



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Arts and Sciences

Department: Economics

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?

Through a comprehensive process including faculty, our advisory council, and students, we have arrived at the following statement of our strategic intent:

The Kansas State University Department of Economics will be an innovative, nationally recognized program known for highly skilled graduates from career-based study tracks and a successful graduate program anchored by a talented faculty consistently producing high-impact, field-focused research.

We have set four broad goals derived from this intent:

- We will have quality adjusted research output consistent with the top 40 economics departments among public research universities.
- We will be recognized nationally for offering an innovative economics major.
- Our graduate program will be recognized nationally as one of the top 40 graduate programs among public research universities.
- We will be an exemplary department in terms of engagement with students, alumni, and the business community.

All departmental goals are related to the broad K-State 2025 goal of being a top 50 public research university. Many are related to the more narrow university metrics of that goal. These relationships are given in the table below. We have also identified several activities beyond these goals which are aligned with university K-State 2025 goals.

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.)

Goal 1: We will have quality adjusted research output consistent with the top 40 economics departments among public research universities.

The bottom line: We will double our quality adjusted research output relative to a baseline measure covering the 2009-2012 academic years. This will raise our level of research productivity to that of departments in the target range.

- See the document "top forty ranking" for measurement details regarding rankings.
- See "quality adjusted research measure" for measurement details regarding research.

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>
Hiring new faculty with research profiles and potential in line with our target institutions. Recruiting high-performing senior faculty.	Hire on our currently open tenure track line in the area of time series analysis. Hire replacement faculty if the need arises. Salary and startup packages will be competitive. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Continued commitment to competitive hiring. Successfully compete for new faculty against departments currently ranked 30-45. See new hires on target for tenure who contribute to the research reputation of the department.	Continued commitment to competitive hiring. Competitive hiring seen as the key reason for achieving research goals. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]

Retaining productive senior faculty.		[Themes 1 2, 3, 5, 6, 8, 9, and 10 College plan]	
Putting in place an incentive structure that is consistent with research output targets. See related documents: <ul style="list-style-type: none"> "proposed faculty evaluation document" "proposed tenure and promotion document" "guidelines for release time and summer support" 	Develop selling points for endowed positions which are attractive to donors and administration. Approach administrators and donors with different alternatives for endowed positions (i.e., fellowships, professorships, and endowed chairs). [Themes 1, 2, 3, 5, 6, 7, 8, 9, and 10 College plan]	1 endowed position created and filled. [Themes 1, 2, 3, 5, 6, 7, 8, 9, and 10 College plan]	3 endowed positions created and filled. Report on the effectiveness of endowed positions in achieving goals. [Themes 1, 2, 3, 5, 6, 7, 8, 9, and 10 College plan]
Increasing the number of faculty members to be closer to target institutions.	Discuss a plan with KSU administrators to address the salary gap of tenured faculty relative to target institutions. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Salaries of tenured faculty will on average correspond to the average salary received in the target institutions. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Salaries of tenured faculty will on average exceed those paid in target institutions. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]
	Approve a revision of the departmental evaluation document to align it with this goal. Approve a revision of the departmental tenure and promotions document to align it with this goal. Establish guidelines for competitive release time from teaching to support research leading to quality publications. Establish guidelines for competitive summer research support. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Implement evaluations document. Implement tenure and promotion document. Identify funding sources for summer support and release time. Fully implement new service practices as outlined in faculty evaluation document. Evaluate all documents for effectiveness and revise as needed. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Revise and update documents as needed. Incentive structure fully implemented and seen as contributing strongly to Goal 1. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]
	Specify specific anticipated contributions of new hires. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Hire two additional faculty members using two new lines at the rates paid in target institutions. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]	Total of two new lines created plus two additional instructor lines. [Themes 1, 2, 3, 5, 6, 8, 9, and 10 College plan]

Goal 2: We will be recognized nationally for offering an innovative economics major.
The bottom line: Our graduates will successfully compete for the best jobs, get accepted to highly-ranked graduate and professional programs, and be able to apply economic thinking in any career.

