect the demographics of the regions being served L6 Continue implementing the program for recognizing excellence in junior and mid-career faculty</p>
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<p><b>Goal 4. Build our infrastructure and human capacity to meet our vision and goals.</b></p> <p><u>Faculty and Staff</u></p> <ol style="list-style-type: none"> <li>1. Recruit, promote, and retain a high-performing, diverse COA/ KSRE faculty and staff, with an emphasis on increased staffing in strategic areas.</li> <li>2. Pursue interdisciplinary, coordinated “cluster hires” and joint appointments across departments and with other colleges and industry in our areas of excellence.</li> <li>3. Increase the diversity of COA/KSRE faculty and staff, including women and historically underrepresented groups.</li> <li>4. Improve compensation packages, rewards, and support for high-performing faculty and staff. Particular attention should be paid to critical staff who may be recruited to work at the start-up of NBAF, and the resulting shortage of staff that could result in COA/KSRE.</li> <li>5. Seek funding for additional endowed chairs and professorships.</li> <li>6. Increase numbers of visiting researchers and scholars to support research and graduate programs</li> <li>7. Partner with the university to develop clearly defined compensation structures and career paths for advancement for all faculty and staff.</li> <li>8. Increase recognition and awards of outstanding COA/KSRE faculty and staff.</li> <li>9. Update annual evaluation and promotion and tenure (P&amp;T) policies to accommodate the needs of a collaborative, interdisciplinary culture and align with university and COA/KSRE strategic plans.</li> <li>10. Encourage the development of multi-cultural and global competencies for all faculty and staff.</li> <li>11. Set expectations for lifelong learning and support all COA/KSRE faculty and staff in keeping current with developments in their field and the skill sets needed for performance excellence.</li> </ol> <p><u>Facilities and Infrastructure</u></p> <ol style="list-style-type: none"> <li>12. Implement proactive facilities, space, and infrastructure planning responsive to COA/KSRE evolving needs, vision, and goals. Create a physical environment that encourages collaboration and builds synergies.</li> </ol>	<p><b><i>M Develop financial resources for advancing professional development of faculty and staff, including sabbaticals</i></b></p> <p><b><i>N Department evaluation documents reward excellence and align job expectations and evaluations with 2025 COA/KSRE and university strategic goals</i></b> N1 Begin review of documents as they become available in normal five-year revision cycle</p> <p><b><i>O Develop consistent quality mentoring systems for COA/KSRE faculty and staff</i></b></p> <p><b><i>P Increased quantity, quality and diversity of space available for COA/KSRE activities</i></b></p> <p>P1 Develop a COA/KSRE comprehensive space and facilities plan P2 Identify and prioritize COA/KSRE classroom space to be technology enabled [T6-1] P3 Adequately fund established “common use” facilities or centers for instrumentation P4 Establish building committee/initial design plans for new building to house agricultural sciences-related centers, cores, departments, and offices.</p> <p><b><i>Q COA/KSRE IT policies, strategies and technologies support our visions and goals</i></b> Q1 Optimize collaboration and support engaging, interactive learning Q2 Develop a plan to strengthen connectivity between the Manhattan and Olathe campuses, Branch Experiment Stations and County, District, and Regional extension offices</p>	<p><b><i>M Increased financial resources for advancing professional development of faculty and staff, including sabbaticals</i></b></p> <p><b><i>N Department evaluation documents reward excellence and align job expectations and evaluations with 2025 COA/KSRE and university strategic goals</i></b> N1 Continue to review documents as they become available in normal five-year revision cycle</p> <p><b><i>O Maintain consistent quality mentoring systems for COA/KSRE faculty and staff</i></b></p> <p><b><i>P Increased quantity, quality and diversity of space available for COA/KSRE activities</i></b></p> <p>P1 Implement the COA/KSRE comprehensive space and facilities plan P2 Increase proportion of COA/KSRE classroom space that is technology enabled [T6-1] P3 Establish additional “common use” facilities and centers for instrumentation as necessary P4 Fundraising for new building to house agricultural sciences-related centers, cores, departments, and offices.  P5 Design additional projects consistent with plan</p> <p><b><i>Q COA/KSRE IT policies, strategies and technologies support our visions and goals</i></b> Q1 Optimize collaboration and support engaging, interactive learning Q2 Strengthen connectivity between the Manhattan and Olathe campuses, Branch Experiment Stations and County, District, and Regional extension offices</p>	<p><b><i>M Financial resources for advancing professional development of faculty and staff, including sabbaticals, comparable to aspirational peers</i></b> <b><i>N Department evaluation documents reward excellence and align job expectations and evaluations with 2025 COA/KSRE and university strategic goals</i></b> N1 Continue to review documents as they become available in normal five-year revision cycle</p> <p><b><i>O Maintain consistent quality mentoring systems for COA/KSRE faculty and staff</i></b></p> <p><b><i>P Excellent staff, student and community experience in facilities that enhance our reputation and capabilities</i></b> P1 Complete the COA/KSRE comprehensive space and facilities plan P2 All COA/KSRE classroom space technology-enabled [T6-1]  P3 Establish additional “common use” facilities and centers for instrumentation as necessary P4 Completion of new building to house agricultural sciences-related centers, cores, departments, and offices.  P5 Complete additional projects consistent with plan</p> <p><b><i>Q COA/KSRE IT policies, strategies and technologies support our visions and goals</i></b> Q1 Optimize collaboration and support engaging, interactive learning Q2 Have good and fast connectivity between the Manhattan and Olathe campuses, Branch Experiment Stations and County, District, and Regional Extension offices</p>
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<p>13. Balance reinvestment in “old” and new buildings and virtual workspaces.</p> <p>14. Improve technological capacity across COA/KSRE and work with the university to develop a university/COA/ KSRE energy plan to accommodate technology use and growth.</p> <p><u>Organizational and Program Development</u></p> <p>15. Foster and adopt internal College policies, procedures and practices that facilitate and accommodate the needs for interdisciplinary, multi-institutional, and multi-national approaches and to work, and advocate, for such changes at the university level.</p> <p>16. Encourage COA/KSRE departments and faculty to leverage K-State Olathe.</p> <p>17. Assess possible opportunities and impacts of the National Bio and Agro-Defense Facility (NABF) on our research and education programs, facilities and infrastructure.</p> <p>18. Identify and implement needed changes to internal COA/KSRE policies, processes, services, staffing, and technology to increase interactions, improve overall effectiveness, and support our strategic directions.</p> <p>19. Advocate and support change at the university-level to improve organizational effectiveness and remove barriers, particularly in the areas of grants creation, submission, and execution; collaborative work, international research, scholarship, engagement, and human resources.</p> <p>20. Ensure periodic external peer reviews of departmental programs, and effective advisory boards.</p> <p><u>Communication and Marketing</u></p> <p>21. Promote COA/KSRE as a preferred partner for graduate education, workforce development, research partnerships, and technology transfer.</p> <p>22. Make our programs visible to society at large by publicizing our achievements and research success.</p> <p>23. Aggressively communicate the need for increased state and national support for the research infrastructure necessary to address our “grand challenges”.</p> <p><u>Funding</u></p> <p>24. Diversify our funding sources and change our resource</p>	<p><b><i>R Fund Raising and Development</i></b> [B.2] R1 Total funding for undergraduate scholarship support increased [T2-3] and Increase total funds awarded for graduate assistantships, endowed scholarships, and fellowships [T3-2] Total – raise \$5 million/year</p> <p>R2 Faculty Enhancement/Research Total – raise \$5 million/year</p> <p>R3 Facility Enhancement, Excellence, and Other Total – raise \$5 million/year</p>	<p><b><i>R Fund Raising and Development</i></b> [B.2] R1 Total funding for undergraduate scholarship support increased [T2-3] and Increase total funds awarded for graduate assistantships, endowed scholarships, and fellowships [T3-2] Total - raise \$6 million/year</p> <p>R2 Faculty Enhancement/Research Total - raise \$6 million/year</p> <p>R3 Facility Enhancement, Excellence, and Other Total - raise \$6 million/year</p>	<p><b><i>R Fund Raising and Development</i></b> [B.2] R1 Total funding for undergraduate scholarship support increased [T2-3] and Increase total funds awarded for graduate assistantships, endowed scholarships, and fellowships [T3-2] Total - raise \$7.5 million/year</p> <p>R2 Faculty Enhancement/Research Total - raise \$7.5 million/year</p> <p>R3 Facility Enhancement, Excellence, and Other Total - raise \$7 million/year</p>
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<p>allocation model from one based on history to one based on excellence and our strategic goals. Provide matching funds for major competitive grants.</p> <p>25. Increase our endowment pool. Actively seek funding from public and private sources to support student scholarships, assistantships, and fellowships; faculty and staff development, recruitment and retention; international activities, priority facility projects, and innovative research, academic, and outreach programs.</p> <p>26. Clarify college-level support and define department goals/needs/roles in fundraising.</p> <p>27. Acquire additional resources to support teaching and extension in order to reduce the use of research funds to support these activities.</p>			
2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
<p>Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p>	<p>T1- A Increased intellectual and financial capital to support RSCAD</p> <p>T1- B More clusters/centers of collaborative RSCAD focus</p> <p>T1- C Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-E Competitive compensation and support available to GRAs, GTAs, and GAs</p> <p>T1- G Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD</p> <p>T1-H Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-J Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</p> <p>T1-K Nationally and internationally recognized research centers</p> <p>T1-L Recognized for prominent and productive placement of our graduates</p> <p>T1-M Increased participation by undergraduates in expanded opportunities for research</p>	<p>T1-N Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies</p> <p>T1-O Extramural funding competitive with our benchmark institutions</p> <p>T1-P Research and development expenditures competitive with benchmark institutions</p> <p>T1-Q Competitive among our peers in percentage of undergraduates involved in research</p>

