



K-State 2025 Strategic Action and Alignment Plan Template for Departments

College or Major Unit: **Agriculture**

Department: **Animal Sciences and Industry DRAFT**

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 Statement: The Department of Animal Sciences and Industry is committed to provide education, service and leadership to Kansas and to national and international stakeholders through development, integration and dissemination of knowledge of animals used for food, fiber, companion, and recreational purposes; and for safe, responsible, ecologically sustainable, and competitive food production. **]**

2. What are your Department’s key strategic activities and outcomes?

Meet the needs of our stakeholders by:

- Expanding undergraduate enrollment while maintaining experiential learning opportunities and quality of education
- Strengthening our research program to assist Kansas agriculture to produce high quality food products
- Maintaining our strong extension program to assist Kansas agriculture to produce high quality food products

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
<p><i>What we plan to do...</i></p> <p>[Goal 1. Provide undergraduate students with the knowledge and education needed to lead and advance animal agriculture, food science, and related fields.</p> <p>1. Emphasize the need for tuition funds to support increased tenure-track faculty to maintain the teaching program for the current undergraduate population.</p> <p>2. Increase undergraduate enrollment in proportion to increases in tenure-track teaching faculty that are required to meet needs of the increased enrollment</p> <p>3. Recruit, retain, support, and graduate highly successful and diverse undergraduate students, with an emphasis on high performing out-of-state students.</p> <p>4. Expand experiential learning by students (hands on laboratory/classroom work, competition teams, internships, etc.) and</p>	<p><i>What we expect to happen...</i></p> <p>[We will be a destination of choice for undergraduate training in animal and food sciences.</p> <p>Tenure-track faculty increase by ?? to support current undergraduate teaching program</p> <p>Undergraduate student advisees (Animal Science, Food Science, and Pre-Vet Ag) near 1200 with out-of-state students near ??</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates</p>	<p><i>What we expect to happen...</i></p> <p>[We will be a destination of choice for undergraduate training in animal and food sciences.</p> <p>Tenure-track faculty increase by ?? to support expanding undergraduate teaching program</p> <p>Undergraduate student advisees (Animal Science, Food Science, and Pre-Vet Ag) near 1350 with out-of-state students near ??</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates</p>	<p><i>What we expect to happen...</i></p> <p>[We will be a destination of choice for undergraduate training in animal and food sciences.</p> <p>Tenure-track faculty increase by ?? to support expanding undergraduate teaching program</p> <p>Undergraduate student advisees (Animal Science, Food Science, and Pre-Vet Ag) near 1500 with out-of-state students near ??</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates</p>

<p>undergraduate research as hallmarks of our undergraduate educational experience.</p> <p>5. Promote student success through outstanding academic advising and faculty mentorship.</p> <p>6. Increase global focus in undergraduate student experience with study abroad opportunities.</p> <p>7. Increase funding for undergraduate financial aid and scholarships to support access to an affordable education.</p> <p>8. Ensure high quality teaching by faculty that prepares students with necessary life and career skills.</p> <p>9. Evaluate and remodel curricula periodically to maintain currency and relevance and meet students' needs, while balancing faculty time with other scholarly activities.</p>	<p>Develop departmental program to track students participating in undergraduate research</p> <p>Define number of undergraduate students participating in study abroad</p> <p>Total funding for undergraduate scholarship support increased</p> <p>>90% of courses are taught by faculty</p> <p>Develop tracking mechanism to assess undergraduate experiences in: study abroad, internships, research project, work at animal facilities, service activity, etc.</p>	<p>Increase from baseline the number of graduating undergraduates that were involved in meaningful research activity by 10 yearly</p> <p>Increased number of undergraduate students participating in study abroad</p> <p>Total funding for undergraduate scholarship support increased</p> <p>>90% of courses are taught by faculty</p> <p>60% of all undergraduates will experience at least one of: study abroad, internships, research project, work at animal facilities, service activity, etc.</p>	<p>Increase from baseline the number of graduating undergraduates that were involved in meaningful research activity by 20 yearly</p> <p>Number of undergraduate students participating in study abroad comparable to peers</p> <p>Total funding for undergraduate scholarship support increased</p> <p>>90% of courses are taught by faculty</p> <p>75% of all undergraduates will experience at least one of: study abroad, internships, research project, work at animal facilities, service activity, etc.</p>
<p>Goal 2. Provide graduate students with the knowledge and education needed to lead and advance animal agriculture, food science, and related fields.</p> <p>1. Recruit, retain, and support a larger, high quality, diverse graduate student population.</p> <p>2. Increase numbers of graduate students, with emphasis on increasing PhD students as appropriate for meeting workforce demands.</p> <p>3. Offer nationally competitive compensation packages and expanded assistantships, fellowships, and scholarships, particularly for doctoral students.</p> <p>4. Expand opportunities for graduate students in extension.</p> <p>5. Ensure outstanding mentorship and a network of support for our graduate students and postdoctoral trainees, and encourage</p>	<p>[We will be the destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 150 [including 60 ASI MS and PhD students, 10 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 80 Food Science distance MS students]</p> <p>Increased recruitment of PhD students</p> <p>Increase compensation and support packages offered to graduate students to move toward becoming competitive with peers</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>	<p>[We will be the destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 175 [including 70 ASI MS and PhD students, 15 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 90 Food Science distance MS students]</p> <p>Increased number of PhD students graduating</p> <p>Competitive compensation and support packages offered to graduate students, including tuition waiver</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>	<p>[We will be the destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 200 [including 80 ASI MS and PhD students, 20 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 100 Food Science distance MS students]</p> <p>Increased number of PhD students graduating</p> <p>Competitive compensation and support packages offered to graduate students, including tuition waiver</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>

