

## **Priorities and Progress Toward Meeting Priorities for Individual Departments and Units**

### **College of Agriculture**

#### **Agricultural Economics**

##### *Priorities*

1. Farm Management Economies
2. Agribusiness Management
3. Livestock and Meat Marketing

##### *Progress Made Toward Priorities*

1. Three hires; one production economist that supports Farm Management Economic priority, one International Agriculture that support Agribusiness Management and Livestock and Meat Marketing, one that supports Agribusiness management and entrepreneurship.
2. The website that supports the Agribusiness management priority is #1 or #2 in the country with approximately 50,000 visits a month.

#### **Agronomy**

##### *Priorities*

##### Plant Breeding and Genetics

1. Soil and Environmental Science
2. Weed Science
3. Extension and Undergraduate/Graduate Instruction and Training

##### *Progress Made Toward Priorities*

1. Two hires that support breeding and genetic and cytogenetics and performance testing. Two hires that support soil and environmental science – Soil Chemistry and Soil Environmental chemistry
2. The number one department in the College of Agriculture in obtaining extramural funds in 2007 with over \$7 million.

#### **Animal Sciences and Industry**

##### *Priorities*

1. Food and Animal Product Safety, Quality and Security
2. Sustainable Animal Production and Management Systems
3. Instructional Excellence in Undergraduate, Graduate and Stakeholder Education, to include things such as the Equine Education Center

##### *Progress Made Toward Priorities*

1. Three new hires to support the sustainable animal production and management priority and one hire to support the food and animal product safety, quality and security priority.
2. The ASI department had a record year in obtaining extramural funding of nearly \$3 million.

## **Biological and Agricultural Engineering**

### **Priorities**

1. Environmental Engineering
2. Precision Machinery Systems
3. Renewable Energy and Materials

### **Progress Made Toward Priorities**

1. Two new hires to support the teaching and research in the biosecurity risk and crisis communication priority.
2. Develop contract management system (software) that is being used in all county and state offices to enhance web communications.

## **Communications**

### **Priorities**

1. Integrated marketing communications and creation and distribution of educational materials through various media.
2. Data services, integrity and security for KSRE, COA and department.
3. Teaching and research programs related to agriculture, environmental, and bioscience communications.

### **Progress Made Toward Priorities**

1. Two new hires to support the teaching and research in the biosecurity risk and crisis communication priority.
2. Develop contract management system (software) that is being used in all county and state offices to enhance web communications.

## **Entomology**

### **Priorities**

1. Fundamental Insect Science
2. Safe and Sustainable Food and Commodity Production
3. Food Safety and Animal and Public Health

### **Progress Made Toward Priorities**

1. Two new hires in the priority of safe and sustainable food and commodity production, one new hire in food safety and animal and public health and recruiting two additional faculty in this priority area.
2. The department has been recognized nationally and internationally for its expertise for post harvest losses of stored grains.

## **Grain Science and Industry**

### **Priorities**

1. Identifying and isolating healthful components of grain-based products
2. Grain fermentation and industrial renewable material development
3. Curriculum and extension training for industrial processing of grains for renewable energy and material development

### **Progress Made Toward Priorities**

1. One faculty hire that supports the functional biochemical and genetic components of grain priorities and one that supports the improvement of cereal processing to maximize value.

2. Nearly completed the fundraising for the approximately \$8 million biorefinery/feedmill which is the 4<sup>th</sup> of 5 buildings in the Grain Science complex.

## **Horticulture, Forestry and Recreation Resources**

### *Priorities*

1. Healthy Individuals
2. Sustainable Environments
3. Economic Development

### *Progress Made Toward Priorities*

1. Added one faculty to support the horticultural production system to enhance economic development
2. Developed a Wildlife and Outdoor Enterprise Management major to support their economic development priority.

## **Plant Pathology**

### *Priorities*

1. Plant Molecular Genetics
2. Molecular Biology of Plant-Pathogen Interactions
3. Diagnostics, Epidemiology and Control of Diseases of Kansas Crops

### *Progress Made Toward Priorities*

1. Two faculty hired that support diagnostics and epidemiology priority, one faculty that supports the plant molecular genetics priority and one faculty that supports the plant pathogen interaction priority.
2. Plant Pathology continues to be one of the top departments at obtaining extramural funds.

## **Food Science Institute**

### *Priorities*

1. Value-added Processing
2. Food Safety and Security
3. Education

### *Progress Made Toward Priorities*

1. The K-State based food safety network provides food safety and information to over 70 countries each day. Thus, it is regarded as the most comprehensive source of current food safety information.
2. K-State offers the only foods safety and defense graduate certificate via distance education.

Implementation steps include:

1. Reallocate resources to focused areas of excellence, including faculty and staff position as well as base resources.
2. When vacant positions are to be filled, departments must justify how the position will strengthen the focused areas of excellence.
3. Identify internal and external collaborators to enhance areas of excellence.
4. Develop and revise curricula based on experiential learning, globalization, and international programs.

## **College of Architecture, Planning and Design**

### **Architecture**

#### *Priorities*

1. Support College Strategic Priorities
2. Respond to External Program Review (accreditation reports)
3. Strengthen Departmental Administration
4. Enhance Outreach and Fundraising
5. Sustainability Integration within the Curriculum
6. Program Assessment

#### *Progress Made Toward Priorities*

1. Degree Nomenclature - The College has recently passed a proposal, which would move our professional program to the Master of Architecture level, establish a new Master of Science in Architecture to replace our post-professional Master of Architecture (which will now become a professional degree), and establish an interdisciplinary PhD program in the College.
2. Kansas City - The College has applied for a major grant, which will allow the College to operate an interdisciplinary program in Kansas City.
3. The Department of Architecture received a full 6-year term of accreditation in the Summer of 2005.
4. The department is in the process of creating a Departmental strategic plan.
5. We will continue our assessment efforts as part of the University's Assessment
3. Plan for Student Learning Outcomes.

### **Interior Architecture/Product Design**

#### *Priorities*

1. Develop and Maintain Highly Qualified Faculty
2. Attract Regional, National, and International Students
3. Offer a High Quality Graduate Program Integrating Interior Architecture, Furniture and Product Design
4. Develop a LEED Curriculum
5. Maintain Studios, Labs, and Shops with High Quality Equipment and Tools

#### *Progress Made Toward Priorities*

1. The establishment of the Master's degree as the first professional degree is on the cusp of a transition to a higher requirement for professional practice in interior design/interior architecture in the United States and Canada.
2. This is the first year of implementing a graduate level program that has taken two years of planning.
3. A rapport has already been established with our Director of Development, Bruce Broce, in an effort to engage outside companies with funding part of our studios.
4. The department has hired a LEED certified specialist for its materials and finishes course. This initiative parallels the College goal to promote sustainability and green design.

