



K-State 2025 Strategic Direction Action Plan and Alignment for the College Veterinary Medicine

1. What is your College’s mission/vision and how does your organization contribute to achieving the University’s vision for K-State 2025?

- Mission:** To serve as a global leader in animal and human health through education, discovery, and service.
Vision: To be the premier College of Veterinary Medicine dedicated to animal and human health and welfare.
Values: The College of Veterinary Medicine values excellence, integrity, innovation, service, collaboration, and diversity.

The College of Veterinary Medicine will enhance its present-day leadership in three research themes (animal health infectious disease, comparative biomedical science, and food safety and security) and by its curricular, instructional, and service excellence. Through these research, education, and service initiatives the College will support the University’s vision for K-State 2025 and public health in the State of Kansas for both animal and human health and welfare.

2. What are your College’s key activities and outcomes and how do they link to K-State 2025 themes/common elements and outcomes?

Key Activities	Short Term (1 to 5 Years) <i>Key Outcomes</i>	Intermediate (6 to 10 Years) <i>Key Outcomes</i>	Long Term (11 to 15 Years) <i>Key Outcomes</i>
<p>What we plan to do...</p> <p>PERSONNEL</p> <ol style="list-style-type: none"> Retain and increase the number of faculty members (tenure-track, research-track, and clinical-track) and staff with research, instructional and service appointments, and outreach responsibilities Enhance the number and percentage of faculty members with endowed chairs and professorships Recruit and develop national academy members <p>EDUCATIONAL EXPERIENCE</p> <ol style="list-style-type: none"> Professional Students: Maintain an outstanding, all-species, core DVM curriculum with a diversified elective offering 	<p>What do we expect to happen in 5 years?</p> <ol style="list-style-type: none"> Over 5 years, increase faculty numbers by 10% from 109 to 120 [T4-5, T4-6, T5-5, B-5] Over 5 years, increase endowed chairs and professorships by 50% from 8 to 12 [B-2, T5-2] Increase the number of national academy members from 0 to 1 [B-3] <ol style="list-style-type: none"> Admit 112 students annually to the 1st year DVM class with engaged students benefitting from high impact educational practices used by excellent faculty and staff across the college [T2-2, T2-3, T2-7] 	<p>What do we expect to happen in 6 to 10 years?</p> <ol style="list-style-type: none"> Over 5 years, increase faculty numbers by 10% from 120 to 132 [T4-5, T4-6, T5-5, B-5] Over 5 years, increase endowed chairs and professorships by 25% from 12 to 15 [B-2, T5-2] Increase the number of national academy members by 1 [B-3] <ol style="list-style-type: none"> Admit 112 students annually to the 1st year DVM class with integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence [T2-2, T2-3, T2-7] 	<p>What do we expect to happen in 11 to 15 years?</p> <ol style="list-style-type: none"> Over 5 years, increase faculty numbers by 10% from 132 to 145 [T4-5, T4-6, T5-5, B-5] Over 5 years, increase endowed chairs and professorships by 20% from 15 to 18 [B-2, T5-2] Increase the number of national academy members by 1 [B-3] <ol style="list-style-type: none"> Admit 112 students annually to the 1st year DVM class with a professional educational experience recognized as one of the best among the nation’s Top 50 Public Research Universities [T2-2, T2-3, T2-7]

<p>5. Doctoral Students: Establish a DVM-PhD graduate program</p> <p>6. Master of Science Students: Develop a new track in Animal Health for the MS in Biomedical Sciences at the K-State Olathe campus and hire new faculty members to support the new track</p> <p>7. Master of Public Health Students: Facilitate administration of the interdisciplinary Master of Public Health program, particularly the infectious diseases/zoonoses track</p>	<p>C. Over 5 years, increase the number of DVM-PhD dual-degree students from 0 to 7 [T3-5, B-5]</p> <p>D. Over 5 years, increase MS students in this track from 0 to 15 and faculty members from 0 to 2 [T3-5, T5-5]</p> <p>E. Attain accreditation of the MPH program and, over 5 years, recruit 3 DVM-MPH students who have primarily a public health focus [T2-2, T2-7]</p>	<p>C. Over 5 years, increase the number of DVM-PhD dual-degree students by 8 for an annual college total of 15 [T3-5, B-5]</p> <p>D. Over 5 years, increase MS students in this track by 33% from 15 to 20 [T3-5]</p> <p>E. Maintain accreditation for the MPH program and, over 5 years, recruit 5 DVM-MPH students who have primarily a public health focus [T2-2, T2-7]</p>	<p>C. Over 5 years, maintain the number of DVM-PhD dual-degree students by 8 for an annual college total of 15 [T3-5, B-5]</p> <p>D. Over 5 years, increase MS students in this track by 50% from 20 to 30 [T3-5]</p> <p>E. Maintain accreditation for the MPH program and, over 5 years, recruit 8 DVM-MPH students who have primarily a public health focus [T2-2, T2-7]</p>
<p>RESEARCH, SCHOLARLY, AND CREATIVE ACTIVITIES</p> <p>8. Enhance total sponsored extramural funding expenditures</p> <p>9. Establish interdisciplinary centers</p>	<p>F. Increase sponsored extramural funding expenditures 3% annually, from \$15.2M to \$17.6M [B-1, T1-2]</p> <p>G. Over 5 years, increase the number of interdisciplinary centers from 5 to 7 [T1-1, T4-6]</p>	<p>F. Increase sponsored extramural funding expenditures 4% annually, from \$17.6M to \$21.4M [B-1, T1-2]</p> <p>G. Maintain the number of interdisciplinary centers at 7 [T1-1, T4-6]</p>	<p>F. Increase sponsored extramural funding expenditures 5% annually, from \$21.4M to \$27.1M [B-1, T1-2]</p> <p>G. Increase the number of interdisciplinary centers from 7 to 9 [T1-1, T4-6]</p>
<p>FACILITIES</p> <p>10. Enhance laboratory and production animal research and teaching capabilities</p> <p>11. Renovate the 2nd floor of Mosier Hall and build a stand-alone Veterinary Diagnostic Laboratory (VDL)</p>	<p>H. Establish a Feed Lot Innovation Center and a Large Animal Clinical Competency Training Facility [T2-2, T2-7, T6-2, T6-4]</p> <p>I. Complete renovation of the north end of the 2nd floor of Mosier Hall and begin construction of a new VDL [T6-2, T6-4]</p>	<p>H. Complete the Large Animal Research Center [T2-2, T2-7, T6-2, T6-4]</p> <p>I. Complete construction of a new VDL [T6-2, T6-4]</p>	<p>H. Renovate Coles Hall [T6-2, T6-4]</p> <p>I. Complete renovation of the 2nd floor of Mosier Hall [T6-2, T6-4]</p>