their professional development.

6. Strengthen graduate programs in areas of excellence, both on-campus and through distance education.

Goal 3. Increase research activity in animal and food systems.

1. Strengthen basic research while maintaining excellence in applied research and implement mechanisms that facilitate integration of applied and basic research.

2. Increase external funding in support of research programs, including federally funded grants as well as industry grants.

3. Increase research activities in areas of excellence in research.

4. Strengthen our reputation as a trusted source for unbiased information.

5. Expand national and international recognition for systems research and extension.

Goal 4. Enhance the quality of life and livelihoods of people through animal agriculture and food systems

1. Target strategic areas of excellence in extension and increase integration of research and extension programs in these areas of excellence.

2. Broaden our outreach and strengthen our capacity to be a leader in extension and engagement.

3. Identify and engage our stakeholders actively and regularly as partners.

4. Strengthen our reputation as a preferred location for unbiased information and technology transfer.

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<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence</p> <p>Increased number of faculty actively involved in research activities (both numbers and percentage active)</p> <p>Increased extramural funding, including both industry and federal grants</p> <p>Increased number of peer-reviewed publications per research FTE</p> <p>Improved impact of research, particularly within areas of excellence of applied science relevant to Kansas agriculture</p>	<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence</p> <p>Increased number of faculty actively involved in research activities (both numbers and percentage active)</p> <p>Extramural grants and contracts expenditures average \$4 million yearly</p> <p>Peer-reviewed publications per research FTE comparable to peers</p> <p>Improved impact of research, particularly within areas of excellence of applied science relevant to Kansas agriculture</p>	<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence</p> <p>Increased number of faculty actively involved in research activities (both numbers and percentage active)</p> <p>Extramural grants and contracts expenditures average \$5 million yearly</p> <p>Peer-reviewed publications per research FTE comparable to peers</p> <p>Impact of research within areas of excellence exceeds that of peers</p>
<p>Outreach program is recognized by the livestock and food industries as a valuable source of information</p> <p>COA develops system to track economic and societal impact of extension programs</p> <p>Improved integration of outreach programs with research and teaching programs</p> <p>Increased extramural funding of outreach programs</p>	<p>Outreach program is recognized by the livestock and food industries as leading source of information</p> <p>Based on system developed by COA to track economic and societal impact of extension programs, ensure that customers are receiving what they want</p> <p>Improved integration of outreach programs with research and teaching programs</p> <p>Increased extramural funding of outreach programs</p>	<p>Outreach program is recognized by the livestock and food industries as leading source of information</p> <p>Tracking system for economic and societal impact of outreach activities delineates high impact of extension programs</p> <p>Research, teaching, and outreach programs are well integrated</p> <p>Adequate funding of outreach programs is available to support</p>

