



## K-State 2025 Strategic Direction Action Plan and Alignment Template for the Graduate School

**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?**

**Mission:** Kansas State University's Graduate School provides exceptional graduate student services that enhance professional and career development, supports graduate student research and scholarly endeavors, and creates an environment that promotes interdisciplinary and cultural interaction and advocates for competitive compensation packages for all students.

**Contributions:** The Graduate School provides strategic leadership in the development of innovative graduate programs that are both disciplinary and interdisciplinary in nature and programs that produce advanced degree holders who occupy strategic roles in higher education, industry, and public service. In its pursuit of excellence, the Graduate School promotes diversity among students and faculty; programs that serve the needs of individuals, families, and society; the use of cutting-edge instructional technology for program delivery on campus and beyond; and research that confronts some of the world's most pressing problems.

**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? 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 Activities	Short Term (1 to 5 Years) Key Outcomes	Intermediate (6 to 10 Years) Key Outcomes	Long Term (11 to 15 Years) Key Outcomes
<p><b>What we plan to do...</b></p> <p><b><u>Administrative Fundraising and Efficiency</u></b></p> <p>Establish a Graduate School Development Council to provide advice and financial resources to advance fundraising initiatives to secure money to support fellowships and scholarships, professional development programs, and travel for graduate students.</p> <p>Improve Graduate School efficiency by implementing electronic/paperless processes.</p> <p>Support the creation of endowments within each college and academic unit that administers one or more graduate programs to improve graduate student compensation and provide funds to support student travel and other professional development needs.</p> <p><b><u>Programs</u></b></p> <p>Explore joint or collaborative doctoral programs with international universities.</p>	<p><b>What do we expect to happen in 5 years?</b></p> <p>A. \$100,000 raised [B-2 T3-1/2/3]</p> <p>B. Implement paperless admissions process and paperless enrollment management processes [T6-5]</p> <p>C. 25% of colleges and departments possess such endowments [B-2 T3-1/2/3]</p> <p>D. 1 program established [T3-6/7]</p>	<p><b>What do we expect to happen in 6 to 10 years?</b></p> <p>A. \$500,000 raised [B-2 T3-1/2/3]</p> <p>B. Implement paperless process for all documents students submit to the Graduate School (e.g., Programs of Study, Approval Forms, Change in Program of Study/Committee, etc.), including the option for electronic signatures on all documents [T6-5]</p> <p>C. 50% of colleges and departments possess such endowments [B-2 T3-1/2/3]</p> <p>D. 2 programs established [T3-6/7]</p>	<p><b>What do we expect to happen in 11 to 15 years?</b></p> <p>A. \$1,000,000 raised [B-2 T3-1/2/3]</p> <p>C. 100% of colleges and departments possess such endowments [B-2 T3-1/2/3]</p> <p>D. 3 programs established [T3-6/7]</p>

