



K-State 2025 Strategic Action and Alignment Plan

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

Department: K-State Research and Extension – Cooperative Extension

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?

Our Vision:

K-State Research & Extension - Cooperative Extension (KSRE-CE) will be the valued and trusted provider of Knowledge for Life and educational solutions needed by the people of Kansas, the nation, and the world.

Our Mission:

We are dedicated to a safe, sustainable, competitive food and fiber system and to strong, healthy communities, family and youth through integrated research, analysis and education.

Our Purpose:

With a presence in every county, KSRE-CE develops and delivers engaged educational programs in partnership with the people of Kansas that provide solutions for the Grand Challenges of water, health, global food systems, community vitality and developing tomorrow’s leaders.

Our Core Values:

- **Integrity** to develop and deliver credible information, including honesty, trust, credibility, stewardship, and accountability.
- **Communication** to provide common understanding, involving cooperation and unity, which includes listening as well as speaking and writing, sharing information and working together.
- **Scholarship** to foster lifelong learning, including excellence in the discovery, integration and synthesis of knowledge and its dissemination and use.
- **Leadership** to serve as an agent of change, involving collaboration and service including vision, teamwork, customer-focused service, innovation, effective education, and shared goals and resources.
- **Inclusion** to foster active participation by all including diversity, respect and appreciation for co-workers and stakeholders as decision makers, and developing culturally responsible research, educational materials and programs.

The Cooperative Extension plan contributes to the K-State 2025 Visionary plan by setting itself in a direction to result in becoming a national leader and model of excellence in engagement through the vision and tradition of the land-grant University mission to serve the people of Kansas with honor, integrity, and commitment. We will do this through continuous improvement as we follow the strategic plan.

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>
Goal 1. Lead and advance our state by providing and empowering Kansas residents with the knowledge, education and facilitation needed to address the Grand Challenges and enhance the quality of life and livelihood of people and their communities. [COA Goal 2 & 3]			

<p>1. Assessing Needs: Continually engage our faculty, staff, Program Development Committees, volunteers, citizenry, other academic institutions, agencies, organizations and/or other stakeholders – utilizing traditional and innovative methods – to determine the knowledge and technology needs related to the Grand Challenges.</p>	<p>Goal 1 Activity 1 Benchmark 1: A Program Development Committee facilitation resource page has been developed and activated. [COA J1, J2, and O]</p>	<p>Goal 1 Activity 1 Benchmark 5: To ensure that programs are addressing the needs of all Kansas residents, Program Development Committees have become more representative of the county or district demographics. . [COA J1, J2, J3, and O]</p>	<p>Goal 1 Activity 1 Benchmark 8: Community leaders and influencers have provided leadership to KSRE-CE programming endeavors. [OA J1, J2, and O]</p>	
	<p>Goal 1 Activity 1 Benchmark 2: The Program Development Committee facilitation training programs and resources for agents, Program Development Committee members and Extension Board members has been evaluated, enhanced and implemented. [COA J1, J2, and O]</p>	<p>Goal 1 Activity 1 Benchmark 6: Local units have used expanded Program Development Committees to better organize around the issues related to the Grand Challenges. [COA J1, J2, J3 and O]</p>		
	<p>Goal 1 Activity 1 Benchmark 3: The Program Development Committee engagement sections of the agent evaluation and Extension Board Leadership Assessment program has been evaluated, enhanced, implemented and emphasized. [COA J1, J2, and O]</p>			
	<p>Goal 1 Activity 1 Benchmark 4: Program Focus Teams, local units and departments have conducted, recorded and reported the annual needs assessments of our traditional Extension users, non-users and the traditionally underserved regarding issues related to the Grand Challenges. [COA J1 and J3]</p>	<p>Goal 1 Activity 1 Benchmark 7: Program Focus Teams have conducted a state wide needs assessment regarding issues related to the Grand Challenges. [COA J1]</p>	<p>Goal 1 Activity 1 Benchmark 9: Program Focus Teams, local units and departments have been able to cite proof that their programs are needed by Kansas residents to address issues related to the Grand Challenges. [COA J1 and O]</p>	
			<p>Goal 1 Activity 1 Benchmark 10: KSRE-CE needs assessments have become inclusive of all audiences including those who have been traditionally underserved. [COA J1, J3]</p>	
<p>2. Working Collaboratively: Encourage and empower faculty, staff and volunteers in local, area and state units as well as Program Focus Teams to work in an interdisciplinary and collaborative manner to ensure that the Grand Challenges are addressed with diverse perspectives, the</p>	<p>Goal 1 Activity 2 Benchmark 1: KSRE-CE staff, agents, specialists, administrators, volunteers and Program Focus Teams have identified Grand Challenge oriented projects that involve developing working relationships and partnerships with other KSRE-CE professionals, Program Focus Teams,</p>	<p>Goal 1 Activity 2 Benchmark 3: KSRE-CE staff, agents, specialists, administrators, volunteers and Program Focus Teams have engaged in a Grand Challenge oriented project that involves developing working relationships and partnerships with other KSRE-CE professionals, Program Focus Teams,</p>	<p>Goal 1 Activity 2 Benchmark 5: KSRE-CE has developed a culture that encourages and empowers KSRE-CE staff, agents, specialists, administrators, volunteers and Program Focus Teams to develop working relationships with other KSRE-CE professionals, Program Focus Teams, departments, other KSU</p>	

