



# K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Agriculture & K-State Research and Extension

Department: Communications and Agricultural Education

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

**Mission:** To improve the quality of life and standard of living for Kansans by creating, managing, and delivering research-based information; and offering research and teaching in agricultural and environmental communication and agricultural education

**Vision:** The vision of the Department of Communications and Agricultural Education is

- To be recognized as a premier institution for undergraduate and graduate education and research in agricultural communication and education.
- To be a leader in interdisciplinary program development at Kansas State University related to global food systems.
- To lead the effective use of science-based communications and engagement strategies to educate and inform the public on behalf of K-State Research and Extension, the College of Agriculture, and Kansas State University.

2. What are your Department’s **key** strategic activities and outcomes?

3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. *(If your Department or similar unit is not in a College or Major Unit, skip this question.)*

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
<b>Academics</b>			
1. <b>Recruit, retain, support, and graduate highly successful undergraduates, emphasizing high-performing and diverse students and primarily future agriculture teachers and students interested in the environmental option of agricultural communication.</b>	A1 Undergraduate student numbers will increase by 10%; Target recruitment to underrepresented groups [A1, C1]	A1 Undergraduate student numbers will increase by 5%, with higher percentages in the teacher education and the environmental option and focus on underrepresented groups [A1, C1]	
2. <b>Enhance and emphasize experiential learning</b>	A2 All undergraduate students will have internship experiences; Critical thinking and reflection activities related to internship credits are implemented [D3]		
3. <b>Increase numbers of undergraduates involved with research</b>	A3 Curriculum options developed to promote research interaction [D3]	A3 Increase percentage of students with research experience to 20% [D3]	A3 Increase percentage of students with research experience to 40% [D3]
4. <b>Increase student international experience/global awareness</b>	A4 Increased percentage of students participating in international activities by 10% through increasing faculty-led experiences and infusing global awareness activities into curricula [D4, J4]	A4 Increased percentage of students participating in international experiences by 10% [D4, J4]	A4 Increased percentage of students participating in international experiences by 5% [D4, J4]

5. <b>Develop an option that provides pedagogical skill development for those not planning to teach in the classroom</b>	A5 Needs assessed for non-teaching option [A1]	A5 If needs determined and FTE available, non-teaching option developed and launched [A1]	
6. <b>Develop interdisciplinary doctoral program</b>	A6 Needs assessed for doctoral program with partners in Communications Studies and Leadership Studies and propose graduate certificate [F2, I3]	A6 If needs exists, doctoral program launched [F2, I3]	
7. <b>Develop interdisciplinary secondary major in food and agricultural leadership</b>	A7 Needs assessed for interdisciplinary secondary major (Global Food Systems Leadership) and proposal created for it (working closely with Leadership Studies and others); secondary major launched [I1]	A7 Placement and industry response used to hone secondary major; 50 students graduated with secondary major [I1]	
8. <b>Increase funding for undergraduate scholarships and endowed position in department</b>	A8 Goals for development defined with foundation officer and faculty; development plan outlined [E1, E3, M, R1]	A8 Increased endowment by 60% [E1, E3, M, R1]	A9 Increased endowment by 100% [E1, E3, M, R1]
9. <b>Increase funding for graduate student assistantships</b>	A9 Numbers of assistantships determined to be realistic given FTE and funds aligned internally and through extramural funding [E4, H1]	A9 Numbers of assistantships reassessed [E4, H1]	
10. <b>Increase scholarly output by faculty</b>	A10 Increased numbers of refereed publications per academic year as well as 10% in Master's degree students [F1, G1]	A10 Increased numbers of refereed publications per academic year [G1]	A10 Numbers of refereed publications per academic year at level of other aspirational institutions [G1]
11. <b>Redesign curricula periodically to maintain relevancy</b>	A11 Curricula updated with input from assessment and NCATE as well as advisory committees [D]	A11 Curricula reassessed [D]	A11 Curricula reassessed [D]
12. <b>Integrate with departmental service functions by providing research findings and collaborating as possible</b>	A12 Faculty regularly present research findings relevant to staff through regular brownbags	A12 Faculty regularly present research findings relevant to staff through regular brownbags	A12 Faculty regularly present research findings relevant to staff through regular brownbags
13. <b>Service professionals mentoring undergraduates in agricultural communications</b>	A13 Undergraduate interest areas matched to professional areas of expertise; annual meeting to discuss mentorship	A13 Mentorship program reassessed	
14. <b>Faculty train and mentor service professionals and KSRE professionals in teaching methods and data collection</b>	A14 KSRE educators and communications professionals trained in teaching methods – increased offerings	A14 All KSRE communicators who participate in training activities have been trained in teaching methods	