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>
Attract the right students to the major through scholarships and energetically promoting the major as a best option for ambitious and creative students. B-2,B-8 T-2	Begin development of a message that attracts top undergraduate talent to the department. This will be related to the scholarships and tracks. We expect to have 18 endowed scholarships available at a	We will implement the recruiting efforts and will have a total of 30 endowed scholarships at a total cost of \$750,000. [Themes 1, 5, 7, 8, and 9 in the College plan]	We will consistently attract top talent to the major. We will have a total of 35 endowed scholarships whose total cost is estimated to reach \$875,000. [Themes 1, 5, 7, 8, and 9 in the College plan]

<p>Revise the curriculum.</p> <p>See related documents:</p> <ul style="list-style-type: none"> • “career based study tracks” • “distinction overlay” <p>T-2</p> <p>Increase the number of majors involved with research. Features will be an upper level research course, an undergraduate research day, travel support for student researchers, and involvement of faculty hired on endowed lines.</p> <p>B-8</p> <p>T-2</p> <p>Improve the process of transitioning to the workplace for our students.</p> <p>T-2</p> <p>Develop a strategy to promote a culture of innovation in teaching practices.</p> <p>T-2</p> <p>Exploring online education opportunities.</p> <p>B-6, B-7</p> <p>T-2</p> <p>Improve undergraduate advising.</p> <p>T1, T2</p>	<p>total cost of \$450,000. [Themes 1, 5, 7, 8, and 9 in the College plan]</p> <p>Approve a plan to create career-based tracks and a distinction overlay. The distinction overlay will be related to scholarship goals. At least one new course created in line with approved new tracks. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Establish benchmark measure of undergraduate research. Approve the plan to create career-based tracks and a distinction overlay. Submit grant for undergraduate research travel. Identify outlets for undergraduate research. Approve plan for development of undergraduate research class. Investigate the implementation of an undergraduate research day. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Further develop our new introductory seminar to help students prepare for an eventual career. Establish a mentoring initiative to help students develop a network. The mentoring program will initially have at least 5 undergraduate participants. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Approve a plan to promote innovation in teaching. The plan will actively support innovation in teaching methodology and technology which moves the department toward the frontier in teaching effectiveness. [Themes 1, 5, 8, and 9 in the College plan]</p>	<p>Implement career-based tracks and a distinction overlay. At least three new courses created in line with approved new tracks. The tracks will be in place and we will be troubleshooting for problems. Marketing plan developed and implemented to attract best-fit students to the various tracks. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Substantial share of students pursuing a distinction overlay are involved with research. Identify stable funding source for undergraduate research travel. Expand utilized outlets for undergraduate research. Implement an undergraduate research class. Implement an undergraduate research day. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>The introductory seminar will be seen as highly valuable to students as they embark on their studies. The mentoring program will be in full operation and at least 1/3 of undergraduate majors will be involved. We will be troubleshooting for problems and making adjustments. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Multiple faculty members will have implemented innovative teaching methods as a result of this initiative. At least three departmental grants to implement innovation will have been approved. [Themes 1, 5, 8, and 9 in the College plan]</p>	<p>Career-based tracks and distinction overlay fully implemented. Multiple new courses created in line with this strategy. New faculty lines used to support this objective. Habit of continual evaluation and improvement of the tracks established. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>All students pursuing a distinction overlay will be involved with research. Faculty hired on endowed lines will be involved with seminar-style classes designed to improve research skills. The undergraduate research day will be a well-established feature of the program. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>The mentoring program will be in full operation and at least 1/3 of undergraduate majors will be involved. Habit of continual evaluation and improvement of the program established. [Themes 1, 5, 8, and 9 in the College plan]</p> <p>Most faculty members will have implemented innovative teaching practices. [Themes 1, 5, 8, and 9 in the College plan]</p>
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	300 students enrolled annually in high quality online courses. We will further develop these courses in line with K-State 2025's objective of increasing retention and 6 year graduation rates. [Themes 1, 5, 8, and 9 in the College plan]	350 students enrolled annually in high quality courses. [Themes 1, 5, 8, and 9 in the College plan]	350+ students enrolled annually in high quality courses. [Themes 1, 5, 8, and 9 in the College plan]
	Seek funding for advising specialist from the college. Discuss with administration the benefit to students, research productivity, and other teaching initiatives of hiring for this position. [Themes 1, 5, 8, and 9 in the College plan]	Funding provided and position filled. [Themes 1, 5, 8, and 9 in the College plan]	Funding provided and position filled. [Themes 1, 5, 8, and 9 in the College plan]

Goal 3: Our graduate program will be recognized nationally as one of the top 40 graduate programs among public research universities.
The bottom line: The job market outcomes and research output of the graduates of our PhD and MA programs will be similar to those in departments currently ranked 30-45. Research productivity of faculty is the key to having a successful graduate program. Beyond this, the following key activities relate to this goal.