5. Continue electing members to the IAPD Professional Advisory Board who support the changes necessary for the Department to evolve into a leading graduate education for the professions
6. Twice a year our faculty and administrators meet with members of our Professional Advisory Board (PAB).

## **Landscape Architecture/Regional and Community Planning**

### **Priorities**

1. Seek Greater Collaboration between LA and RCP Programs
2. Emphasize Stewardship in the Department
3. Market the MLA and MRCP Programs
4. Faculty Recruitment, Development and Acquisition
5. Budget Stability
6. Articulate Support for Department Programs, Identify Needs and Concerns, Represent Best Interests of all Educational Programs

### **Progress Made Toward Priorities**

1. Developed common research methods to accommodate LA and RCP.
2. Investigating the probability of having a single master's report/thesis.
3. Land Resource Information Systems, LAR 758, and Community Plan Preparation, PLAN 836, will be taught in concurrence with one another.
2. Also, Community Planning and Design, LAR 744 and Community Development Planning, PLAN 760, will be taught together in the Fall Semester 2006. In both cases, landscape architecture and planning students will work together to fulfill course requirements.
3. The LA/RCP Department is working with graphic designer Professor Robert Grame and the K-State Art Department to pursue the development and design of a new webpage for our department during Spring Semester 2006.
4. The process used to hire our most recent addition to the LA faculty, Fall Semester 2005, identified a methodology that will be used to fill future vacancies.
5. Faculty that are invited to present their scholarship received funding to do so, with non tenured faculty receiving first priority.

## **College of Arts and Sciences**

### **Art**

#### **Priorities**

1. Craft media and theory of crafts
2. Animation
3. Book arts

#### **Progress Made Toward Priorities**

1. Added an Art History Faculty member.

### **Biochemistry**

#### **Priorities**

1. Regulation of metabolism and gene expression
2. Function of proteins associated with cell membranes

3. Biophysical chemistry
4. Biochemistry of insects and plants

Progress Made Toward Priorities

1. Moved into Chalmers Hall.
2. Hired a tenure track assistant professor working on computational biochem.
3. Submitted NIH and NSF proposal to acquire funding for a modern instrument needed for analysis of molecular structure.
4. Increased graduate student support by 6.25%.
5. Continued to be 6<sup>th</sup> in NIH funding.

**Biology**

Priorities

1. Ecology and evolutionary biology
2. Molecular, cellular, and developmental biology

Progress Made Toward Priorities

1. Deleted several courses that have allowed re-development of instructional faculty to teach other courses.
2. Several faculty have bought out their teaching time, providing resources for hiring of part-time instructors.
3. All tenure track, but not tenured faculty have reduced teaching loads allowing for increased time for research.
4. Faculty members have averaged 10M per year in extramural funding and averaged 125 publications over the last 5 years.

**Chemistry**

Priorities

1. BioScience broadly defined
2. Environment and energy broadly defined
3. Synthesis, analytical and materials chemistry
4. Chemical education

Progress Made Toward Priorities

1. Made three new hires, all have research interests in Materials/Nanotechnology.
2. Prof. Li secured a research contract with Early Warning, Inc. to conduct research on commercializing a BioSecurity device.
3. Developed three new courses into the Freshman curriculum.
4. Established an Alumni Advisory Council.

**Economics**

Priorities

1. Increase overall quality of students
2. Applied theory, empirical economic analysis, and public policy
3. Interdepartmental linkages across the university
4. Enhance national and international reputation of the department

### Progress Made Toward Priorities

1. Recruiting sessions have been held every semester for the last three years. Economic majors have increased from 54 in 2003 to 155 in 2008.
2. Standardized campus visits for graduate school applicants.
3. Created a comprehensive news letter to be used in establishing contacts with alumni.
4. Established a departmental awards banquet.
5. Began the funding drive for the Roger Trenary Chair in Economics.
6. Subsidized campus visits for the most promising of graduate students.
7. Increased travel funds for productive researchers.
8. Brought in internationally prominent speakers.
9. Currently working with the College of Business on a collaboration with the MBA degree.

## **English**

### Priorities

1. Writing programs
2. Cultural studies
3. Children's literature

### Progress Made Toward Priorities

1. Completed a pilot version of the new diversity curriculum for ENGL 100.
2. Hired a new faculty member in Technical/Professional Writing.
3. Hired two faculty members in ethnic literatures, both serve on the Cultural Studies committee.
4. Drafted a proposal for an undergraduate interdisciplinary Certificate in Cultural Studies.
5. Three English faculty members have taught in the Origins program funded by Targeted of Excellence monies.
6. Put in place a new M.A. Track in Children's Literature.
7. Hired an additional faculty member in Children's Literature.
8. Offered a two-week May intersession course in London, partnering with Geography.

## **Geography**

### Priorities

1. Maintain academic excellence in undergraduate programs
2. Maintain academic excellence in M.A. and Ph.D. programs
3. Maintain high research productivity
4. Improve infrastructure in both physical and human terms
5. Maintain high visibility of KSU Geography

### Progress Made Toward Priorities

Geography report did not indicate progress made toward meeting the priorities.

## **Geology**

### Priorities

1. Seismology/tectonics

2. Environmental geology
3. Earth science education
4. Energy resources

Progress Made Toward Priorities

1. Efforts have been directed toward filling faculty positions to match priority areas indicated above.

**Journalism and Mass Communications**

Priorities

1. Support faculty entrepreneurship
2. Promote student competencies
3. Seek national reaccreditation through AEJMC

Progress Made Toward Priorities

Journalism and Mass Communications report did not include progress made toward meeting the priorities above.

**History**

Priorities

1. Military history
2. Environmental and agricultural history
3. Religious history

Progress Made Toward Priorities

1. Launched an interdisciplinary program in Security Studies.
2. Recent hires have specialty in history of the Cold War and East Asia.
3. Hired a Latin American historian with a research specialization in environmental History.
4. The department's internationally known expert in religious history has added "war and religion" courses to the curriculum.
5. The department will launch a new course in the fall of 2008 to prepare new majors for the task of historical research.
6. The Chapman Center for Rural Studies will open in 2009.

**Kinesiology**

Priority

1. Pathophysiology of exercise
2. Public health/behavior/physical activity

Progress Made Toward Priorities

1. Over the last 5 years faculty in the area of physiology of exercise have published well over 100 peer reviewed research articles and have been the principal investigator on grants from the National Institutes of Health, American Heart Association, and other funding agencies for over 1.3 million dollars.
2. Hired three new faculty members in the area of Public Health/Physical Activity.

