



**K-State 2025 Strategic Action and Alignment Plan**  
**College or Major Unit: College of Arts and Sciences**  
**Department: Philosophy**

**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:** The Philosophy Department’s mission includes three core areas: 1) publishing peer reviewed research, 2) teaching (minors and majors) students the analytic, formal and exegetical skills necessary to engage philosophical issues of import in both philosophy and related areas in which ethical policy choice occurs, e.g. law, ministry, business, and science, and 3) serving non-major students by introducing them to essential philosophical ideas while developing such skills as critical reasoning, reading, and analytical writing. The Department thereby contributes directly to Kansas State University’s responsibility for developing human potential, expanding knowledge, enriching cultural expression, and its mission to provide all students with opportunities to develop the knowledge, understanding, and skills characteristic of an educated person, preparing its students to be informed, productive and responsible citizens.

**Vision:** We intend over the next 12 years expand our program, increasing research productivity, external awards, and the numbers of majors and non-major students served, and to develop a master’s program. Collectively, these activities will enhance our ability to serve the College of Arts and Sciences’ core missions of providing high quality liberal arts education for all K-State students, promoting high-quality graduate education and scholarly research, maintaining the highest quality undergraduate majors, and serving not only the discipline of philosophy, but our state and nation by training students to rigorously integrate both values and consequences in policy choice.

**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>
1. Increase number of majors to 80 to 100.	<p><b>A:</b> Use limited number of large sections for next 3 semesters to reduce backlog of Junior and Senior students in need of philosophy section. [IA]</p> <p><b>B:</b> Increased use of First Year Seminars to 3. [IA]</p> <p><b>C:</b> More active outreach with JCCC and other 2-year institutions. [IA]</p> <p><b>D:</b> Numbers of Ju and Sr students in need should fall below 650 and 700 respectively by end of this period. [IA]</p>	<p><b>D:</b> Number of Ju and Sr CAS students in need of philosophy should be below 650 and 550 at the end of this period. [IA]</p>	

		<p>E: Increased use of Freshmen and Sophomore only sections to 4+ in fall and 6+ in spring semesters. [1A]</p> <p>F: Reduction of section size to 35 students by end of period. [IA]</p> <p>G: Expansion of 300 level offerings outside the major (3 per academic year). Where possible, these should be interdisciplinary. [IA]</p> <p>H: Major should have ~60 students by end of this period. [IA]</p>	
2. Obtain 4 new tenure-track lines and 1 standing 3 year post-doctoral appointment, for a total departmental size of 17.			I: Number of majors should be above 80 the end of this period. [IA]
		A: Increase tenure lines by 2, to 14. One hire in area of applied ethics/political philosophy, one hire in applied formal/empirical philosophy. [IA, IIA, IIIB, IIID, IVA]	A: Increase tenure lines by 2 more, to 16. One hire in applied ethics/political philosophy, one hire in applied formal philosophy. [IA,IIA,IIIB,IIID,IVA]
3. Increase real faculty salaries by 20%.			B: Resource a post-doctoral, 3 year contract appointment, either by grants or endowment. [IA, IVA]
4. Increase scholarship dollars.		A: Obtain 2 endowed professorships. [IA, IIIB, IIID, IVA, VA]	A: Obtain 2 further endowed professorships. [IA, IIIB, IIID, IVA, VA]
5. Fund internships in policy contexts.		A: Obtain resources to award \$10,000 per year in scholarships. [IA]	A: Obtain resources to award \$15,000 per year in scholarship. [IA]
		A: Secure funding for 2 internships at \$8,000 each, at least one in international context. [IA, IIID]	A: Secure funding for 2 more internships, at \$8,000 each, at least one in international context. [IA, IIID]
6. Increase student research participation.	<p>A: Identify students with potential for graduate school earlier in career, and begin working with students on publishable/presentable research earlier in undergraduate careers. [IA, IIID]</p> <p>B: Develop research programs suitable for undergraduate participation (simulation using agent based models, x-phi, moral psychology). [IA, IIID]</p>		
		B: Continue development of new research programs with new hires. [IA, IIID]	