<p>Theme 2: Undergraduate Educational Experience</p>	<p>T2-A Excellent, customized academic advising and services available to all students to support their success and degree completion  T2-B Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university  T2-C Increased participation by undergraduates in expanded opportunities for meaningful research  T2-E Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development  T2-F Effective system in place that supports and promotes teaching excellence  T2-G Successful recruitment and retention strategies that address our entire student population  T2-H Improved six-year graduation rates and retention ratios</p>	<p>T2-J Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives  T2-K Superior and diverse faculty recognized for teaching excellence  T2-L All UG students engaged in a diversity of experiences that expand their viewpoint  T2-M Increased undergraduate contributions in the creation of scholarship through research  T2-N Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>T2-O An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities  T2-P Faculty teaching and advising awards comparable to our benchmark institutions  T2-Q Freshman to Sophomore retention ratios comparable to benchmark institutions  T2-R Six-Year graduation rates comparable to benchmark institutions</p>
<p>Theme 3: Graduate Scholarly Experience</p>	<p>T3-A Competitive compensation and support available for GRAs, GTAs, and GAs  T3-D Outstanding mentoring for our graduate students  T3-E Expectation of excellence for the graduate scholarly experience  T3-F Increased capacity to secure funding for graduate research and teaching  T3-H Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>	<p>T3-I Increased participation by our graduate students in unique high level learning and experiential training  T3-J Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment  T3-K Increased funding for graduate research and teaching  T3-L Increased number of nationally and internationally recognized award winning graduate faculty  T3-M Increased number of Doctorates Awarded</p>	<p>T3-N National and international reputation for outstanding graduates with demonstrable career success  T3-O World-class reputation as a preferred destination for outstanding graduate students  T3-P Stable funding for graduate research and teaching competitive with benchmark institutions  T3-Q Doctorates Awarded comparable with benchmark institutions</p>