<p>appropriate technology and excellent human capital. [COA Goal 4-9]</p>	<p>departments, other KSU faculty, other academic institutions, agencies, organizations and/or other stakeholders. [COA J2, J7, J8, and J-9]</p>	<p>departments, other KSU faculty, other academic institutions, agencies, organizations and/or stakeholders. [COA J2, J7, J8, and J-9]</p>	<p>faculty, other academic institutions, agencies, organizations and/or stakeholders as appropriate. [COA J2, J7, J8, and J-9]</p>
<p>3. Implementing Programs: Expand lifelong learning, education, and training opportunities regarding the Grand Challenges for all of the people of Kansas. [COA Goal 2-3]</p>	<p>Goal 1 Activity 2 Benchmark 2: Program Focus Teams have identified Grand Challenge oriented projects to collaborate on with other Program Focus Teams. [COA J2, J7]</p>	<p>Goal 1 Activity 2 Benchmark 4: Program Focus Teams have engaged in a collaborative GC oriented project with other Program Focus Teams. [COA J2, J7]</p>	<p>Goal 1 Activity 2 Benchmark 6: KSRE-CE has developed a culture whereby Program Focus Teams will readily collaborate with other Program Focus Teams as appropriate. [COA J2, J7]</p>
<p>4. Evaluating and Reporting: By utilizing more intensive evaluation and communication, enhance our reputation as a trusted source for collaborative expertise, information, and tools to learn about and solve complex problems related to the Grand Challenges. [COA Goal 4-21, 22, and 23]</p>	<p>Goal 1 Activity 3 Benchmark 1: Program Focus Teams, agents, specialists and volunteers have identified programs to develop for traditional Extension users, non-users, and the traditionally underserved in order regarding issues related to the Grand Challenges. [COA Goal 2-3, J3]</p>	<p>Goal 1 Activity 3 Benchmark 1: Program Focus Teams, agents, specialists and volunteers have identified programs to develop for traditional Extension users, non-users, and the traditionally underserved in order regarding issues related to the Grand Challenges. [COA Goal 2-3, J3]</p>	<p>Goal 1 Activity 3 Benchmark 3: Programs developed by Program Focus Teams, agents, specialists and volunteers have helped traditional Extension users, non-users, and the traditionally underserved to address issues related to the Grand Challenges. [COA Goal 2-3, J3]</p>
<p>Goal 1 Activity 4 Benchmark 1: Program Focus Teams, local units and departments have quantified, published, and promoted how they address and will address issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 1: Program Focus Teams, local units and departments have quantified, published, and promoted how they address and will address issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 4: Program Focus Teams, local units and departments have quantified, published and promoted the Extension short (knowledge and awareness building) and medium (knowledge application) outcome achievement of participants regarding issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 7: The long term (change of condition) outcomes for the programs regarding issues related to the Grand Challenges have been determined, published and promoted. [COA Goal 4-21, 22, and 23, J1, K]</p>
<p>Goal 1 Activity 4 Benchmark 2: KSRE-CE has consistent evaluation data to document the success of our work. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 2: KSRE-CE has consistent evaluation data to document the success of our work. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 5: Program Focus Teams, local units, and departments have used the evaluation and reporting system's data to improve programs that address issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 8: Program Focus Teams, local units, and departments have shared locally, state-wide, and nationally the impact of the programs that address issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>
<p>Goal 1 Activity 4 Benchmark 3: KSRE-CE's communications, marketing and promotional efforts have been organized around the Grand Challenges in a collaborative effort between Program Focus Teams, local units and departments using our evaluation and reporting system. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 3: KSRE-CE's communications, marketing and promotional efforts have been organized around the Grand Challenges in a collaborative effort between Program Focus Teams, local units and departments using our evaluation and reporting system. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 6: Every Program Focus Team, local unit and department has a communications, marketing and promotional campaign that uses the evaluation and reporting system data to communicate their impact regarding issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>	<p>Goal 1 Activity 4 Benchmark 9: KSRE-CE evaluating and reporting capabilities have enabled anybody, internal to or external to KSRE-CE, to find information concerning the impact of KSRE-CE's programs that address issues related to the Grand Challenges. [COA Goal 4-21, 22, and 23, J1, K]</p>