3. Over the past 5 years public health physical activity behavior faculty have published over 50 peer reviewed journal articles and have been the principal investigator on grants from the National Institutes of Health, U.S.D.A., Sunflower Foundation, and other funding agencies for over 3.5 million dollars.

## **Mathematics**

### *Priorities*

1. Analysis
2. Algebra
3. Geometry/topology
4. Number theory
5. Differential equations

### *Progress Made Toward Priorities*

The report did not address the priorities stated above. The department has developed an Integration of Undergraduate, Graduate, and Postdoctoral Research Center (I-Center) aimed at integrating undergraduate, graduate and postdoctoral research activities. The center runs several grant supported projects.

## **Modern Languages**

### *Priorities*

1. More majors
2. Broader curriculum
3. More connections with other university units

### *Progress Made Toward Priorities*

1. Working to expand the languages for which K-State Education graduates can be certified for teaching in Kansas Schools.
2. The department has taken over complete editorship responsibility for the international journal *Twentieth and Twentieth-First Century Literature*.
3. Began effort to add a new certificate in translation.
4. Partnering with other university units to establish a track in Second Language Acquisition for the M. A. degree in Modern Languages.

## **Music**

### *Priorities*

1. Facilities
2. Faculty
3. Future growth/outreach
4. Curriculum

### *Progress Made Toward Priorities*

A report was not provided for the Music Department.

## **Philosophy**

### *Priorities*

1. Philosophy of Science and Logic

2. Applied aspects of normative philosophy (social/political/legal philosophy and ethics)

#### Progress Made Toward Priorities

1. Philosophy is part of the ORIGINS target of excellence project. The graduate certificate will have Philosophy as the teaching center and main direction. It will include 3 colleges and more than 10 departments.
2. New high level courses have been developed.

### **Physics**

#### Priorities

1. Atomic, molecular & optical physics
2. Condensed matter
3. Cosmology
4. High energy experimental physics
5. Physics education research

#### Progress Made Toward Priorities

The progress report did not include progress made toward priorities.

### **Political Science**

#### Priorities

1. Enhance the department's undergraduate programs
2. Increase number and quality of students recruited into MA and MPA programs
3. Increase number of MA and MPA graduates placed in top ranked Ph.D. programs with full funding or in solid mid-level government positions
4. Develop a niche focus in area of international security and relations to complement interdisciplinary MA and Ph.D. in Security Studies
5. Revise curricula and course content based on student learning outcomes evaluation process and best practices in political science and public administration
6. Endow two chairs in political science over next 10 years
7. Continue to obtain funding for existing interdisciplinary programs and develop new interdisciplinary programs
8. Faculty time, talent and expertise will be efficiently deployed to meet programmatic needs of the department's degree programs

#### Progress Made Toward Priorities

1. Developed a specialized "Pre Law Studies" option.
2. In the process of reviewing the curriculum (data collection).
3. Added an online Public Administration Certificate.
4. In the process of assessing undergraduate advising practices.
5. Added a Richter's Study Away Scholarship.
6. Developed new brochures and enhanced departmental website.
7. Enhanced the recruitment activities at major international conferences.
8. Promoted the CPA distance education program.
9. Increased the number of GTA positions by seven.

10. Provided enhancement dollars to faculty publishing in internationally significant journals and presses.
11. Developed a staffing plan for the two new tenure-track hires in international security.
12. Merit incentives were used to reward faculty for applying for and receiving external funding. The Suleiman Chair is fully endowed.
13. Funded the Security Studies program via federal grants.
14. Work with interdisciplinary teams to develop external grant proposals to build on the Targeted Excellence Grant for African Studies.
15. Developed a staffing plan to assure that future faculty positions are defined to meet the current and future needs of the department.

## **Psychology**

### *Priorities*

1. Personal and occupational health
2. Applied cognitive science

### *Progress Made Toward Priorities*

1. Hired a personality-health psychologist, a behavioral neuroscientist, an occupational health psychologist, and a cognitive psychologist.

## **Sociology, Anthropology, and Social Work**

### *Priorities*

1. Cultural change in the diverse world
2. Rural communities in transition
3. Social justice and equality
4. Social and cultural construction of gender

### *Progress Made Toward Priorities*

1. The department was able to retain cultural anthropologist, Michael Wesch, who won two major international awards from Wired Magazine and the Media Ecology Association; was a US nominee for the World Summit Award; Produced three multiple award winning videos viewed over six million times; and published major new items.
2. Increased the number of faculty with expertise in rural sociology from 2 to 5.
3. Due to Dr. Britton's editorship of *Gender and Society* we were able to attract excellent candidates for faculty positions (2) in this area.

## **Speech Communication, Theatre and Dance**

### *Priorities*

#### Speech Communication

1. Teaching, research, and service toward promoting civic discourse in the service of democracy
2. Support debate and forensic programs
3. Emphasize public speaking program

#### Theatre

1. Drama therapy
2. Ebony theatre

3. Playwriting
4. Pursue the latest technology to support theatre productions

#### Progress Made Toward Priorities

1. Continue to be involved in the planning of the new facility.
2. Conducted a study for reaccreditation
3. Reviewed curriculum and are making adjustments.
4. Waiting approval from Board of Regents for a MA degree in Theater.
5. Secured a GTA position to assist Ebony Theater.

### **Statistics**

#### Priorities

1. Provide high-quality collaborative efforts aimed at agricultural problems and those related to agricultural issues
2. Improve delivery of statistics service courses

#### Progress Made Toward Priorities

1. The department has hired two faculty members with specific expertise in agriculturally related problems, both at above entry level ranks. One was a full professor with expertise in very traditional field and animal experimentation, the other an associate professor with expertise in bioinformatics and genomics.
2. The department has committed ¼ time of one faculty member (and hopes to add to this in the future) to the mentoring and leadership of graduate teaching assistants who handle service courses.