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>
Increased graduate student stipends to exceed that of target institutions. B-5 T-3	Inventory possibilities for increasing graduate stipends. At least 2 students recruited with pay supplemented by resources beyond college allocation. [Themes 1, 6, 7, and 9 in the College plan]	Work with college and university to make stipends more competitive overall. This will include the creation of competitive graduate fellowships. [Themes 1, 6, 7, and 9 in the College plan]	All graduate student stipends consistent with any top 40 graduate programs. [Themes 1, 6, 7, and 9 in the College plan]
Providing support for graduate student travel. B-5 T-3	\$2,000 budget allocated. [Themes 1, 6, and 9 in the College plan]	Appropriate budget determined. 80% of appropriate budget allocated. [Themes 1, 6, and 9 in the College plan]	Appropriate budget available each year. [Themes 1, 6, and 9 in the College plan]
Enhancing teacher training for graduate students so that they are stronger in the job market. B-5 T-2, T-3	Construct a plan for teacher training and consider a course in pedagogy. [Themes 1, 5, 6, and 9 in the College plan]	A sustainable plan will be in place. [Themes 1, 5, 6, and 9 in the College plan]	The plan will be sustainable and will change with the times. [Themes 1, 5, 6, and 9 in the College plan]
Setting incentives properly for faculty contributions to the graduate program. B-5 T-3	Approve revised guidelines for annual evaluation, and tenure and promotion, which appropriately allocate service and teaching responsibilities in line with this initiative. [Themes 1, 6, and 9 in the College plan]	Evaluations and resource allocations fully reflect revised guidelines. Evaluate policies for effectiveness and refine as needed. [Themes 1, 6, and 9 in the College plan]	Policies fully implemented and promotion decisions made based on new guidelines. [Themes 1, 6, and 9 in the College plan]
Increase the size of the graduate program. B-5 T-3	Maintaining the size of the graduate program by hiring new faculty	Begin increasing the size of the graduate program in terms of the	Increase the size of the graduate program and offer multiple new

<p>Audit and update our course offerings for maximum effectiveness. T-3</p> <p>Better marketing of the program through our website and other means. T-3</p>	<p>members using existing lines at the rates paid in target institutions. [Themes 1, 6, and 9 in the College plan]</p>	<p>number of students and offer two new graduate courses. The hire of two additional faculty members using two new lines at the rates paid in target institutions will be important to achieve this objective. [Themes 1, 6, and 9 in the College plan]</p>	<p>graduate courses. It is also expected that two additional instructor lines will be in place, allowing tenure and tenure track faculty necessary time release for program development. Our goal will be to average 7 PhD graduates per year in contrast to the current 4.6 over the last 5 years. This is more than a 50% increase. Calculations exclude those earning a PhD in economics from the AgEcon department. [Themes 1, 6, and 9 in the College plan]</p>
	<p>Engage in a discussion of course offerings with goal 3 as the guiding principle. [Themes 1, 6, and 9 in the College plan]</p>	<p>Implement any needed changes identified in the conversation. [Themes 1, 6, and 9 in the College plan]</p>	<p>Course offering will be fully consistent with goal 3. [Themes 1, 6, and 9 in the College plan]</p>
	<p>Develop a strategy for marketing of the program through our website and other means. [Themes 1, 6, and 9 in the College plan]</p>	<p>Implement the strategy. [Themes 1, 6 and 9 in the College plan]</p>	<p>Update and revise the strategy. [Themes 1, 6, and 9 in the College plan]</p>

Goal 4: We will be an exemplary department in terms of engagement with students, alumni, and the business community.
The bottom line: We will establish a culture of engagement. Engagement helps us to attract the appropriate students to economics, keeps our programs current, generates support for initiatives, and helps us identify opportunities for our graduates. Some examples of engagement activities which will become habitual are listed below. Others will be identified in consultation with the advisory council and the foundation. In this section we also address the administrative efforts required to achieve the four goals.