<p>Goal 2. Build our human capacity and infrastructure to readily address the Grand Challenges and accomplish our vision and goals.</p> <p>1. Improving Content and Core Competency Expertise: Determine and provide the content specific and core competency professional development needed to address critical issues related to the Grand Challenges. [COA Goal 4-11]</p> <p>2. Expanding Resources: Pursue alternative and/or innovative funding opportunities to increase our ability to deliver programs related to the Grand Challenges. [COA 4-24,25,26 and 27]</p> <p>3. Enhancing Local Capabilities: Strategically align local units in districts or in such a manner as to achieve specialization and effectively address the Grand Challenges. [COA Goal 4]</p>	<p>Goal 2 Activity 1 Benchmark 1: KSRE-CE staff, agents, specialists, volunteers and administrators – in consultation with advisors, mentors and supervisors – have engaged in a self-assessment to determine the content specific and core competency professional development they need to better address issues related to the Grand Challenges. [COA Goal 4-11, M]</p>	<p>Goal 2 Activity 1 Benchmark 3: KSRE-CE staff, agents, specialists, volunteers and administrators – in consultation with advisors, mentors and supervisors – have identified internal and external content specific and core competency professional development designed to help them better address issues related to the Grand Challenges. [COA Goal 4-11, M]</p>	<p>Goal 2 Activity 1 Benchmark 3: KSRE-CE staff, agents, specialists, volunteers and administrators – in consultation with advisors, mentors and supervisors – have identified internal and external content specific and core competency professional development designed to help them better address issues related to the Grand Challenges. [COA Goal 4-11, M]</p>	
	<p>Goal 2 Activity 1 Benchmark 2: Program Focus Teams have identified the content specific professional development expertise needed by team members and other KSRE-CE personnel to readily address issues related to the Grand Challenges. [COA Goal 4-11, M, O]</p>	<p>Goal 2 Activity 1 Benchmark 4: Program Focus teams have identified and implemented the internal and external content specific professional development needed by team members and other KSRE-CE personnel to better address issues related to the Grand Challenges. [COA Goal 4-11, M,0]</p>		
	<p>Goal 2 Activity 2 Benchmark 1: Program Focus Teams, specialists and local units have identified alternative and/or innovative funding sources. [COA 4-24, 25, 26 and 27. R2]</p>	<p>Goal 2 Activity 2 Benchmark 2: Program Focus Teams, specialists and local units have obtained alternative funding for at least one program. [COA 4-24, 25, 26 and 27. R2]</p>	<p>Goal 2 Activity 2 Benchmark 3: Program Focus Teams, specialists and local units have delivered and evaluated at least one program funded through an alternative funding source. [COA 4-24, 25, 26 and 27. R2]</p>	
				<p>Goal 2 Activity 2 Benchmark 4: KSRE-CE has developed a culture whereby Program Focus Teams, specialists and local units will seek out alternative and/or innovative funding opportunities to fund programing endeavors. [COA 4-24, 25, 26 and 27. R2]</p>
	<p>Goal 2 Activity 3 Benchmark 1: Local units have identified opportunities to strategically align in districts or in such a manner as to allow greater agent specialization. [COA Goal 4, J6]</p>	<p>Goal 2 Activity 3 Benchmark 2: Local units have aligned in districts in such a manner as to allow greater agent specialization. [COA Goal 4, J6]</p>	<p>Goal 2 Activity 3 Benchmark 3: All agents have developed an area of expertise and are primarily engaged in that area. [COA Goal 4, J6]</p>	

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

[Transformation change will emerge through clear vision and a culture of excellence. We have been on track with outstanding faculty moving deliberately towards high impact programming, focus, and specialization. This plan will help to accelerate that pace of improvement. We will also seek deliberate methods to expand the diversity of our clientele and the value we create in working with the breadth of ethnic, cultural, and racial diversity in Kansas.

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

Expanding the resource base of extramural and philanthropic funding. Expanded partnerships and volunteer engagement in our programming. Greater specialization of our Extension agents to bring greater impact and enhanced value to the clientele.

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

Philanthropy, communication, marketing, and focus on excellence.

**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

Links to Common Elements

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)
T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)			
T4 - Engagement, Extension, Outreach and Service Theme 4 Metrics: T4-1 - # and % of undergraduate students participating in engagement/service learning T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level			
T5 - Faculty and Staff			