		<p>C: Have at least 1 student paper per year, on average, accepted for presentation/publication in peer reviewed journals. [IA, IIID]</p> <p>D: Include undergraduate student support in grant applications. [IA, IIID]</p> <p>E: Develop working computer lab for students, for use in causation, game theory and decision theory courses; student simulations and data analysis. [IA, IIID, VIE]</p>	<p>C: Have at least 2 student papers per year, on average, accepted for presentation/publication in peer reviewed journals. [IA, IIID]</p> <p>D: Include both undergraduate and graduate student support in grant applications. [IA, IIID]</p>
<p>7. Increase number/dollar amounts of external awards.</p>	<p>A: Begin seeking partnerships with other departments with experience in securing grants, exploring projects in which philosophy can be applied to real world problems. [IA, IIIB, IIID]</p>	<p>B: Submit 7 grant applications per year, on average. [IA, IIIB, IIID]</p> <p>C: About 1/2 of faculty should have secured or be actively seeking external money by the end of this period [IA, IIIB, IIID]</p> <p>D: At least 1 successful award per year, for at least \$100,000, by the end of this period. [IA, IIIB, IIID]</p>	<p>B: Submit at least 14 applications per year. [IA, IIIB, IIID]</p> <p>C: About ¾ of faculty should have secured or be actively seeking external support by the end of this period [IA, IIIB, IIID]</p> <p>D: At least 3 successful awards per year, for at least \$300,000 in funds. [IA, IIIB, IIID]</p>
<p>8. Develop Master's Program</p>	<p>A: By end of period fully developed plan for the program should be in place, with provisional agreement from the Dean of A&amp;S [IA, IIIB, IIID, IVA]</p>	<p>A: Seek approval for program at University and Regents level, subsequent to or contemporaneously with expanded hires. [IA, IIIB, IIID, IVA]</p>	<p>B: Begin excepting students for Master's study in first part of period; graduate first students in second part of this period. [IA, IVA]</p>

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

We currently have 12 of the needed 16 tenure lines; we anticipate the retirement over the 2025 period of at least 3 faculty, freeing those lines for new hires. Departmental history and the current economy make unusually good junior hires possible. The current importance of research topics of interest to department (emerging democracies and Islam, science policy and science advocacy among others) suggests long-term support for research agendas are possible.

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

We will need 4 new tenure track lines, one post-doctoral line; alumni support for scholarship and internship funding; support for increased faculty salaries by ~20% in real terms, either through endowments or otherwise.

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

While maintaining a diverse faculty, we will reorient research agendas in the department, with a focus on grantable research. We will seek also support from Alumni and other donors.

**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-4 - Number of faculty awards B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-2 - Culture CE-3 - Diversity CE-5 - Funding CE-6 - International

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-C - Increased funding for investigator-based research, research centers, and graduate training grants</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-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</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-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>

**Links to University Thematic Goals, Outcomes, and Metrics**

<p align="center"><b>Links to 2025 Thematic Goals and Metrics</b></p>	<p align="center"><b>Links to Short Term Outcomes (2011 – 2015)</b></p>	<p align="center"><b>Links to Intermediate Outcomes (2016 – 2020)</b></p>	<p align="center"><b>Links to Long Term Outcomes (2021 – 2025)</b></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>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</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-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-R - Six-Year graduation rates comparable to benchmark institutions</p>
<p><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b></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-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-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>

**Links to University Thematic Goals, Outcomes, and Metrics**

<p align="center"><b>Links to 2025 Thematic Goals and Metrics</b></p>	<p align="center"><b>Links to Short Term Outcomes (2011 – 2015)</b></p>	<p align="center"><b>Links to Intermediate Outcomes (2016 – 2020)</b></p>	<p align="center"><b>Links to Long Term Outcomes (2021 – 2025)</b></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-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p>	
<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>T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement</p> <p>T4-4 - # of engagement activities and programs disaggregated by</p>	<p>T4-A - Enhanced integration between academics and student service learning</p> <p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</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-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level</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-J - Increased number of graduate students involved in Engagement</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</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>

**Links to University Thematic Goals, Outcomes, and Metrics**

<b>Links to 2025 Thematic Goals and Metrics</b>	<b>Links to Short Term Outcomes (2011 – 2015)</b>	<b>Links to Intermediate Outcomes (2016 – 2020)</b>	<b>Links to Long Term Outcomes (2021 – 2025)</b>
geographic boundaries  T4-5 - # of participants involved in community-based research and outreach projects	T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community		
<b>T5 - Faculty and Staff</b>  <b>Theme 5 Metrics:</b>  T5-1 - # of national and international faculty awards  T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships  T5-3 - Competitive compensation packages for faculty and staff  T5-4 - # and % of faculty and staff participating in international experiences  T5-5 - % of tenure/tenure-track faculty by demographic group	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas  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	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	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  T5-J - Optimal number of faculty and staff comparable with our benchmark institutions



**Links to University Thematic Goals, Outcomes, and Metrics**

<p align="center"><b>Links to 2025 Thematic Goals and Metrics</b></p>	<p align="center"><b>Links to Short Term Outcomes (2011 – 2015)</b></p>	<p align="center"><b>Links to Intermediate Outcomes (2016 – 2020)</b></p>	<p align="center"><b>Links to Long Term Outcomes (2021 – 2025)</b></p>
<p><b>T6 - Facilities and Infrastructure</b></p> <p><b>Theme 6 Metrics:</b></p> <p>T6-1 - # and % of technology enabled classrooms</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-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>