<p>5. Transfer technology, generated through research efforts, to people who need the knowledge and can put it to use.</p> <p>6. Assist Kansas agriculture to produce and process high quality products that are safe, environmentally responsible, and respond to changing consumer needs and desires.</p> <p>7. Assist in development of responsible young adults through youth livestock programs.</p> <p>8. Be accessible by clients and lifelong learners.</p>	<p>Impact of applied research reports and producer-based events is maintained</p> <p>Stakeholder engagement is maintained</p> <p>High quality youth programs for education and leadership are maintained</p> <p>Increased faculty involved in international activities</p>	<p>Impact of applied research reports and producer-based events is maintained</p> <p>Stakeholder engagement is maintained</p> <p>High quality youth programs for education and leadership are maintained</p> <p>Half of faculty involved in international activities</p>	<p>client demands</p> <p>Impact of applied research reports and producer-based events is maintained</p> <p>Stakeholder engagement is maintained</p> <p>High quality youth programs for education and leadership are maintained</p> <p>75% of faculty involved in interractional activities</p>
<p>Goal 5. Build our human capacity to meet our vision and goals.</p> <p>1. Recruit, promote, and retain a high-performing, diverse faculty and staff.</p> <p>2. Emphasize the need for increased tenure-track faculty and staff to support the current teaching program and an expanded research programs.</p> <p>3. Continue to increase the diversity of faculty and staff, including women and historically underrepresented groups.</p> <p>4. Ensure competitive compensation packages, rewards, and support for high-performing faculty and staff.</p> <p>5. Ensure that work environment is supportive to employees and families.</p> <p>6. Seek funding for additional endowed chairs and professorships.</p> <p>7. Increase numbers of visiting researchers and scholars to support research and graduate programs.</p> <p>8. Increase recognition and awards of outstanding faculty and staff.</p>	<p>ASI faculty increased to 60 (increased teaching faculty to support undergraduate education and increased faculty to develop food science program in Olathe)</p> <p>Best quality faculty and staff hired and retained with competitive salaries, good start-up packages, and a family-friendly work environment</p> <p>Staff increased to support current teaching program and further expansion of teaching and research programs</p> <p>Encourage continued education and skill development for faculty and staff</p> <p>Encourage continued education and skill development for staff</p>	<p>ASI faculty increased to 65 (additional faculty to support research activities in areas of excellence)</p> <p>Best quality faculty and staff hired and retained with competitive salaries, good start-up packages, and a family-friendly work environment</p> <p>Support staff (technicians and assistants) increased as needed to allow expansion of teaching and research programs</p> <p>Increased sabbatical leaves by faculty and increased training provided to staff</p> <p>Increased funding available to support staff training</p>	<p>ASI faculty increased to 70 (additional faculty to support areas of excellence in teaching, research, and extension)</p> <p>Best quality faculty and staff hired and retained with competitive salaries, good start-up packages, and a family-friendly work environment</p> <p>Support staff (technicians and assistants) increased as needed to allow expansion of teaching and research programs</p> <p>Appropriate numbers of sabbatical leaves to optimize faculty productivity</p> <p>Appropriate training provided to support staff training to optimize productivity</p>

<p>9. Encourage the development of multi-cultural and global competencies for faculty and staff.</p> <p>10. Set expectations for lifelong learning and support faculty and staff in keeping current skill sets.</p>			
<p>Goal 6. Build our facilities and infrastructure to meet our vision and goals.</p> <p>1. Ensure adequate classroom and laboratory quality and space to support teaching program.</p> <p>2. Maintain animal facilities near campus and improve their quality to ensure that they meet needs of teaching, research, and outreach programs.</p> <p>3. Implement proactive facilities, space, and infrastructure planning responsive to evolving needs, vision, and goals. [Call Hall, Weber Hall, laboratories, and animal facilities - all relevant to teaching, research, and outreach programs]</p> <p>4. Maintain an active list of facility expansions and improvements needed to support the goals of the department, and work to improve those facilities as funding becomes available.</p> <p>5. Follow the departmental land-use plan [Appendix].</p>	<p>[Committee established to proactively evaluate facility needs (classroom, laboratory, and animal facilities) to support teaching, research, and extension programs. Major projects currently envisioned include: Call Hall renovation (classrooms, laboratories, dairy processing plant), completion of equine education center, and renovation of livestock units.</p> <p>Funding sought to support expansion of classroom, laboratory, and animal facilities</p> <p>Departmental land-use plan followed and animal facilities maintained in close proximity to campus</p> <p>Current web access and technology evaluated and updated</p>	<p>[Develop plans to renovate/expand facilities as funding becomes available, considering requirements of the teaching, research, and extension programs to meet client's needs</p> <p>Funding obtained to support some facility renovation and development</p> <p>Departmental land-use plan followed and animal facilities maintained in close proximity to campus</p> <p>Web access improved throughout ASI facilities (Weber Hall, Call Hall, and animal facilities)</p>	<p>[Facility renovation/expansion completed as funding becomes available</p> <p>Funding obtained to support all needed facility renovation and development</p> <p>Departmental land-use plan followed and animal facilities maintained in close proximity to campus</p> <p>Current informational technologies are evaluated, developed, and utilized to support teaching, research, and extension needs</p>
<p>Goal 7. Relationship with K-State Olathe</p> <p>1. Support growth in departmental programs in K-State Olathe that are complimentary and synergistic with existing ASI programs.</p>	<p>[Faculty (5) added to support food science program in Olathe</p> <p>KEN WILL NEED TO DEVELOP THIS SECTION</p>	<p>[</p> <p>]</p>	<p>[</p> <p>]</p>
<p>Goal 8. Communication and Marketing</p> <p>1. Make our programs visible to society at large by publicizing our achievements and</p>	<p>[Relationships with stakeholders maintained through good communication</p>	<p>[Relationships with stakeholders maintained through good communication</p>	<p>[Relationships with stakeholders maintained through good communication</p>