### **Women's Studies**

#### Priorities

1. Offer an excellent undergraduate curriculum
2. Strengthen relationships with alumnae
3. Increase numbers on faculty and course offerings
4. Strengthen emphasis on community service and social change

#### Progress Made Toward Priorities

1. Added one new faculty member
2. Promoted one faculty member to full professor (first in the program)
3. Added a new course on Women and Environmentalism

### **American Ethnic Studies**

#### Priorities

1. Offer a Bachelor's of Arts degree
2. Restructure the curriculum to support a competency based program
3. Recruit new interdisciplinary faculty
4. Develop a clearinghouse for faculty research related to race and ethnicity

#### Progress Made Toward Priorities

1. Conduct research and faculty professional development related to pedagogy of multicultural teaching
2. Develop rewards and incentives for interdisciplinary faculty involvement
3. Identify external funding sources

4. Enhance collaboration between American Ethnic Studies and Women's Studies

## **College of Business Administration**

### Priorities

1. Globalization and Diversity
2. Technology –based innovation and entrepreneurship (Accounting, Finance, Management and Marketing)
3. Ethics and Responsible Business Citizenship (Accounting, Finance, Management and Marketing)
4. International supply chain Management (ISCM) between U.S. and Asia (Management)
5. Technology in marketing focusing on GIS (Marketing)
6. Integrated Investment Management Initiative (Accounting, Finance, Management, and Marketing)
7. Proposed Priority addition-Pre-Advanced Placement Accounting Courses for H.S. students

### Progress Made Toward Priorities

Each endowed chair has been designated to supervise the department/college priorities. Thus far the following endowed chairs have been designated to supervise one of our priorities:

1. The Jack Vanier Distinguished Chair in Innovation and Entrepreneurship – Dr. Jeff Hornsby has been hired beginning in August 2008 to fill this chair.
2. The Sam and Karen Forrer Chair in Business Ethics – Dr. William Turnley was appointed in March 2008 to fill this chair.
3. The J. J. Vanier Distinguished Chair in Geographical Information Systems (GIS) – A national search to fill this chair is in progress.
4. The Edgerley Chair in Global Business – An internal search is in progress to fill this chair.
5. The von Waaden Chair for Investment Management – Dr. Eric Higgins, associate professor of finance, is currently serving as this priority champion.

### **Globalization and Diversity**

1. An international council was appointed to facilitate and increase globalization efforts.
2. Developed and international exchange program for students.
3. Encouraged study abroad opportunities for students and faculty.
4. Collaborative research efforts with foreign scholars.
5. Participation in international conferences.

### **Technology-Based Innovation and Entrepreneurship (Accounting, finance, Management and Marketing)**

1. Hired Dr. Jeff Hornsby to serve as the Jack Vanier Distinguished Chair for Innovation and Entrepreneurship. Dr. Hornsby's experience at a top entrepreneurship program will provide a strong foundation for the college to begin its own development into a top entrepreneurship program.
2. Entrepreneurship major approved by the CBA faculty on March 26, 2008.
3. Supported the development of the K-State Entrepreneurship Minor Program. The CBA will play a strong role in the direction and implementation of this

program. Combined, the Minor program along with the Major program will attract students, develop an attitude of entrepreneurship, and potentially create graduates with the capacity for new venture creation and success.

4. Conducted an Entrepreneurship Week organized by graduate students in technology entrepreneurship and the Students in Free Enterprise (SIFE).
5. Hosted an Invention to Venture Workshop with AMI, NISTAC, KTEC, and the National Collegiate Inventors and Innovators Alliance.

#### **Ethics and Responsible Business Citizenship (Accounting, Finance, Management, and Marketing)**

1. The Sam and Karen Forrer Chair in Business Ethics was awarded this spring to Dr. William Turnley. He will take on the role of champion of the initiative in the future.
2. The hire of Dr. Thomas Wright as the Jon Wefald Chair in Business Leadership is related closely to the ethics initiative. He will be developing a significant project on leadership and character for this initiative.
3. Publications in top tier academic and practitioner journals, along with book chapters and edited books have been produced. In the past four years, faculty members have published over 25 articles or book chapters, presented dozens of conference papers, and produced one edited book on ethics or ethics related topics.
4. The CBA Curriculum currently includes a required Business, Government, & Society course for all undergrad business majors, and a Legal, Ethical, & Social Environment course for all MBA students.
5. Cargill currently sponsors the Ethics Speaker Series (since 2004) and remains committed to that sponsorship.
6. A website highlighting the accomplishments of the faculty in the Ethics Interest group is under construction.
7. Dr. Diane Swanson and the CBA have established a website presence for the Ethics Education Initiative (since 2003). This Initiative has served as a voice for a stronger emphasis on Ethics Education in business curricula.
8. K-State is mentioned as a model program for business ethics on the website of AACSB, the international accreditation body for schools of business.

#### **International Supply Chain management between U.S. and Asia (Management)**

1. Dr. Chwen and Dr. Brian Niehoff taught for an English language MBA class at National Taiwan University of Science & Technology in summer 2007. In addition, both made presentations in the Executive MBA program, and developed relationships with faculty at other Taiwanese institutions.
2. Dr. George Cai, assistant professor, was hired to teach supply chain courses. Dr. Chae spent a year's leave of absence working at Samsung in Seoul, Korea. His focus was on Information Systems and Supply Chain Management. This helped him develop partnerships for research in Korea.
3. In July 2007, the CBA Department of Management hosted the Global Manufacturing Research Group (GMRG) annual meeting on campus with 30 scholars from 14 different countries attending. The 30 scholars from around the globe accomplished the development of many research projects in their three days on campus.

4. We have been awarded one \$10,000 grant to work with a school in Taiwan and have nearly \$900,000 in grant applications pending for work in conjunction with programs and institutions in South Asia.
5. Dr. Sheu has reached out to CBA faculty from Management, Accounting, Finance, and Marketing to develop interdisciplinary research projects based on the GMRG database. This process will not only assist the faculty research profile in the CBA, but also develop a broad array of support and participation in the Supply Chain Management literature with an entirely new group of faculty members.

**Technology in Marketing Focusing on Geographical Information Systems (GIS) (Marketing)**

1. Department of Marketing faculty developed a GIS Strategic Plan.
2. Purchased a site license with ESRI for GIS software and established a teaching lab.
3. Capitalized on the interdisciplinary collaborative mindset among K-State faculty with existing GIS expertise and received resource support from the geography faculty for training for business faculty and for development of a GIS module for a marketing course.
4. Purchased a one-year subscription to the Business Analyst Online for Education (BAO-Ed) Lab Kit used to create a 25-seat laboratory for the Business Analyst software.
5. Established an active faculty representation on the university GIS steering committee.
6. Hired new faculty member with technology focus in fall 2007 (not a new line but a replacement for a faculty member leaving the university).
7. Developed a proposal for the CBA administrative council calling for hiring a GIS oriented faculty member as one of the two Vanier chairs. The Dean accepted this proposal and initiated a national search for the John J. Vanier Distinguished Chair in GIS.
8. Sent two faculty members for GIS training on ESRI's ArcGIS Business Analyst software.
9. Developed GIS modules in the following courses: Marketing Research, Retailing, Marketing Channels, Marketing Management, and Professional Selling and Sales management courses.
10. Joined the K-State GIS Users group.

