

Strategic Planning Committee**2006-08**

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Pending Approval/Endorsement

Preamble for 2008 - 2012 Strategic Plan

The *2008-2012 University Strategic Plan* provides the broadly based organizational and conceptual framework for Kansas State University. The plan communicates to both internal and external constituents the themes on which the university will focus in the near future. Within the university community, it serves as a guide to individual units as they establish more detailed plans and goals of their own. This document also communicates the university's plan to external constituents such as the Higher Learning Commission and accrediting agencies for the university's disciplinary and professional degree programs as well as college-level accrediting agencies.

Planning Context

In the Fall of 2006, Dr. M. Duane Nellis, Provost and Senior Vice President, appointed a 15-person task force to review and update the 2000-2005 Strategic Plan (<http://www.k-state.edu/provost/planning/strategy/vision99.htm>). The 2000-2005 planning themes were:

- *Support Recruitment, Retention, and Professional Development of High Quality Faculty*
- *Strengthen the Learning and Teaching Environment;*
- *Enhance the Quality of Graduate and Research Programs*
- *Develop the Library Infrastructure*
- *Develop the Information Technology Infrastructure*
- *Enhance a Diverse and Multicultural Environment*
- *Enhance International Emphases*
- *Define the University's Role in Mediated Learning*
- *Contribute to the State's Economic Development and Environmental Health*

To begin the review process, several subcommittees were formed. Each subcommittee examined and reviewed one or two themes of the 2000-2005 plan. During this process, requests were sent to a cross section of representatives within the Kansas State University community to review the 2000-2005 plan. They were asked to examine the extent to which themes and action items of the previous plan had been addressed and to suggest additions, deletions, and/or modifications.

After collecting these data, members of the task force presented, discussed, and analyzed their findings. The task force also reviewed data in the context the university's Mission Statement – to ensure any modifications to the previous plan were consistent with Kansas State University's identity and reputation as a student-centered, land-grant, and research institution.

Nine planning themes emerged as a result of this process. In some cases, themes from the 2000-2005 plan were continued in the 2008-2012 plan. In other cases, themes were modified to fit the current context of the university and its future. For example, the fourth theme of the 2000-2005 plan was changed from "Develop the Library Infrastructure" to "Improve 21st Century Academic Research Library Collections, Services and Facilities." A similar process was used to develop action items appropriate to each new, revised, or continued planning theme. Although modifications were made, clear connections exist between the current plan and the overall direction set forth in the 2000-2005 plan. Likewise, the current plan represents a logical

extension of the early document and is consistent with the historic and well-respected mission of Kansas State University.

Planning Themes for 2008 – 2012

The task force identified the following themes:

- Recruit, Retain, and Develop High Quality Faculty.
- Recruit, Retain, and Develop High Quality Professional and Classified Staff Members.
- Strengthen the Teaching, Learning and Student Life Environment.
- Enhance Graduate Education and Research Programs.
- Improve 21st Century Academic Research Library Collections, Services and Facilities.
- Provide Access to Technology for Information Exchange and for the Creation of New Knowledge.
- Foster a Diverse Multicultural Environment.
- Enhance International Emphases.
- Contribute to the State's Economic Development and Environmental Health.

The 2008-2012 University Strategic Plan will guide the direction of the university during the next five years. **Neither the themes nor the action items are listed in order of priority.** As this plan unfolds, the President, Provost and Senior Vice President, and other senior members of the central administration will work in concert with college deans, department heads, faculty members, unit directors, support staff, and other important internal and external stakeholders of Kansas State University to develop specific initiatives to address action items for each planning theme. The process of allocation and reallocation of new and existing resources within the university will be directed toward the achievement of these themes and constituent actions.

MISSION STATEMENT FOR KANSAS STATE UNIVERSITY

The mission of Kansas State University is to foster excellent teaching, research, and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation, and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students, and improvement in the quality of life and standard of living of those we serve.