<p>research success.</p> <p>2. Communicate the need for increased university, state, and national support for the infrastructure necessary to address teaching, research, and outreach needs.</p> <p>3. Maintain stakeholder relationships at state, national, and international levels.</p> <p>4. Maintain close relationship with Livestock and Meat Industry Council as important representatives of our stakeholders.</p>	<p>Improved website to support educational livestock programs</p>	<p>Well-developed website maintained to aid in providing outreach programs to clients</p>	<p>Outreach programs utilize state-of-the-art, current technologies to optimize impact</p>
<p>Goal 9. Fund raising and funding</p> <p>1. Allocate resources based on excellence and strategic goals.</p> <p>2. Growth in private fundraising to support departmental priorities.</p>	<p>Funding for undergraduate scholarship support increased. Total raised = \$?? yearly</p> <p>Funding for faculty enhancement/research. Total raised = \$?? yearly</p> <p>Funding for facility enhancement. Total raised = \$?? yearly</p>	<p>Funding for undergraduate scholarship support increased. Total raised = \$?? yearly</p> <p>Funding for faculty enhancement/research. Total raised = \$?? yearly</p> <p>Funding for facility enhancement. Total raised = \$?? yearly</p>	<p>Funding for undergraduate scholarship support increased. Total raised = \$?? yearly</p> <p>Funding for faculty enhancement/research. Total raised = \$?? yearly</p> <p>Funding for facility enhancement. Total raised = \$?? yearly</p>

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

- ASI has talented faculty and staff who work hard to implement our vision and goals.
- ASI has an enviable national reputation in teaching students, with great nationwide recruitment and student leadership development.
- Animal facilities that are located near campus support the teaching, research, and outreach programs.
- ASI is funded by a mix of state, federal, grants, contracts and private dollars.
- ASI has strong undergraduate advising and works hard at retention and providing services to students.
- ASI has very successful and nationally known judging and competition teams.
- Livestock and Meat Industry Council provides valuable support from our stakeholders
- ASI has a strong Extension program.
- ASI has a strong research program in the areas of applied animal research and food safety.]

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

- [To achieve the goals laid out in the plan, ASI will need:
- Additional tenure-track faculty lines to support the current undergraduate enrollment, and more faculty to match future increases
 - Additional tenure-track faculty lines to support growth of the research program
 - Incentives to recruit and retain high-performing faculty, including compensation packages, endowed chairs, and startup packages
 - Funds to reward our unclassified and classified staff, so we can attract and retain the best staff
 - Improvements in facilities/infrastructure to support research and teaching programs
 - State and Foundation funds for scholarships, graduate student tuition waivers and stipends]

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

- Request COA/central administration to use tuition funds to provide additional tenure-track faculty lines to support the teaching program
- Request COA/KSRE/central administration to provide additional tenure-track faculty lines to support expansion of our research program

- Request COA/KSRE/central administration to provide improvements in facilities and research infrastructure
- Pursue development opportunities to support improvements in facilities/infrastructure
- Pursue development opportunities to raise funds for scholarships and endowed positions
- Pursue grant opportunities to create more funding for teaching, research, and extension activities
- Pursue development opportunities to meet teaching, research, and extension needs. |

6. How does your plan link to the K-State 2025 themes/common elements, outcomes, and university metrics? *(Use the K-State 2025 University Strategic Action Planning Alignment Checklist to identify those linkages.)*