<p>Theme 4: Engagement, Extension, Outreach, and Service</p>	<p>T4-B Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences  T4-C Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide  T4-E Increased extramural funding for <i>Engagement</i> initiatives at the local, state, national, and international level  T4-F Recognition as leaders in <i>Engagement</i> within our state and nation  T4-G Enhanced visibility and appreciation for <i>Engagement</i> and its interconnectedness with research and education within our university community</p>	<p>T4-H Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues  T4-L All undergraduate students engaged in at least one engagement/service learning project  T4-J Increased number of graduate students involved in Engagement  T4-K Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p>	<p>T4-N Nationally recognized as a leader in and model for a re-invented and transformed land –grant university integrating research, education, and engagement  T4-O Nationally and internationally recognized as leaders in <i>Engagement</i> on a global scale  T4-P Recognized as a leader in <i>Engagement</i> reaching both rural and urban communities</p>
<p>Theme 5: Faculty and Staff</p>	<p>T5-1 Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas  T5-C Career-long learning recognized by the university and its employees as a shared value and responsibility  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</p>	<p>T5-E Total compensation competitive with aspirant university and regional employers for all employees  T5-F Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs  T5-G Successful recruitment and retention of a talented and high performing, diverse workforce</p>	<p>T5-H Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers  T5-I Stable funding available for recruitment and retention of top level faculty and staff</p>
<p>Theme 6: Facilities and Infrastructure</p>	<p>T6-A Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation  T6-C Robust and reliable information technology ensuring</p>	<p>T6-D Adequate office space for all K-State employees equipped to support their work and productivity  T6-E Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support</p>	<p>T6-G High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students  T6-H High-quality research</p>