Kansas State University is a comprehensive, research, land-grant institution serving students and the people of Kansas, the nation, and the world. Since its founding in 1863, the university has evolved into a modern institution of higher education, committed to quality programs, and responsive to a rapidly changing world and the aspirations of an increasingly diverse society. Together with other major comprehensive universities, K-State shares responsibilities for developing human potential, expanding knowledge, enriching cultural expression, and extending its expertise to individuals, business, education, and government. These responsibilities are addressed through an array of undergraduate and graduate degree programs, research and creative activities, and outreach and public service programs. In addition, its land-grant mandate, based on federal and state legislation, establishes a focus to its instructional, research, and extension activities which is unique among the Regents' institutions.

Through quality teaching, the university is committed to provide all students with opportunities to develop the knowledge, understanding, and skills characteristic of an educated person. It is also pledged to prepare students for successful employment or advanced studies through a variety of disciplinary and professional degree programs. To meet these intentions, the institution dedicates itself to providing academic and extracurricular learning experiences which promote and value both excellence and cultural diversity. K-State prepares its students to be informed, productive, and responsible citizens who actively participate in advancing cultural, educational, economic, scientific, and socio-political undertakings.

Research and other creative endeavors comprise an essential component of K-State's mission. All faculty members contribute to the discovery and dissemination of new knowledge, applications, and products. These efforts, supported by public and private resources, are conducted in an atmosphere of open inquiry and academic freedom. Basic to the pursuit of this mission is the university's commitment to broad-based programs in graduate education at both the master's and doctoral levels.

Faculty, staff, and administrators share their expertise through service to the university and disciplinary organizations, via outreach, engagement, and extension-related activities. Their work provides support to numerous projects related to the goals, missions, or aspirations of the departments, colleges of the university, and to the members of the professional community. Through outreach and engagement initiatives, partnerships are established with various stakeholders to translate knowledge and basic research into applications that address public needs. These service activities are integrally related to the land-grant mission.

Extension is governed by Kansas statutes that empower elected county councils and district governing boards with authority and responsibility to assess needs and conduct a local educational program in cooperation with Kansas State University and the United States Department of Agriculture (USDA). A network of local extension professionals and volunteers

link Kansas State University faculty, the National Cooperative Extension System to the USDA which produces high-quality educational programs.

2008--2012 Strategic Planning Themes and Action Items

Theme 1: Recruit, Retain, and Develop High Quality Faculty.

Kansas State University is committed to recruiting and retaining excellent faculty members and to sustaining an environment which promotes and rewards excellence in teaching and in all forms of scholarship. In doing so, the university actively strives to ensure the highest possible level of ongoing support for the professional development of an engaged and productive faculty.

Action Items Theme 1:

- Increase faculty resources and compensation to competitive levels.
- Increase the infrastructure, support, internal funding and flexibility necessary for faculty to effectively conduct their teaching, service, and scholarship responsibilities.
- Encourage participation by faculty in engagement activities and appropriately recognize and reward their efforts.
- Increase the quality and quantity of professional development activities for faculty.
- Enhance the quality of the work climate for faculty.

Theme 2: Recruit, Retain, and Develop High Quality Professional and Classified Staff Members.

Kansas State University is committed to recruiting and retaining excellent professional and classified staff members and to sustaining an environment which promotes and rewards excellence in their contributions to the university. In doing so, the university actively strives to ensure the highest possible level of ongoing support for the professional development of engaged and productive professional and classified staff members.

Action Items Theme 2:

- Increase resources and compensation to competitive levels for all employees.
- Increase the infrastructure, support, internal funding and flexibility necessary for employees to fulfill their responsibilities.
- Encourage participation by employees in engagement activities and appropriately recognize and reward their efforts.
- Increase the quality and quantity of professional development activities for employees.
- Enhance the quality of the work climate for all employees.

Theme 3: Strengthen the Teaching, Learning and Student Life Environment.

As a student-centered university and world-class academic institution, Kansas State University is committed to providing an outstanding educational experience for all of its students both inside and outside the classroom. The university is dedicated to delivering excellent teaching, learning, advising and student life experiences. By supporting quality undergraduate and graduate education, the university prepares well-educated, highly qualified professionals with expertise to compete in dynamic, global job markets.