**Integrated Investment Management Initiative (Accounting, Finance, Management and Marketing)**

1. Certificate in Integrated Investment Management in final stages of approval.
2. Partnered with the K-State Foundation for students to manage \$500,000 of university funds in fall 2007. Private contributions donated with the specific intention of being under student management will ultimately replace these funds.
3. Raised an additional \$250,000 to be placed in the Dennis and Sally von Waaden Student Investment Portfolio.

**Proposed New Priority: Pre-Advanced Placement Accounting courses for High School Students (Accounting)**

1. The Department of Accounting at Kansas State University approved a priority initiative to develop a pilot program to create a Pre-AP Accounting Course that will be the first step in creating an AP Accounting Course sponsored by the College Board.
2. Between March and June 2007, Dr. Dan Deines, the KPMG Professor of Accounting, developed the content for the Pre-AP Course.
3. In June 2007, a three-day workshop was conducted to train teachers engaged in the pilot program.
4. The Department of Accounting in the CBA developed an articulation agreement with the K-State university administration to give students who are successful in the Pre-AP Accounting Course a significant head start in the K-State accounting program.
5. Drs. Dan Deines and Joe Bittner have written a grant seeking \$1.7 million to fund “The Project” for the next five years.
6. The deans of the College of Business Administration and the College of Education have pledged their support of the project. Both wrote letters of support for the grant proposal.
7. The Kansas Society of CPA’s contributed \$5,000 to the project during its planning year.
8. The Foundation for the American Institute of CPAs has contributed \$28,000 to support the first year of the pilot program.

## **College of Education**

### **Educational Leadership**

#### *Priorities*

1. On-line and field-based graduate Leadership Academies for school administrator licensure
2. Leadership Studies and Programs
3. Field-based and on-line Adult Education graduate programs
4. Diversifying faculty, student body, curricula
5. Extended study abroad opportunities for students

### **Elementary Education**

#### *Priorities*

1. Nationally recognized teacher enhancement initiatives
2. On-line, field-based, and alternative teacher preparation programs (emphasis: Southwest Kansas; urban schools)
3. English as a Second Language
4. Collaborative Science Education development, research and professional assistance
5. Diversifying faculty, student body, curricula
6. Extended study abroad opportunities for students

### **Secondary Education**

#### *Priorities*

1. Nationally recognized teacher enhancement initiatives

2. Alternative teacher preparation programs (emphasis: high need disciplines)
3. English as a Second Language
4. Collaborative Science Education development, research and professional assistance
5. Diversifying faculty, student body, curricula
6. Extended study abroad opportunities for students

## **Special Education**

### **Priorities**

1. Nationally recognized teacher enhancement initiatives
2. Graduate programs in Student Affairs (emphasis: academic advising; especially collegiate student athlete advising)
3. Diversifying faculty, student body, curricula
4. Extended study abroad opportunities for students

### **Progress Made Toward Priorities for the College of Education**

1. Nationally recognized teacher enhancement initiatives  
*Progress:* All programs nationally accredited; graduate programs rated #7 among LG institutions w/o medical schools and #8 among Big 12 institutions.
2. On-line, field-based, and alternative teacher preparation programs (emphasis: Southwest Kansas; high need disciplines)  
*Progress:* secured major grant (\$1,700,000 annually) emphasizing development and delivery of SW Kansas programming; ACCESS-US program initiated in SW Kansas; newly approved secondary certificate program for high need disciplines; newly approved M.S on-line program in academic advising.
3. On-line and field-based graduate Leadership Academies for school administrator licensure  
*Progress:* moved focus of graduate programs from campus to field based offerings; initiated and are implementing formal academy arrangements with five school-districts; converted nearly 70% of curriculum to distance-aided instruction; initiated Salina-campus based programs.
4. Leadership Studies and Programs  
*Progress:* received commitments for approximately \$10,000,000 for new LS facility; hired new faculty member to advance research agenda; completed process to create a new School of Leadership Studies.
5. English as a Second Language  
*Progress:* negotiated base reallocation of \$725,000 to stabilize ESL budget; increased distance delivered graduate enrollments to 1800 (FY08) with revenues of approximately \$2,000,000; created and implemented new non-profit organization to commercialize ESL intellectual property with \$250,000 first year revenue; awarded largest number of competitive Title III: Office of English Language Acquisition grants of any institution in nation (6 grants totaling \$1,632,000 annually for 5 years).
6. Graduate programs in Student Affairs (emphasis: academic advising especially collegiate student athlete advising)

*Progress:* on-line graduate certificate program in academic advising received national attention; expanded academic advising certificate into a totally on-line M.S. program; recruiting new faculty member.

7. Field-based and on-line Adult Education graduate programs

*Progress:* converted 7 graduate courses to distance delivery; moved all programs from campus to field-based delivery; initiated and secured funding through the Board of Regents for major Adult Basic Education program based on the Salina campus; developed and are delivering cohort masters and doctoral programs at Ft. Leavenworth.

8. Collaborative Science Education development, research and professional assistance

*Progress:* initiated new efforts for cross-campus collaborative STEM activities through the Center for Science Education; reallocated approximately \$8,000 in SRO to Center; reallocated secretarial position to Center.

9. Diversifying faculty, student body, curricula

*Progress:* reallocated resources to expand role of Assistant Dean for Diversity from a 0.5 FTE position to full-time; permanently budgeted \$10,000 for college diversity related activities; conducted or supported approximately 20 diversity-related professional development opportunities for faculty; recognized by Negro Leagues Baseball Museum for over a decade of support of their research and curriculum development agendas.

10. Extended study abroad opportunities for students

*Progress:* created and initiated full summer program for students in Chihuahua, Mexico in conjunction with the University of Chihuahua; provided scholarship support for approximately 20 students to attend Mexican summer program.

## **College of Engineering**

### **Architectural Engineering and Construction Science**

#### Priorities

1. Sustainable Building Design and Construction
2. Building Security and Occupant Protection

#### Progress Toward Meeting Priorities

Since Fall 2006 the Department of Architectural Engineering and Construction Science has made measurable progress toward its strategic priorities.

1. Three (3) new faculty members have been recruited that enhance undergraduate and graduate education and also provide expertise in areas identified as priorities in the department. Two of these faculty members were funded by the university, and one was funded by industry. This action was necessary to maintain ABET and ACCE accreditation.
2. Several faculty serve in leadership positions in nationally known associations and societies which gives considerable exposure to the department, college and university.
3. Student organizations have participated and won regional, national and international competitions, bringing credit to the department, college and university.

