



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: K-State Salina

Department: Aviation Technology

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: Excellence in aviation. To cultivate excellence in all that we do.

Vision: To produce premier aviation professionals by being the leader among collegiate aviation peers.

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>
<p>THEME 1: RESEARCH, SCHOLARLY AND CREATIVE ACTIVITIES, AND DISCOVERY (RSCAD)</p> <p>Faculty are nationally recognized for their scholarly contributions to the aviation industry and aviation education.</p> <p>Nationally ranked academic programs are enhanced and supported by applied research integrated throughout the undergraduate curricula.</p> <p>Expand funding, program offerings, and industrial/economic impact of the Applied Aviation Research Center (AARC).</p>	A. Address and balance teaching loads for faculty engaged in scholarly/creative activities [1-G]		
	B. Individualized faculty development plans are created in order to build research potential/capacity of faculty [1-C]	B. Increase the number of peer-reviewed publications or presentations to 8 per year [1-B, 1-E]	B. Increase the number of peer-reviewed publications or presentations to 12 per year [1-B, 1-E]
	C. Increase number of industry publications to 2 per year [1-D, 1-E, 1-G]	C. Increase number of industry publications to 4 per year [1-E]	C. Increase number of industry publications to 6 per year [1-E]
		D. One fully-funded research faculty, other contract buy-out options available as faculty grant funding permits [1-A, 1-D, 1-G]	
	E. 1 additional funded research program with at least 1 research employee [1-G]	E. 2 additional funded research programs with at least 1 research employee each [1-G]	E. 4 additional funded research programs with at least 2 - 4 research employees each [1-G]
	F. Established continuous federal funding stream for AARC [1-A, 1-G]	F. 2 continuous funded contracts for AARC [1-A, 1-G]	F. 4 continuous funded contracts for AARC [1-A, 1-G]
	G. 20% of aviation courses embed information literacy based, writing research project in curriculum [1-F, 1-H]	G. 40% of aviation courses embed information literacy based, writing research project in curriculum [1-F, 1-H]	G. 60% of aviation courses embed information literacy based, writing research project in curriculum [1-F, 1-H]
		H. 25% of aviation courses incorporate applied research	H. 50% of aviation courses incorporate applied research

	I. 3 cross-disciplinary academic research projects [1F, 1-H]	project into curriculum [1F, 1-H] I. 6 cross-disciplinary academic research projects [1F, 1-H]	project into curriculum [1-F, 1-H] I. 12 cross-disciplinary academic research projects [1F, 1-H]
THEME II: UNDERGRADUATE EXPERIENCE	A. Develop and implement plan for selective undergraduate admissions requiring an average ACT score of 18 [2-F]	A. Increase average ACT score for admitted students to 20 [2-F]	A. Increase average ACT score for admitted students to 22 [2-F]
Offer high quality, high impact undergraduate education supported by curriculum based on relevant and emerging industry trends.	B. Each student maintains electronic portfolio [2-G, 2-J]	B. Electronic portfolio assessments included in departmental assessment processes [2-G, 2-J]	
Recruit and retain the top-tier academically qualified students.	C. Enrollment increases to 300 [2-F] D. 5% of courses include experiential learning component [2-A]	C. Enrollment increases to 350 [2-F] D. 10% of courses include experiential learning component [2-A]	C. Enrollment increases to 400 [2-F] D. 30% of courses include experiential learning component [2-A]
Support enrollment growth through the development of quality distance learning programs.	E. 70% freshman to sophomore retention rate [2-D] F. 70% six year graduation rate [2-D]	E. 80% freshman to sophomore retention rate [2-D] F. 80% six year graduation rate [2-D]	E. 90% freshman to sophomore retention rate [2-D] F. 90% six year graduation rate [2-D]
Integrate experiential learning opportunities into curricula to support a comprehensive undergraduate experience.	G. 2 companies actively recruiting on campus [2-B] H. 10% of undergraduates have an international experience [2-A]	G. 4 companies actively recruiting on campus [2-B] H. 25% of undergraduates have an international experience [2-A]	G. 6 companies actively recruiting on campus [2-B] H. 40% of undergraduates have an international experience [2-A]
Develop highly sought after graduates with enhanced employment opportunities.	I. Conduct comprehensive review of each academic program to ensure relevance of curriculum [2-H]	I. Develop and implement satisfaction survey in which 80% of students, alumni, and employers indicate satisfaction that program reflects objectives of the curriculum [2-C, 2-L]	I. 90% of students, alumni, and employers indicate satisfaction that program reflects objectives of the curriculum [2-C, 2-L]
Grow international student enrollment via effective recruitment and marketing strategies.	K. Individualized faculty development plans are created in order to improve quality of instruction offered by department [2-I, 2-K, 5-B]	K. Student evaluations report 80% satisfaction in quality of instruction offered by department [2-C, 2-G]	J. All academic options are accredited [2-H] K. Student evaluations report 90% satisfaction in quality of instruction offered by department [2-C, 2-G]
	L. Develop a plan to increase the number of distance programs offered by the department [2-F]	L. Number of distance courses offered annually increases to 10 [2-F]	L. Number of distance courses offered annually increases to 15 [2-F]
THEME IV – ENGAGEMENT, EXTENSION, OUTREACH, AND SERVICE	A. 4 departmental sponsored seminars offered to public per year	A. 6 departmental sponsored seminars offered to public per year	A. 8 departmental sponsored seminars offered to public per year
Aviation department is recognized as national provider for quality professional development and industrial outreach	B. 1 short course offered to public per year	B. 2 short courses offered to public per year	B. 3 short courses offered to public per year