2025 Linkages			
2025 Common Elements/Themes	Short Term (1 to 5 Years) 2025 Key Outcomes	Intermediate (6 to 10 Years) 2025 Key Outcomes	Long Term (11 to 15 Years) 2025 Key Outcomes
Theme 1: Research, Scholarly and Creative Activities, and Discovery (RSCAD)	T1-A. Increased intellectual and financial capital to support RSCAD	T1-I. Intellectual and financial capital in place for expanded RSCAD efforts	T1-N. Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies
	T1-B. More clusters/centers of collaborative RSCAD focus	T1-J. Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs	T1-O. Extramural funding competitive with our benchmark institutions
Theme 3: Graduate Scholarly Experience	T1-K. Nationally and internationally recognized research centers		T1-P. Research and development expenditures competitive with benchmark institutions
	T3-D. Outstanding mentoring for our graduate students	T3-I. Increased participation by our graduate students in unique high level learning and experiential training	T3-N. National and international reputation for outstanding graduates with demonstrable career success
	T3-E. Expectation of excellence for the graduate scholarly experience	T3-L. Increased number of nationally and internationally recognized award-winning graduate faculty	T3-O. World-class reputation as a preferred destination for outstanding graduate students
	T3-G. Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level	T3-M. Increased number of Doctorates Awarded	T3-Q. Doctorates Awarded comparable with benchmark institutions
Theme 4: Engagement, Extension, Outreach, and Service	T3-H. Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students		
	T4-C. Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide	T4-H. Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues	T4-O. Nationally and internationally recognized as leaders in Engagement on a global scale
	T4-F. Recognition as leaders in Engagement within our state and nation	T4-J. Increased number of graduate students involved in Engagement	T4-P. Recognized as a leader in Engagement reaching both rural and urban communities

<p>Theme 5: Faculty and Staff</p>	<p>T4-G. Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community</p> <p>T5-D. Effective evaluation processes that result in accountable faculty and staff with a clear understanding of their job expectations and how they contribute to the University's mission</p>	<p>T5-G. Successful recruitment and retention of a talented and high performing, diverse workforce</p>	<p>T5-H. Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p> <p>T5-J. Optimal number of faculty and staff comparable with our benchmark institutions</p>
<p>Theme 6: Facilities and Infrastructure</p>	<p>T6-A. Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation</p> <p>T6-C. Robust and reliable information technology ensuring business continuity and consistent with the achievement of the highest quality levels of support for research, instruction, student services, and administration</p>	<p>T6-E. Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multi-disciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators</p> <p>T6-F. Efficient, reliable, and cost-effective central and building utilities with the capacity for expansion as needed to support campus needs and guarantee the safety, comfort, and integrity of our research, animal, and human environments</p>	<p>T6-G. High quality, technology enabled, flexible and adaptable classroom space appropriate to the evolving needs of the learning environment and readily available to K-State faculty and students</p> <p>T6-H. High-quality research laboratories and specialty spaces that enhance research and scholarly activities</p> <p>T6-I. Well-maintained buildings, utilities, IT infrastructure, and grounds consistent with the expectations and image of a highly ranked land grant research and teaching institution</p> <p>T6-J. An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration</p>

Common Element 3: Diversity Common Element 4: External Constituents Common Element 5: Funding Common Element 6: International Common Element 8: Technology			
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3. Identify the K-State 2025 Visionary Goal key benchmarks (metrics) that are supported by your action and alignment plan (please check all that apply).

- Total research & development expenditures
- Endowment pool
- Number of National Academy members
- Number of faculty awards
- Number of doctorates granted annually
- Freshman to sophomore retention rate
- Six-year graduation rate
- Percent of undergraduate students involved in research
- None

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

Five million dollars in additional base state budget, \$5M allocation per year from the Department of Commerce for FY 2013-2016 for animal health, land area for expansion, comprehensive master plan developed, enthusiastic faculty, and support from external stakeholders.

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

Additional funding to support the vision of the CVM Master plan, which includes retention of existing faculty and staff, new faculty/staff hires and long-term funding to support their employment and retention, facility investment, funding for teaching and research assistants via enhanced stipends and tuition waivers.

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

A coordinated effort that includes support from the State of Kansas, grants, foundations, philanthropy and services revenue.