4. The KSU Student Chapter of ASHRAE won 1st place in International Design Competition.
5. KSU Students won 1st place in Associated Schools of Construction (ASC) Regional Construction Management competition.
6. KSU Students won 1st place in American Concrete Institute (ACI) international concrete construction competition.
7. Extramural funding for faculty fellowships, student scholarships and Educational Enhancement funds has increased approximately \$2.5 million since 2006 thanks to outstanding relationships with alumni and industry.

## **Biological and Agricultural Engineering**

### *Priorities*

1. Environmental Engineering
2. Renewable Energy and Materials
3. Machinery Systems, Mechatronics, and Precision Agriculture

### *Progress Made Toward Priorities*

The report did not indicate the progress made toward meeting the priorities.

## **Chemical Engineering**

### *Priorities*

1. Biomolecular Engineering
2. Sensors and Advanced Materials
3. Alternative Energy

### *Progress Toward Meeting Priorities*

The department has made significant progress in implementation of the plan finalized in 2005 and this progress is summarized below. More detailed documentation follows.

1. Hired 3 new faculty members in strategic priority areas who have raised \$1.1M in research support in the past 16 months.
2. Departmental faculty developed departmental and interdepartmental research efforts which resulted in awards of more than \$3 M within the strategic areas in the past two years.
3. Development of educational offerings which complement the priority areas of the department, including secondary majors (UG focus) and certificate programs (UG and graduate foci).

### *Hiring*

1. 2 faculty members hired in the Novel Materials area (Jennifer Anthony and Krista Walton with start dates 8/05 and 10/06, respectively)
2. 1 new faculty member hired with skills in both areas (Vikas Berry, start date 12/06)

### *Research*

1. New Cross-university and multi-university proposals in this area.
2. Examples include:
  - Funded – Bioprocessing / Biofuels:
    1. USDA for low-TFA Oils for Rezac, Pfromm, with Food Science Support
    2. Industry support to Pfromm for Bioseparations research

3. Industry support for Pfromm for Biofuels evaluations
4. Targeted Excellence funding for Rezac and others in Biofuels
5. DoE support for Rezac for biomass conversion
6. DoE support for Pfromm for biological sequestration of CO<sub>2</sub>

Funded – Novel Materials:

1. Targeted Excellence Project for Edgar, McGregor, Singh in Sensors
2. DoD support for Walton (new hire) for adsorbents
3. DoD Young Investigator Award for Walton (new hire)
4. NSF support for Walton (new hire) for novel materials
5. NSF support for Edgar in advanced materials.

Pending: A wide range of proposals are pending; noteworthy among them:

1. KBA Planning grant for a Center of Innovation in Bioenergy, lead by Rezac

Education / Outreach

1. New Secondary Major in Bioengineering
2. New Secondary Major in Materials Science
3. New Graduate Certificate in Biomass Technologies
4. Exploring Multi-university graduate course sharing in the bio-technology area

## **Civil Engineering**

### **Priorities**

1. Civil Infrastructure Systems
2. Environmental and Water Resources

### **Progress Toward Meeting Priorities**

1. Hired a permanent Director for the University Transportation Center (UTC)
2. UTC has developed its strategic plan, developed and implemented its operational procedures, and received its third round of funding.
3. The Global Research on Water-based Economies (GRoWE) consortium has continued to expand its participation and visibility nationally and internationally
4. GRoWE is working toward becoming the Institute for Water and Society (IWS) so that it will have broader participation locally and to increase its national and international visibility.
5. A new faculty member has been added as strategic hire in the environmental and water resources area to add strength in surface water hydrologic systems that broadens the competencies in this area.

## **Computing and Information Sciences**

### **Priorities**

1. Programming Languages and High Assurance Software
2. Distributed and Embedded Systems
3. CyberSecurity
4. Computational Science and Informatics

### **Progress Toward Meeting Priorities**

1. We have hired excellent faculty in all four areas of emphasis, programming languages and high assurance software, distributed and embedded systems, cybersecurity, and computational science and informatics. All have acquired extramural research funds.
2. Started the Center for Sensors and Sensor Networks.
3. Started successful research programs in cybersecurity, bioinformatics, homeland security, and health informatics.
4. Enabling Interdisciplinary Computational Research.  
CIS faculty have collaborated on many new interdisciplinary research programs. In the past 5 years, our 15 research faculty have been involved with 30+ interdisciplinary projects that involve 45+ other industries, agencies, and departments.
5. CIS has developed the BeoCat computing infrastructure that services more than a dozen computational researchers from 11 departments in three K-State colleges.

## **Electrical and Computer Engineering**

### *Priorities*

1. Intelligent Systems and Robotics
2. Communications and Networking
3. Biomedical Systems
4. Embedded Systems
5. Power and Energy Systems

### *Progress Toward Meeting Priorities*

1. Power Affiliates Program: A consortium of power-related companies was established in 2008 to support the power systems area in EECE as well as some other departments in engineering. Annual funding will initially be in the range of \$150K, with the plan that funding will increase during the next few years with new members. The program will be based in EECE.
2. GE Aviation University Development Center: General Electric has chosen Manhattan as the site of its next University Development Center for work in the embedded systems area. The center will provide Co-op opportunities for 30+ students in EECE and CIS. GE is also interested in establishing research connections with both departments in the near future.
3. Wind Application Center: The EECE department will be the home of the Department of Energy sponsored Wind Application Center for the state of Kansas through the Wind for Schools program. This center promotes wind energy by helping K-12 schools throughout the state design and install small wind turbines at their school.

## **Industrial and Manufacturing Systems Engineering**

### *Priorities*

1. Precision Machining
2. Operations Research
3. Manufacturing Systems
4. Health Care Systems Engineering

## Progress Made Toward Progress

### **Operations Research**

Faculty involved are Todd Easton, Mike Harnett, Stanley Lee, and Chih-Hang Wu. Some of the recent major achievements of this group include: creating interior integer polyhedral techniques for integer programs, developing streamlined algorithms for solving large-scale classification and ridge regression problems, solving large-scale dense quadratic knapsack problems using adaptive matrix splitting methods, formulating and proving convex fuzzy set systems, and developing combined fuzzy neural and support vector machine networks.

### **Precision Machining**

Faculty members involved are Shuting Lei and Zhijian Pei. Both faculty members in this priority area have received NSF CAREER awards. Their research in this area has been supported by NSF, industry, and national laboratories, with total funding of ~\$2.5 million since 2000. They have worked with 8 PhD students and 12 MS students, and two of their PhD students have become assistant professors at US universities. They have been actively collaborating with industry and Argonne National Lab (ANL). They have sent their graduate students to conduct research at ANL and several companies.