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>
<p>Involvement of alumni and friends of the department. B-2 T-2</p> <p>Business outreach. B-2 T-2</p> <p>Communication and marketing. T-2</p> <p>Administration</p>	<p>We will continue to interact with our advisory council and will continue to find ways to maximize their impact on the department. We will involve alumni and friends in the mentoring process [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will continue our constructive interaction with our advisory council. We will monitor the impact of the council on the department to assure the effectiveness of these efforts. The advisory council will regularly to go over the progress of the department in its strategic plan. We will involve alumni and friends in the mentoring process. We will have alumni and friends as guest speakers with greater frequency. The department will be active in several sources of social media. [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will continue our constructive interaction with our advisory council. We will monitor the impact of the council on the department to assure the effectiveness of these efforts. The advisory council will regularly to go over the progress of the department in its strategic plan. We will involve alumni and friends in the mentoring process. We will have alumni and friends as guest speakers with greater frequency. The department will be active in several sources of social media. [Themes 1, 7, 8, and 9 in the College plan]</p>

	<p>Several business leaders will be invited to speak to the economics club, sophomore seminar, or senior seminar. We discuss ways to improve business outreach. [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will have established ongoing relationships with several relevant businesses. Several members of the advisory council will be business representatives who are not alumni of the department. We expect to have outside speakers from the business community for the Economics Club meetings and for the Senior seminar series. We will habitually look for ways to improve business outreach. [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will have established ongoing relationships with several relevant businesses. Several members of the advisory council will be business representatives who are not alumni of the department. We expect to have outside speakers from the business community for the Economics Club meetings and for the Senior seminar series. We will habitually look for ways to improve business outreach. [Themes 1, 7, 8, and 9 in the College plan]</p>
	<p>We will prepare a marketing strategy for our scholarship goals. We will become active or more active on Twitter, Facebook and LinkedIn. [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will implement the marketing strategy for our scholarship goals and will develop a marketing strategy for our undergraduate tracks. We expect that some faculty will regularly submit items to K-State today and will use other forms of social media such as blogs and etc. We expect that most members of the faculty will be fully engaged in different forms of social media. The marketing plan of our degrees and majors will continuously improve over time. The online presence of the department will equal that of the most active departments on campus. [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will implement the marketing strategy for our scholarship goals and will develop a marketing strategy for our undergraduate tracks. We expect that some faculty will regularly submit items to K-State today and will use other forms of social media such as blogs and etc. We expect that most members of the faculty will be fully engaged in different forms of social media. The marketing plan of our degrees and majors will continuously improve over time. The online presence of the department will equal that of the most active departments on campus. [Themes 1, 7, 8, and 9 in the College plan]</p>
	<p>The four goals require significant new administrative work. To accomplish these we will make the following additional requests.</p> <ul style="list-style-type: none"> • Creation of a position of assistant department head with summer salary support. • Full funding from the college for our director of graduate studies and director of undergraduate studies positions. [Themes 1, 7, 8, and 9 in the College plan] 	<p>We will have sufficient administrative assistance to implement all aspect of this intent. This will help foster an environment of continual improvement and innovation in the department. All members of department administration will have sufficient time to also be contributors to the research goals of the department [Themes 1, 7, 8, and 9 in the College plan]</p>	<p>We will have sufficient administrative assistance to implement all aspect of this intent. This will help foster an environment of continual improvement and innovation in the department. All members of department administration will have sufficient time to also be contributors to the research goals of the department. [Themes 1, 7, 8, and 9 in the College plan]</p>

Other contributions to K-State 2025 metrics: Aside from the goals deriving from our Strategic Intent process, the department will undertake the following activities to help K-State achieve its K-State 2025 goals.