<p>Collaborate with graduate programs to develop more graduate certificate programs that address workforce development needs in Kansas or provide unique skills/knowledge for graduate students.</p> <p>Implement a competitive small grant program to support graduate students' research, particularly in the social sciences and humanities.</p> <p>Collaborate with graduate programs to expand partnerships with industry and government to provide high-level experiential training opportunities and interdisciplinary experiences for graduate students.</p> <p>Implement career development activities to improve graduate students' knowledge of diverse career opportunities.</p> <p><b><u>Student Initiatives</u></b></p> <p>Develop and implement a Graduate Student Ambassadors Program to assist in recruitment and to facilitate the transition to graduate study.</p> <p>Partner with the International Students and Scholars Services to create and enhance a FAQ section on both the Graduate School and ISSC websites that addresses topics that facilitate students' and their families' transition to Kansas State University (e.g., arriving in Kansas City and Manhattan, getting a driver's license, transportation, housing availability and cost, getting a telephone, where to shop, work permits, etc.).</p> <p>Provide workshops and programs to enhance graduate faculty mentoring of graduate students.</p> <p>Facilitate an increase in the number of Ph.D. degrees awarded</p> <p><b><u>Student Compensation</u></b></p> <p>Support a university-wide commitment to improve stipends for all graduate assistants (GTAs, GRAs, GAs).</p>	<p><b>E. 2 new programs established [T3-4/5]</b></p> <p><b>F. \$5,000 awarded per year [T3-3]</b></p> <p><b>G. 2-6 opportunities/experiences developed [T3-4/5]</b></p> <p><b>H. 3-5 programs conducted annually [T3-5]</b></p> <p><b>I. 5-10 graduate students involved [T3-5]</b></p> <p><b>J. FAQ completed [T3-7]</b></p> <p><b>K. 1 workshop or program conducted annually [T3-8]</b></p> <p><b>L. Award 175 per year [B-5 T3-6]</b></p> <p><b>M. Increase base stipends in each department to a level equal to or greater than the median in</b></p>	<p><b>E. 4 new programs established [T3-4/5]</b></p> <p><b>F. \$10,000 awarded per year [T3-3]</b></p> <p><b>G. 6-10 opportunities/experiences developed [T3-4/5]</b></p> <p><b>H. 6-8 programs conducted annually [T3-5]</b></p> <p><b>I. 10-15 total graduate students involved [T3-5]</b></p> <p><b>J. FAQ updated [T3-7]</b></p> <p><b>K. 1 workshop or program conducted annually [T3-8]</b></p> <p><b>L. Award 200 per year [B-5 T3-6]</b></p>	<p><b>E. 6 new programs established [T3-4/5]</b></p> <p><b>F. \$20,000 awarded per year [T3-3]</b></p> <p><b>G. 10-15 opportunities/experiences developed [T3-4/5]</b></p> <p><b>H. 8-10 programs conducted annually [T3-5]</b></p> <p><b>I. 15-20 total graduate students involved [T3-5]</b></p> <p><b>J. FAQ updated [T3-7]</b></p> <p><b>K. 1 workshop or program conducted annually [T3-8]</b></p> <p><b>L. Award 225 per year [B-5 T3-6]</b></p>
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<p>Advocate tuition waivers/remission for all graduate assistants.</p> <p><b><u>Faculty/Staff</u></b></p> <p>Encourage an additional emphasis (where appropriate) on involvement in graduate education (e.g., mentoring) to the standard teaching, research, and service on annual faculty reviews and merit decisions to promote excellent student scholarly experiences.</p> <p><b><u>Recruitment/Retention Initiatives</u></b></p> <p>Assist in funding program-specific campus visits by top doctoral applicants – and Master’s applicants in Master’s-only degree programs – to interact with graduate faculty, their graduate students, and one another during “recruitment weekends” at designated times each spring semester (clustering to recruit classes/cohorts, not individuals).</p> <p>Conduct periodic “best practices” workshops on graduate recruitment, admissions, enrollment management, and graduation processes for faculty and staff.</p> <p>Provide scholarship funds to support the recruitment, retention, and graduation of an increasingly diverse graduate student population.</p>	<p>corresponding departments of peer institutions or the first quartile among corresponding departments in current top-50 public research universities, whichever is greater:</p> <p><b>N. 25% of stipends above median [T3-1/2/3]</b></p> <p><b>O. 3 credit hours/semester remitted [T3-3]</b></p> <p><b>P. 10% of departments/colleges add mentoring to their evaluations [T3-5/8]</b></p> <p><b>Q. Provide \$40,000 of annual financial support for program-specific Recruitment Weekends beginning Spring 2013 [T3-7]</b></p> <p><b>R. Conduct workshops every fall and spring semester [T3-7]</b></p> <p><b>S. Provide \$25,000 annually in scholarships to members of underrepresented groups [T3-7]</b></p>	<p><b>N. 50% of stipends above median [T3-1/2/3]</b></p> <p><b>O. 6 credit hours/semester remitted [T3-3]</b></p> <p><b>P. 25% of departments/colleges add mentoring to their evaluations [T3-5/8]</b></p> <p><b>Q. Provide \$60,000 of annual financial support for program-specific Recruitment Weekends [T3-7]</b></p> <p><b>R. Conduct workshops every fall and spring semester [T3-7]</b></p> <p><b>S. Provide \$50,000 annually in scholarships to members of underrepresented groups [T3-7]</b></p>	<p><b>N. 75% of stipends above median [T3-1/2/3]</b></p> <p><b>O. 9-10 credit hours/semester remitted [T3-3]</b></p> <p><b>P. 50% of departments/colleges add mentoring to their evaluations [T3-5/8]</b></p> <p><b>Q. Provide \$80,000 of annual financial support for program-specific Recruitment Weekends [T3-7]</b></p> <p><b>R. Conduct workshops every fall and spring semester [T3-7]</b></p> <p><b>S. Provide \$75,000 annually in scholarships to members of underrepresented groups [T3-7]</b></p>
<b>2025 Linkages</b>			
<i>2025 Common Elements/Themes</i>	Short Term (1 to 5 Years) <i>2025 Key Outcomes</i>	Intermediate (6 to 10 Years) <i>2025 Key Outcomes</i>	Long Term (11 to 15 Years) <i>2025 Key Outcomes</i>
<b>Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b>	<b>T1: Increased funding for investigator-based research,</b>	<b>T1: Nationally and internationally recognized research centers (T1-K)</b>	<b>T1: Extramural funding competitive with our</b>