<p><i>Common Elements:</i>  CE-1: Communication and Marketing  CE-3: Diversity  CE-4: External Constituents  CE-5: Funding  CE-6: International  CE-7: Sustainability  CE-8: Technology</p>	<p>business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration</p>	<p>multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators  T6-F Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments</p>	<p>laboratories and specialty spaces that enhance research and scholarly activities  T6-I Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution  T6-J An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p>
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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).**

- |   |  |  |
|---|--|--|
| <input checked="" type="checkbox"/> Total research & development expenditures | <input checked="" type="checkbox"/> Endowment pool   | <input checked="" type="checkbox"/> Number of National Academy members   |
| <input checked="" type="checkbox"/> Number of faculty awards                  | <input checked="" type="checkbox"/> Number of doctorates granted annually                  | <input checked="" type="checkbox"/> Freshman to sophomore retention rate |
| <input checked="" type="checkbox"/> Six-year graduation rate                  | <input checked="" type="checkbox"/> Percent of undergraduate students involved in research | <input type="checkbox"/> None  |

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

Response:

- The College of Agriculture/K-State Research and Extension (COA/KSRE) have talented faculty and staff who will work hard to implement our vision and goals.
- COA/KSRE is funded by a mix of state, federal, county, grant, contracts and private dollars.
- The College has an enviable national reputation in teaching students, with great nationwide recruitment and student leadership development.
- The College has the only Diversity Programs Office of any agriculture college in the Big 12 and the office is 10 years old.
- The College has strong advising and works hard at retention and providing services to students.
- The College has very successful and nationally known judging and competition teams.
- COA/KSRE has a great Development team.
- COA/KSRE has a powerful Communications Department which helps share our successes far and wide.
- KSRE has a strong and fairly well-funded Extension system, in cooperation with the state's counties and Extension Districts.
- KSRE has research fields, stations, and centers strategically located throughout Kansas, which provides for targeted research to support our state's agricultural industry.



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

**Response:**

To achieve the goals laid out in the plan, COA/KSRE will need:

- Additional faculty lines to support our strong enrollment
- Incentives to recruit and retain high-performing faculty, including compensation packages, endowed chairs/professorships and startup packages
- Funds to reward our great unclassified and classified staff, so we can attract and retain the best staff
- Funds to expand our diversity programs
- Improvements in facilities and research infrastructure
- State and Foundation funds for scholarships, graduate student tuition waivers and stipends

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

**Response:**

- Request central administration to provide additional faculty and instructor lines
- Request central administration to provide improvements in facilities and research infrastructure
- Pursue development opportunities to raise funds for scholarships and endowed positions
- Pursue grant opportunities to create more funding for teaching, research, and extension activities
- Pursue development opportunities to meet teaching, research, and extension needs.