Key Activities	Short Term (2013-2015)	Intermediate (2016-2020)	Long Term (2021-2025)
Explore opportunities to nominate faculty and graduate students for awards. B-4	None.	Develop a list of awards and identify faculty and graduate students who can be nominated. [Theme 2 in the College plan]	Habitually review opportunities to nominate faculty and graduate students for awards. [Theme 2 in the College plan]
Participate in college efforts to improve freshman-to-sophomore retention rates. Most of our majors do not declare as freshman so improvement is not an explicit departmental goal. Through our general survey courses we can have an impact at the college and university levels. B-6	Respond energetically to college and university initiatives.	Respond energetically to college and university initiatives. Some of our innovation efforts will focus on further improving our general survey courses. Development and/or extension of online course will provide opportunities to retake courses online so that students can better stay on track if they stumble in these classes. [Themes 1 and 6 in the College Plan]	Respond energetically to college and university initiatives. Some of our innovation efforts will focus on continually improving general survey courses. [Themes 1 and 6 in the College Plan]
Participate in college efforts to improve 6 year graduate rate. Our declared majors graduate within 6 years at a high rate so improvement is not an explicit departmental goal. Through our general survey courses and many service courses we can have an impact at the college and university level. B-8	Respond energetically to college and university initiatives.	Respond energetically to college and university initiatives. Some of our innovation efforts will focus on further improving general survey courses and service courses. Development and/or extension of online opportunities to better facilitate those students for whom on-campus classes are not possible. [Themes 1 and 6 in the College Plan]	Respond energetically to college and university initiatives. Some of our innovation efforts will focus on further improving general survey courses and service courses. Development and/or extension of online opportunities to better facilitate those students for whom on-campus classes are not possible. [Themes 1 and 6 in the College Plan]

T-6 Note: Facilities and infrastructure are a major concern for our department, especially the lack of quality classrooms and office space. We also recently lost our best offices for graduate teaching assistants. This problem seems beyond the scope of the department but is essential for long-term excellence. Any conversation about K-State's future should keep this central. The department will be happy to participate in activities that bring about improved facilities. It has not been made a specific goal since the issue is university-wide.

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

- The university and college commitment to K-State 2025 goals implies competitive hiring, proactive retention of productive faculty, competitive funding for graduate students, and the ability to add the required number of faculty in the department to achieve goals. With these changes, we are very well positioned for strong improvement.
- We will continue to generate resources through DCE.
- We have an active advisory council to aid in program development and fundraising to support initiatives.
- We have a strong research faculty capable of improved research productivity with improved support.
- We have a strong graduate program which can be scaled up with additional resources.
- Our faculty share a dedication to quality teaching and growth in undergraduate research.

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

- Sufficient resources for competitive hiring (salary and startup packages).
- Three endowed chairs to recruit high performing senior faculty.
- Funding for proactive retention of productive faculty.
- Two new tenure track faculty lines.
- Two new instructor lines.
- Funding for summer research support.
- 35 endowed undergraduate scholarships at a total cost of \$875,000.
- Funds to offer graduate stipends to exceed that of target institutions.
- Funding for graduate student travel.
- Funding to increase the number of graduate student stipends.
- Summer pay for an assistant department head position (one month summer salary).
- Strong support from the university or college for our engagement activities.
- Strong support from the foundation for fundraising efforts.
- Improved facilities including quality classrooms and more office space.
- Restoration of support for the director of graduate studies and director of undergraduate studies stipends to pre-crisis levels.

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

- The department is counting on support from the college and university to meet many of the most urgent and important needs.
- Through the goal of exemplary engagement, the department will create an environment conducive to fundraising.
- The department will work energetically with the foundation and administration to raise funds for initiatives when appropriate.
- The department will generate some revenue from online courses.

**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-2 - Endowment pool B-4 - Number of faculty awards B-5 - Number of doctorates granted annually B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate 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>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</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-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs</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-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-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-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</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 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics:</p> <p>T2-1 - # and % of undergraduate students participating in a meaningful international experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-5 - # of students awarded national and international prestigious scholarships</p> <p>T2-6 - % of undergraduate enrollment by demographic group</p> <p>T2-7 - Student satisfaction and utilization rates</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 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-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p> <p>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</p> <p>T2-K - Superior and diverse faculty recognized for teaching excellence</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand 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>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 benchmark institutions</p> <p>T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R - Six-Year graduation rates comparable to 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>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</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>T3-5 - # of graduate students participating in a unique high level learning and experiential training</p> <p>T3-6 - # of graduate terminal degrees awarded</p> <p>T3-7 - Total graduate students enrolled by demographic group and degree type</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-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-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> <p>T3-Q - Doctorates Awarded comparable with benchmark institutions</p>
<p>T4 - Engagement, Extension, Outreach and Service</p>	<p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p>	

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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>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships</p> <p>T5-3 - Competitive compensation packages for faculty and staff</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>T5-6 - % of fulltime staff 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-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>