They have collaborated with colleagues inside and outside KSU. They have collaborators in the Mechanical and Nuclear Engineering Department, Biological and Agricultural Engineering Department, Physics Department, and Chemistry Department at KSU, and at Northwestern University, University of Arkansas, University of Massachusetts at Lowell, University of Nebraska at Lincoln, University of South Florida, Wichita State University, and Argonne National Laboratory.

Both faculty members have been active in the manufacturing research community. They organized one symposium at the International Mechanical Engineering Congress and Exposition and one symposium at the ASME International Conference on Manufacturing Science and Engineering. They also serve on the editorial boards of 8 journals, and technical committees of ASME (American Society of Mechanical Engineers) and SME (Society of Manufacturing Engineers). They both are frequent reviewers and panelists for NSF, and regularly review papers for nearly 30 different journals.

### **Manufacturing Systems Engineering**

Faculty involved are David Ben-Arieh, Shing Chang, Todd Easton, Malgorzata Rys, and Chih-Hang Wu. Dr. Lee applied fuzzy-neural systems to manufacturing processes. Dr. Ben-Arieh proposed the use of linguistic labels for group decision making. Dr. Chang used the fuzzy sets to improve statistical process control on manufacturing processes. Drs. Chang and Lee collaborated on implementing fuzzy sets for multiple attribute decision making methods. In addition, the research work related to manufacturing systems has also been extended to non-manufacturing systems. For example, Dr. Ben-Arieh worked on grants related to mission complexity analysis and project selection methodology for NASA Kennedy Space Center.

### **Health Systems Engineering**

Faculty involved are David Ben-Arieh, Shing Chang, Todd Easton, Stanley Lee, Malgorzata Rys, and Chih-Hang Wu. The applied projects conducted by the department included a facility layout improvement at the Pharmacy of Irwin Military Hospital at Fort Riley, a process improvement also at Irwin Military Hospital, an information system upgrade in the Emergency Department of Pratt Regional Medical Center, and improved operating room scheduling at the Manhattan Surgical Center.

In addition to the projects we have formed a Health oriented advisory board, generated important professional support from the Kansas Hospital Association and the American Telemedicine Association, and created professional recognition from the Kansas Department of Health and Environment.

This year we extended the projects in depth and importance and created stronger commitments from both the department and the hospitals. This effort materialized in the projects being partially supported by the industry. These projects include operating room scheduling and process improvements in Hays Medical Center and Immanuel Hospital in Omaha, project management with the IT department of the Alegent healthcare provider in Omaha, as well as continuation of the projects in Hays and Pratt.

In addition, we are in the process of creating a professional alliance with the University of Kansas Medical School Hospital and the American Telemedicine Association, with the focus of process improvement and increasing patient safety. We expect this phase to continue for another year while we continuously focus our expertise. Currently we are in the process of concentrating on the issue of safety in hospitals which makes use of our expertise in operations research, statistics, risk analysis and our expertise with the domain of healthcare.

The effort will allow the department to be recognized by the industry, as well as funding agencies, as a national resource in this area.

## **Mechanical and Nuclear Engineering**

### **Priorities**

1. Radiation Detection
2. Indoor Environmental Engineering
3. Natural Gas Transmission
4. Fracture Mechanics/Composite Materials

### **Progress Made Toward Priorities**

The Faculty effort in the Nuclear Radiation Detection and Shielding area has resulted in the development of the Semiconductor Materials and Radiological Technologies (SMART) Laboratory which is considered one of the largest university laboratories involved with the design, manufacturing, and testing of radiation detectors. The research team of three faculty members has received over \$11.7M in new research contracts since the beginning of AY 2003-04. In the past two years, 3 books/book chapters, 38 refereed publications, and 21 conference papers have been published. They have received approval for 9 patents and 10 patents are pending.

To help address the need for more nuclear trained engineers, K-State has taken the lead in developing the Big-12 Nuclear Consortium. In this program the four Big-12 schools with nuclear programs have been offering nuclear courses via the internet to engineering students at the 8 other non-nuclear Big-12 Universities. The initiative has received over \$650,000 funding from Department of Education and Department of Energy.

The MNE department and its Faculty are closely affiliated with two College of Engineering research institutes. The Institute for Environmental Research is the longest continually operating university laboratory in the world dedicated to human response to the indoor environment and continues to be a world leader in this area. The National Gas Machinery Laboratory is one of only two laboratories in the nation dedicated to research for the natural gas pipeline industry, a key industry for Kansas.

## **College of Human Ecology**

### **Apparel, Textiles, and Interior Design**

#### Priorities

1. Design
  - a. Aesthetic and Functional Apparel and Textiles
  - b. Interiors
2. Marketing
3. Historic Preservation

#### Progress Toward Priorities

1. Five ATID faculty have their core research interests in sustainability and sustainability is taught across the curriculum. A new assistant professor (for FY 09) was sought out for her research focus in sustainability.
2. ATID students hold memberships in three newly formed student organizations at K-State that advance sustainable practices: *Sustainability*, *Fair Trade*, and *Advocates for Artisans* which is departmentally sponsored.
3. The department sponsored three executive-in-residence lectures during the year. The topics ranged from supply-chain management to entrepreneurship to sustainability in the textile industry.
4. Two ATID faculty are also members of the Center on Aging faculty. Their scholarship and outreach efforts focus on housing and consumer issues among older populations.

## **Family Studies and Human Services**

#### Priorities

1. Health and Security of Military Families
2. Personal and Family Risk Assessment and Evaluation
3. Disorders of Communication and Swallowing
4. Families and Health

#### Progress Toward Priorities

1. Two new faculty in Marriage and Family Therapy, Sandra Stith and Jared Anderson, have specific interests in military families.
2. 17 faculty in the school are engaged in research, outreach, and/or clinical services with military families and Dr. Briana Goff has been appointed to lead the K-State-Fort Riley collaboration in research, outreach, and clinical services.

3. Dr. John Grable has established a national reputation in the financial community for his research on financial risk taking and Dr. Jane Garcia has a national reputation for work with swallowing disorders. Both Grable and Garcia work with military families—Grable with payday loans and Garcia with traumatic brain injuries.
4. Two new assistant professors will join the personal financial planning faculty in Fall 2008 and will contribute to the financial risk assessment priority. An additional position in communication sciences and disorders is the top priority for funding.

## **Hotel, Restaurant, Institution Management and Dietetics**

### **Priorities**

1. Food Safety in Commercial and Institutional Foodservices
2. Hospitality Tourism and Marketing
3. Gerontology and Its Interface with Hospitality Management and Dietetics in Long-term Care and/or Continuing Care Retirement Communities

### **Progress Toward Priorities**

1. The department hired an assistant professor with expertise in food safety in Spring 2008 and an additional faculty member with research interests in food safety has accepted an offer of employment for FY 09.
2. The department provided leadership in the development of an online Master of Science in Dietetics degree under the auspices of the Great Plains IDEA.