Action Items Theme 3:

- Provide an outstanding education experience in every degree program for all students that is based on university student learning outcomes and sound, research-based principles of assessment.
- Create a unified first-year experience for all freshman and transfer students.
- Ensure that the evaluation and transfer of courses from one institution to another is an efficient and consistent process.
- Enhance the effectiveness of the university's advising system.
- Expand professional advising options for targeted student populations and in areas that include first-year, open-option, on-line students and international opportunities.
- Provide incentives to faculty, units and colleges for excellent teaching and advising.
- Invest in improved and expanded classroom space to meet future teaching needs and integrate state-of-the-art technology.
- Integrate international experiences into the academic life of K-State students through encouraging them to participate in travel opportunities, study abroad programs, foreign language instruction and local international opportunities.
- Enhance lifelong learning through establishing and maintaining partnerships with Prekindergarten-graduate school (PK-20), adult education, and community/cultural organizations.
- Respond to changing student needs by providing opportunities for input and involvement from students, parents, faculty, staff, and alumni.
- Implement and maintain appropriate advanced levels of technology which will support the expansion of innovative mediated learning initiatives.
- Implement and maintain an ongoing assessment program which measures the effectiveness of mediated learning initiatives.
- Coordinate instructional technology to support the university's teaching mission.
- Increase student matriculation, retention, and graduation rates.
- Enhance interdisciplinary and collaborative programs in undergraduate education.

- Support programs, initiatives, and curricula that emphasize leadership development and civic engagement.
- Support programs and services designed to promote healthy decision making and the intellectual, emotional, physical, and social development of the total person.
- Support programs and services designed to promote student ethics, honor and integrity.
- Promote effective instructional communication skills.

Theme 4: Enhance Graduate Education and Research Programs.

Kansas State University is dedicated to conducting fundamental and applied research, fostering scholarly inquiry, and developing creative endeavors through promoting excellence in research and graduate education. K-State encourages all faculty members to involve graduate students in inquiry-based scholarly endeavors so that they will have the ability to be competitive in dynamic, global job markets.

Action Items Theme 4:

- Expand research funding from the public and private sectors.
- Establish a system that provides incentives to faculty for attracting extramural resources.
- Support facility and infrastructure improvements to enhance research and related scholarly activities.
- Recruit top-level graduate students from the United States and abroad by offering competitive benefit and compensation packages, including tuition assistance and health care.
- Invest in areas where the university has or can develop world-class research strengths.
- Emphasize best-practice mentorships in graduate student–faculty advisor relationships.
- Expand the university’s student support services and student governance infrastructure to include graduate students.
- Increase enrollments in high-quality certificate, masters, and doctoral programs.
- Enhance interdisciplinary and collaborative programs in graduate education and research.
- Increase the involvement of undergraduates in research.
- Encourage inter-institutional partnerships to broaden and strengthen research and graduate education opportunities and activities.
- Provide graduate students with professional development opportunities to enhance their instructional skills.

Theme 5: Improve 21st Century Academic Research Library Collections, Services, and Facilities.

The generation and preservation of knowledge is a central element of the mission of Kansas State University. To achieve this goal the university aspires to have a library that will support the highest level of scholarship, meet the learning needs of students and ensure that all members of the academic community have opportunities to succeed and remain innovators in their areas of expertise.

Action Items Theme 5:

- Expand library collections that both meet institutional priorities and reflect the increasing needs of the university community for access to electronic information.
- Develop systems, processes and policies to capture, manage, preserve, and share K-State information and knowledge assets and records now and into the future.
- Convey the impact of fundamental changes in scholarly communication to students, faculty and the public. Address how such communication affects library collections and services including open access, intellectual property rights, and fair-use principles.
- Develop and implement solutions for legally, equitably, and cost-effectively sharing research and scholarship. Provide education and training to faculty and students to help them manage these changes.
- Implement and maintain appropriate technology to enhance library collections and services.
- Enhance and diversify sources of library funding in conjunction with university administration and the KSU Foundation.
- Benchmark library progress against peer institutions through quantitative and qualitative measures.
- Advance partnerships between librarians and teaching faculty to incorporate critical thinking and information literacy skills into course curricula and other learning opportunities.

Theme 6: Provide Access to Technology for Information Exchange and for the Creation of New Knowledge.