<b><u>Culture/Recognition</u></b>			
1. <b>Continue to develop proactive culture of customer service, personal accountability, and commitment to collaboration and communication.</b>	C1 Curriculum that defines proactive culture, customer service, personal accountability, collaboration. All professional staff trained. On-boarding materials developed for new employees	C1 Training continued; Evaluation criteria defined and used	C1 Training continued; Evaluation criteria defined and used
2. <b>Promote solutions-oriented thinking</b>	C2 Activities developed to train professional staff in solutions-oriented thinking. On-boarding materials developed for new employees	C2 Training continued; Evaluation criteria defined and used	C2 Training continued; Evaluation criteria defined and used
3. <b>Promote work of department and celebrate successes</b>	C3 Departmental promotional materials updated and successes noted in regular communication	C3 Departmental promotional materials updated and successes noted in regular communication	C3 Departmental promotional materials updated and successes noted in regular communication
<b><u>Strategy/Operations</u></b>			
1. <b>Strategically invest human capital to align with the communications and IT needs of KSRE and KSU.</b>	S1 Staffing plans developed and implemented in collaboration with like units on campus [Q2, COA Goal 5]	S1 Collaboration continued and evaluated [Q2, COA Goal 5]	S1 Collaboration continued and evaluated [Q2, COA Goal 5]
2. <b>Develop work flow systems for project management</b>	S2 Project management solutions adopted	S2 Project management solutions evaluated	S2 Project management solutions evaluated
3. <b>Integrate business process systems/platforms</b>	S3 Advocacy for enterprise-wide accounting solution that provides transparency; regularly report financials until an enterprise solution is implemented	S3 If university adopts usable accounting system, it will be implemented in unit	
4. <b>Lead strategic communications for KSRE's five grand challenges</b>	S4 Develop and implement marketing plan that works in collaboration with university marketing and provides local unit tools and standards [COA Goals 21 & 22]	S4 Collect data and evaluate marketing efforts. Revise and implement marketing plan [COA Goals 21 & 22]	S4 Collect data and evaluate marketing efforts. Revise and implement marketing plan [COA Goals 21 & 22]
5. <b>Use 2025 plan to guide daily work</b>	S5 Incorporate 2025 plan elements into performance evaluation system [N]		
<b><u>Facilities</u></b>			
1. <b>Meet the space and facility requirements for the department.</b>	F1 Remodeled and repurposed space to use more efficiently [F1]	F1 Up-to-date facilities with adequate space to perform departmental functions [F1]	F1 Possess technically advanced and maintained facility housing the entire department in one building with appropriate space for evolving needs [F1]

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

**Our primary resources are in experienced faculty and staff who are strongly committed to the missions of Kansas State University and K-State Research and Extension. Our excellent undergraduate and graduate students further our reach.**

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

The strong relationships we have developed within the college as well as with Information and Technology Services, Communications and Marketing, the College of Education, Leadership Studies, and Communication Studies are necessary to achieve our outcomes. Further, university/college level support for improved business operations (enterprise-wide accounting system, streamlined human resource system) will enable us to move more nimbly and with better information.

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

By working with our college, K-State Research and Extension, and the KSU Foundation.

**6. How does your plan link to the K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics?  
(See below)**

## 6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-5 - Number of doctorates granted annually B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b></p> <p>T1-1 - # of interdisciplinary research projects, institutes, and centers</p> <p>T1-2 - Total sponsored extramural funding expenditures</p> <p>T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p> <p>T1-5 - Total international research and development expenditures</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-F - Enhanced and systematic approach for UG research</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-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 in research</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 amongst our peers in the percentage of undergraduates involved in research</p>
<p><b>T2 - Undergraduate Educational Experience (UEE)</b></p> <p><b>Theme 2 Metrics:</b></p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</p> <p>T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty</p>	<p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-P - Faculty teaching and advising awards comparable to our</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-6 - % of undergraduate enrollment by demographic group</p> <p>T2-7 - Student satisfaction and utilization rates</p>	<p>and staff across the university</p> <p>T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research</p> <p>T2-D - Successful integration of undergraduate education and meaningful research is standard practice</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p>	<p>their viewpoint</p> <p>T2-M - Increased undergraduate contributions in the creation of scholarship through research</p> <p>T2-N - Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>benchmark institutions</p> <p>T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p>
<p><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></p> <p>T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-3 - # and % of graduate programs offering competitive compensation and support packages</p> <p>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-6 - # of graduate terminal degrees awarded</p> <p>T3-8 - Graduate student satisfaction and utilization rates</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p> <p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-D - Outstanding mentoring for our graduate students</p> <p>T3-E - Expectation of excellence for the graduate scholarly experience</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p> <p>T3-G - Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate</p>	<p>T3-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p> <p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p> <p>T3-M - Increased number of Doctorates Awarded</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-O - World-class reputation as a preferred destination for outstanding graduate students</p> <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> <p>T3-Q - Doctorates Awarded comparable with benchmark institutions</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
	students		
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b></p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p> <p>T4-G - Enhanced visibility and appreciation for Engagement 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</p> <p>T4-I - All undergraduate students engaged in at least one engagement /service learning project</p> <p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-L - Increased capacity to respond to emergencies worldwide</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</p> <p>T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale</p> <p>T4-P - Recognized as a leader in Engagement reaching both rural and urban communities</p>
<p><b>T5 - Faculty and Staff</b></p> <p><b>Theme 5 Metrics:</b></p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</p> <p>T5-5 - % of tenure/tenure-track faculty by demographic group</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</p> <p>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</p> <p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>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</p> <p>T5-I - Stable funding available for recruitment and retention of top level faculty and staff</p> <p>T5-J - Optimal number of faculty and staff comparable with our benchmark institutions</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p><b>T6 - Facilities and Infrastructure</b></p> <p><b>Theme 6 Metrics:</b> T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure</p>	<p>T6-C - 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</p>	<p>T6-D - Adequate office space for all K-State employees equipped to support their work and productivity</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</p>