## **Human Nutrition**

### **Priorities**

1. Sensory Analysis and Consumer Behavior
2. Human Nutrition and Physical Activity

### **Progress Toward Priorities**

1. Faculty are collaborating with Thammasat University in Thailand to train a Sensory Panel that will focus on the Asian palate.
2. The department provided leadership to the formation and administration of Kansas State University's Master's in Public Health program.
3. Two incoming faculty members who will begin their appointments in Fall 2008 support the human nutrition and physical activity priority.
4. The department participates in the Interdepartmental graduate program in Food Science. Two major research grants were received by Human Nutrition faculty in the area of food safety.

## **College of Technology and Aviation**

### **Arts, Sciences and Business**

#### **Priorities**

1. Increase Enrollment in Technology Management by 30% in 3 Years
2. Increase Distance Learning Offerings to Build Image
3. Target Ft. Riley
4. Build Relationships with Kansas Wesleyan and Brown Mackie
5. Take More Advantages of Global Flyer

#### **Progress Toward Priorities**

1. Met the 30% increase in three years. Enrollment has doubled over the past three years.
2. Developed a program at Fort Riley for soldiers and their families.

## **Aviation**

### **Priorities**

1. Increase Educational Quality
2. Increase Diversity
3. Increase Connection with Community

### **Progress Toward Priorities**

1. Supported faculty and staff in their pursuit of advanced degrees.
2. Continued faculty involvement in professional associations.
3. Increase compensation for faculty.
4. Added two female tenure track faculty to the department.
5. Continued to support the Tuskegee University Partnership.
6. Remained engaged with association and organizations representing underrepresented groups.
7. Remained associated with community and professional associations.

## **Engineering Technology**

### **Priorities**

1. Develop Academic Programs to Facilitate Employment of Graduates and Instill Life-long Learning
2. Develop Faculty Recognized for Outstanding Teaching, Technical Expertise and Academic Leadership
3. Emphasize Scholarship of Teaching
4. Develop and Maintain Excellent Facilities
5. Explore and Develop New Program Areas Appropriate to Changing Needs of Business and Industry
6. Expand Partnerships with Industry
7. Revise Organizational Structure and Procedures of Department to Maximize Efficiency

### **Progress Toward Priorities**

- ▶ Increase student recruitment/retention initiatives.
  - Increase focused advertising in regional high schools to introduce potential students to engineering technology.
  - Continue with articulation agreements/partnerships with Community Colleges with over 12 currently in place and offer courses on remote campuses.
  - ELITE Scholars and STEM grants initiatives for underrepresented students will continue to be supported.
  - Faculty will continue to interface with high schools by giving lectures, accompany admission representatives to recruiting events, participate in Project Lead the Way (PLTW), and host campus events for PLTW students, parents, faculty and counselors.

- Seek federal funding to subsidize financial expectations of traditionally underrepresented student populations enrolled in ET programs.
- Provide seamless matriculation and assimilation of community college transfers.
- ▶ Sustain teaching and curriculum quality
  - Increase faculty participation in technical conferences and teaching workshop at local, state, regional and national levels.
  - Promote summer opportunities for faculty to engage in industrial experience.
  - Provide summer fellowships for faculty to engage in curriculum development when funding is available.
  - Help faculty stay current in their field by encouraging faculty to create a commercial quality product in their area.
  - Improve instructional equipment and lab facilities to reflect industry applicability and maximize classroom efficiency to reflect dynamic faculty/student ratio.
  - Establish faculty mentorship program.
  - Achieve feasibility for offering more on-line courses.
  - Continue meeting eligibility requirements for ABET accreditation and prepare for next visit.
  - Continue and maintain student learning outcomes and assessment plan.
- ▶ Strengthen Industry Partnerships
  - Identify key industrial partners having greatest potential of hiring our majors by working with careers services and developing, creating and maintaining database of identified industries.
    - Develop relationships with identified industries by mailing information about the K-State at Salina and programs, creating personal relationships, and structuring industrial visits.
    - Increase Industrial advisory board participation and follow through on proposed changes.
    - Identify means of increasing and improving internship opportunities.

## **College of Veterinary Medicine**

### **Anatomy and Physiology**

#### *Priorities*

1. Recruit Faculty with Expertise in Epithelial and/or Stem Cell Function
2. Refine Structure of Pharmacology Course
3. Revise Staffing of Gross Anatomy Offerings in DVM

#### *Progress Made Toward Priorities*

1. Renewed funding for an NIH funded center for Epithelial Function in Health Disease.

2. Obtained extramural support to develop the Stem Cell program.
3. Added one additional faculty member to the Stem Cell program.
4. Established collaborative programs that reach across colleges and departments to utilize umbilical stem cells for a variety of biomedical uses.

## **Diagnostic Medicine and Pathobiology**

### *Priorities*

1. Improve Faculty/Staff Retention using Incentives, Mentoring, and Family-Friendly/Collegial/Respectful Environment
2. Enhance Physical Infrastructure
3. Increase Extramural Support for Research, Teaching, and Service
4. Enhance Cultural, Ethnic, and Gender Diversity

### *Progress Toward Meeting Priorities*

1. Have taken a leadership role in rapid diagnostic methodology.
2. Provided training for other veterinary diagnostic laboratories in the United States through the National Animal Health Laboratory Network (NAHLN).
3. Enhanced our electronic communications with veterinarians.
4. Participated in field investigations and disease outbreak studies resulting in improved health and greater productivity of livestock (e.g., Circovirus infections of swine).

## **Clinical Sciences**

### *Priorities*

1. Establish Premier Agricultural Practices Group of Veterinarians
2. Recruit and Retain Specialists
3. Recruit and Retain Technical Support and House Office Support

### *Progress Toward Meeting Priorities*

1. Established a satellite clinical training center in Omaha, NE.
2. Maintained our teaching caseload and revenue stream despite unprecedented growth in specialty practices in the private sector which removes the justification for veterinarians to refer patients to Manhattan, especially from nearby metropolitan centers.
3. Upgraded our physical facilities to include intensive/critical care facilities, cardiology, dental, endoscopic and small animal hospital outpatient facilities.

## **Veterinary Medicine Teaching Hospital**

### *Priorities*

1. Recruit and Retain Personnel
2. Maintain Caseload

### *Progress Toward Priorities*

1. Have had success with our satellite clinical training program in Omaha, Nebraska.
2. Preliminary architectural drawings have been completed for an equine lameness evaluation arena to be constructed adjacent to the Veterinary Medical Teaching Hospital.