training programs.			
THEME V – FACULTY AND STAFF	A. Number of terminally degreed tenure-track faculty increased by 1 [5-B, 5-C]	A. Number of terminally degreed tenure-track faculty increased by 3 [5-B, 5-C]	A. Number of terminally degreed tenure-track faculty increased by 2 [5-B, 5-C]
Recruit and retain high quality, terminally degreed faculty distributed in proportion to enrollment growth in program options.	B. Number of professionally degreed faculty/staff increased by 1 [5-B, 5-C]	B. Number of professionally degreed faculty/staff increased by 3 [5-B, 5-C]	B. Number of professionally degreed faculty/staff increased by 2 [5-B, 5-C]
Operate a lean and efficient flight operations unit comprised of professionally qualified instructors and staff with well-defined position duties and responsibilities.	C. Define qualifications and role profile requirements for lead positions		
Academic programs are led by nationally known faculty experts with specialization in option focus.	D. 25% of faculty have academic related international experience with study abroad, teaching/research partnerships [5-E]	D. 40% of faculty have academic related international experience with study abroad, teaching/research partnerships [5-E]	D. 50% of faculty have academic related international experience with study abroad, teaching/research partnerships [5-E]
Department faculty are actively engaged in international outreach, service, and research.			
THEME VI: FACILITIES AND INFRASTRUCTURE	A. 2 new classrooms with capacity for 30 students	A. 4 new classrooms with capacity for 30 students	A. Lecture hall with capacity for 400 students
Student experience is synergistically supported by a world class aeronautical facility that houses all program options and Applied Aviation Research Center in one shared space.	B. Plan for east hangar refresh completed	B. East hangar refresh completed	
	C. Ramp replacement completed [6-E]		
	D. 3 new complex trainers added	D. 2 new complex trainers added	D. 2 new complex trainers added
	E. 1 new multi-engine trainer added	E. 1 new multi-engine trainer added	E. 1 new multi-engine trainer added
Nationally recognized curricula are enhanced and supported by current and emerging lab and training equipment and technologies.	F. Funding plan developed for new jet	F. New jet purchased	
	G. Complete fleet replacement study to determine annual fleet and equipment replacement needs	G. \$2-3M in new equipment	G. \$2-3M in new equipment

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

We have faculty who can move ahead on some items. We are developing online courses which we hope will increase student enrollment. We are proposing a reorganization of the department, separating academics and flight which we hope will allow for increased efficiencies. We recently filled a new position of ground manager which provides a first line supervisor for the dispatchers and line crew. This should reduce much of the wasted time that was previously observed. Our new program lead for maintenance has eliminated much excess equipment which should yield some funds for equipment replacement. He is also interested in cooperating with engineering technology to allow them to teach some of the general courses such as drawings and electricity. This will increase the engineering technology FTE, eliminate duplication and allow aviation faculty time to engage in research.

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

Although we have started an aircraft replacement fund, it was years too late. To maintain the fleet age of around 15 years additional funds will be needed. In transforming the maintenance programs from a technical certificate program to one with areas of concentration we will need money for many new training aids and corporate type aircraft and engines. Much of our ground support equipment is old and in need of replacement. To complete with the top tier of aviation schools, we need a jet aircraft. To protect our aircraft from foreign object damage, we need to resurface the ramp. If our recruiting efforts are successful we will need additional office space for faculty, additional classrooms and a large lecture hall.

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

Some of the aircraft replacement costs will come from funds designated for that purpose. Some money is available in equipment sales funds for some new equipment. Increased FTE should provide funds for increases in faculty. Increased flying hours will provide some additional funds for support staff. Major items like a jet and ramp resurfacing are beyond the resources of the department. Grants or foundations dollars will be necessary for things like office space, classrooms and a lecture hall.

**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-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-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>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics:</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-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-F - Enhanced and systematic approach for UG research</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</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>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>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-7 - Student satisfaction and utilization rates</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-F - Effective system in place that supports and promotes teaching excellence</p>	<p>T2-K - Superior and diverse faculty recognized for teaching excellence</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-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)
	T2-H - Improved six-year graduation rates and retention ratios		
T3 - Graduate Scholarly Experience Theme 3 Metrics: T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities	T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation T3-D - Outstanding mentoring for our graduate students T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students		
T4 - Engagement, Extension, Outreach and Service Theme 4 Metrics: T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement T4-4 - # of engagement activities and programs disaggregated by geographic boundaries	T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide T4-D - Increased numbers and diversity of faculty and staff participating in Engagement	T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives	T4-P - Recognized as a leader in Engagement reaching both rural and urban communities
T5 - Faculty and Staff Theme 5 Metrics: T5-4 - # and % of faculty and staff participating in international experiences	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-J - Optimal number of faculty and staff comparable with our benchmark institutions

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)
T6 - Facilities and Infrastructure	T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation	T6-D - Adequate office space for all K-State employees equipped to support their work and productivity	<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> <p>T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities</p>