<p><b>Theme 3: Graduate Scholarly Experience</b></p> <p><b>Theme 4: Engagement</b></p> <p><b>Theme 5: Faculty and Staff</b></p> <p><b>Theme 6: Facilities and Infrastructure</b></p> <p>Support the establishment of a Graduate Student Life Center (GSLC) to serve as a learning community for graduate student interaction, programming, and support including, e.g., Writing Center, computer labs, CES, free services like printing and faxing, temporary student housing, dormitory-style permanent student housing (either in the Center or adjacent to it), at least one smart classroom (75-100 capacity), multiple conference rooms, spaces of various sizes to promote social/networking events (similar to the Leadership Studies building), and relocate the Graduate School to this Center.</p>	<p>research centers, and graduate training grants <b>(T1-C)</b></p> <p><b>T1: Tuition waivers for all GRAs (T1-D)</b></p> <p><b>T1: Competitive compensation and support available to GRAs, GTAs, and GAs (T1-E)</b></p> <p><b>All outcomes supported (T3-A – T3-H)</b></p> <p><b>T5: Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas(T5-A)</b></p> <p><b>Create a designated space on campus in 2013 to provide networking opportunities and to facilitate provision of academic and career services for the graduate students T6-A</b></p>	<p><b>T1: Recognized for prominent and productive placement of our graduates (T1-L)</b></p> <p><b>All outcomes supported (T3-I – T3-M)</b></p> <p><b>T4: Increased number of graduate students involved in Engagement (T4-J)</b></p> <p><b>T5: Total compensation competitive with aspirant university and regional employers for all employees (T5-E)</b></p> <p><b>T5: Successful recruitment and retention of a talented and high performing, diverse workforce (T5-G)</b></p> <p><b>Obtain support to build the GSLC where the Graduate School will be located T6-D/E/F</b></p>	<p><b>benchmark institutions (T1-O)</b></p> <p><b>All outcomes supported (T3-N – T3-Q)</b></p> <p><b>T5: Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers (T5-H)</b></p> <p><b>T5: Stable funding available for recruitment and retention of top level faculty and staff (T5-I)</b></p> <p><b>T5: Optimal number of faculty and staff comparable to our benchmark institutions (T5-J)</b></p> <p><b>GSLC completed, Graduate School relocated T6-J/K</b></p>
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<p>Space needs: office space for staff privacy (FERPA) and to add staff (e.g., CES person and staff), work space, storage area, improved reception area, conference room: overall, sufficient space to house all Graduate School staff and student assistants together.</p> <p>Advocate the provision of adequate Graduate Student Council (GSC) office space until a Graduate Student Life Center is operational.</p> <p>Advocate increased attention to graduate student housing needs; graduate student-only housing, shuttles to get to and from campus, etc.</p>	<p><b>Expanded space for Graduate School staff in Fairchild, if possible, or somewhere else on campus T6-A/B</b></p> <p><b>GSC Office in Student Union Building, or other designated location for the SLC T6-A/B</b></p> <p><b>New (existing) housing identified T6-A</b></p> <p><b>T6: Responsive, timely, and strategic facilities aligned with campus operational needs as well as future planning and implementation (T6-A)</b></p> <p><b>T6: Adequate temporary space to house programs and staff impacted by renovations of existing facilities (T6-B)</b></p> <p><b>T6: Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration (T6-C)</b></p>	<p><b>Obtain support to build the GSLC where the Graduate School will be located T6-D/E/F</b></p> <p><b>GSC Office in Student Union Building, or other designated location for the GSLC T6-D/E/F</b></p> <p><b>Some new housing constructed T6 E/F</b></p> <p><b>T6: Adequate office space for all K-State employees equipped to support their work and productivity (T6-D)</b></p> <p><b>T6: Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators (T6-E)</b></p>	<p><b>GSLC completed, Graduate School relocated T6-J/K</b></p> <p><b>GSC in GSLC T6-J/K</b></p> <p><b>All new housing constructed; eventually have some housing in SLC T6-J/K</b></p> <p><b>T6: High quality research laboratories and specialty spaces that enhance research and scholarly activities (T6-H)</b></p> <p><b>T6: 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-I)</b></p> <p><b>T6: An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning, and collaboration (T6-J)</b></p> <p><b>T6: Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and administrators (T6-K)</b></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).**

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| <input checked="" type="checkbox"/> Total research & development expenditures | <input checked="" type="checkbox"/> Endowment pool                              | <input type="checkbox"/> Number of National Academy members   |
| <input type="checkbox"/> Number of faculty awards                             | <input checked="" type="checkbox"/> Number of doctorates granted annually       | <input type="checkbox"/> Freshman to sophomore retention rate |
| <input type="checkbox"/> Six-year graduation rate                             | <input 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/Department to achieve its vision and outcomes?**

Response: A university-wide appreciation of the role and salience of graduate education in the achievement of a top-50 ranking among public research universities. The Graduate School now has one shared Development Officer and a commitment by the KSU Foundation to assist with fundraising.

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

Response: Increased staff, space, and funding. Employ an Assistant/Associate Dean (1.0 FTE) for Student Services to facilitate the implementation of programs described and to support K-State addressing challenges in the Pathways Through Graduate School and Into Careers (short term). Expand the Graduate School staff to support projected growth, improve student services, and enhance professional development activities by increasing the Technology Specialist to 1.0 FTE (short term); by adding one Admission Specialist (1.0 FTE) cross-trained to perform the duties of a Master's and Doctoral (intermediate); adding one Doctoral Specialist (1.0 FTE) (long term); and adding one Olathe Administrative Liaison (1.0 FTE) (long term).

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

Response: Development activities, in collaboration with the KSU Foundation, College Deans, and Department Heads, and via development efforts emanating from the Graduate School. Application fee increase will be used to support recruitment initiatives, scholarship support for students from underrepresented groups, and the proposed grant program. It is recommended that tuition remission for GRAs and tuition capture by the Graduate School for students who do not have tuition remission be implemented.

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