High quality leading-edge, information-technology is essential to the operation of a modern land grant university. Information technology resources and expertise are needed to provide the campus with educational technology that serves the academic and administrative needs within the university and beyond.

The ever-evolving social nature of education in a global community must be supported by reliable, secure, scalable systems and must provide scholars with an information environment for research, extension and student preparation. To do so Kansas State University optimizes mediated instructional and informational technologies, which facilitate collaboration, synergy and sophisticated decision-making in order to further the strategic directives of the university.

Action Items Theme 6:

- Provide the university community with high quality, reliable information technology and support.
- Provide educational technologies that support teaching, learning, research, technology transfer, public service and other outreach efforts.
- Evaluate and improve IT applications and infrastructure.
- Provide IT security, business continuity and disaster recovery.
- Provide an IT organization that supports the evolving needs of the university.

Theme 7: Foster a Diverse Multicultural Environment.

Diversity is broad and inclusive, and a truly diverse campus is respectful and welcoming of human difference. Kansas State University faces the certainty of a future where the opportunities and challenges of diversity must be considered in all of its efforts. It is and must remain a place where the students of the university invest in and receive educational experiences that will prepare them both to work with people from various cultures and to meet the increasing demand for multicultural competencies in a global economy. The quality of the university and the experience it offers to its students, faculty, and staff depend on inclusivity.

Action Items Theme 7:

- Increase multicultural competency of students, faculty and staff through the Tilford initiatives.
- Provide incentives to enhance courses with multicultural content and to improve pedagogy needed to understand and promote diversity.
- Develop and implement college-level diversity strategic plans to promote and enhance diversity initiatives.
- Develop faculty and information exchange programs with minority-serving institutions.
- Increase the hiring and retention of diverse faculty, academic staff, classified staff and administrators.
- Enhance the recruitment and retention of a diverse student body.
- Offer leadership opportunities to prepare diverse faculty and staff for administrative positions.
- Foster student learning and development through involvement that enhances individual character, a sense of community, and respect for diversity.
- Strengthen interactions between local and university communities that foster diversity.

Theme 8: Enhance International Emphases.

The citizens of Kansas and the students, faculty and staff of Kansas State University live in a global community. Accordingly, K-State is committed to promoting opportunities for students to interact with international campus communities, cultivating cross-cultural knowledge and sensitivities through an internationalized curriculum, and gaining a global perspective through study abroad.

Action Items Theme 8:

- Promote a campus climate that fosters positive cross-cultural educational experiences.
- Enhance recruitment, orientation, retention, and support services for international students and faculty.
- Promote distance education and Internet-based courses and degree programs internationally.
- Enhance international partnerships to expand faculty opportunities through teaching, research and outreach.
- Enhance and expand the geographic and programmatic breadth of study abroad opportunities for K-State students and faculty.
- Expand collaboration and partnerships with international businesses, communities and universities.
- Integrate international content into the curricula and expand international and area studies.
- Expand development efforts to increase funding for international programs.

Theme 9: Contribute to the State's Economic Development and Environmental Health.

Kansas State University will contribute to the well-being of all citizens of Kansas and beyond. To do so, we will make strong positive contributions to the development of a diverse and growing economy in a manner that is resource efficient and increases the quality of life for all Kansans today and tomorrow.

Action Items Theme 9:

- Develop economic opportunities in Kansas by providing education, research, public service, and technology transfer to the private sector.
- Commercialize intellectual property developed by the university community for the benefit of the university and state.
- Develop strategic partnerships that address environmental health and economic development.
- Increase the incorporation of the concepts of environmental stewardship and entrepreneurship into appropriate areas of the university curricula.
- Work collaboratively with constituents to develop ecologically sound management strategies that will conserve natural ecosystems and enhance biodiversity and sustainable use of natural resources.
- Promote research and work with constituents for the conservation and sustainable use of the state's limited surface and ground water resources.
- Promote research and work with constituents for increased energy conservation, decreased energy usage and decreased dependence on non-renewable energy resources.
- Promote a low-impact, sustainable, and environmentally friendly campus.
- Promote development that meets the needs of today while not compromising natural resources for future generations.