



K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Agriculture

Department: Animal Sciences and Industry

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

Vision: The Department of Animal Sciences and Industry is devoted to maintaining the Land Grant mission of providing teaching, research, and Extension programs to support the needs of the Kansas animal agriculture and food science industries. As a department, we have experienced large increases in undergraduate enrollment during recent years. We view continued expansion of our teaching program as an important portion of our mission. In addition, our research program supports strong applied efforts that cater to the needs of the animal and food industries, which are integrally tied to our Extension programs that provide information and education to the animal and food industries.

Contributions to vision of College of Agriculture/K-State Research and Extension and to K-State 2025: As a large department, our activities contribute directly to many of the college and university goals; our department’s goals are closely aligned with those of both the College of Agriculture/K-State Research and Extension as well as those of Kansas State University as a whole. The Department of Animal Sciences and Industry is strongly involved in teaching, research, and engagement activities, and our contributions to the college and university missions align through each of those activities.

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

In light of our Land Grant mission and current status as a leader in education and applied research, our key goals are geared toward meeting 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 profitable, safe, and high quality food products
- Maintaining our strong Extension program to assist Kansas agriculture to produce profitable, safe and 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
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
Goal 1. Provide undergraduate students with the knowledge, skills, and life-long learning abilities needed to lead and advance animal agriculture, food science, and related fields. 1. Increase undergraduate enrollment to the extent made possible by increases in tenure-track teaching faculty.	We will remain a destination of choice for undergraduate training in animal and food sciences. Tenure-track faculty increased to support current undergraduate and graduate education, research, and Extension programs [A1, A2, I2] Undergraduate student enrollment	We will remain a destination of choice for undergraduate training in animal and food sciences. Tenure-track faculty increased to support expanding undergraduate and graduate enrollment, research, and Extension programs [A1, A2, I2] Undergraduate student enrollment	We will remain a destination of choice for undergraduate training in animal and food sciences. Tenure-track faculty increased to support expanding undergraduate and graduate enrollment, research, and Extension programs [A1, A2, I2] Undergraduate student enrollment

<p>2. Recruit, retain, support, and graduate highly successful and diverse undergraduate students, with an emphasis on high performing students.</p> <p>3. Expand experiential learning by students (hands on laboratory/classroom work, competition teams, internships, etc.) and undergraduate research as hallmarks of our undergraduate educational experience.</p> <p>4. Promote student success by outstanding academic advising and faculty mentorship.</p> <p>5. Increase global focus in the undergraduate student experience by including more study abroad opportunities.</p> <p>6. Increase financial aid and scholarships for undergraduates to support their access to affordable education.</p> <p>7. Ensure high quality teaching by faculty to prepare students with necessary life and career skills.</p> <p>8. Evaluate and revise curricula periodically to maintain currency and relevancy to meet students' needs, while balancing faculty time to pursue other scholarly activities.</p>	<p>(Animal Science, Food Science, and Pre-Vet Ag) at 1250 with out-of-state students at 350 [A1]</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate [B1]</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates [B2]</p> <p>Develop departmental program to track students participating in undergraduate research [D3]</p> <p>Define number of undergraduate students participating in study abroad [D4]</p> <p>Total funding for undergraduate scholarship support increased [E1]</p> <p>>90% of courses are taught by tenure-track faculty</p> <p>Develop tracking mechanism to assess undergraduate experiences in: study abroad, internships, research projects, work at animal facilities, service activity, competition teams, etc. [D3]</p>	<p>(Animal Science, Food Science, and Pre-Vet Ag) at 1350 with out-of-state students at 400 [A1]</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate [B1]</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates [B2]</p> <p>Increase the number of graduating undergraduates involved in meaningful research activity to 25 per year [D3]</p> <p>Increased number of undergraduate students participating in study abroad [D4]</p> <p>Total funding for undergraduate scholarship support increased [E1]</p> <p>>90% of courses are taught by tenure-track faculty</p> <p>60% of all undergraduates will experience at least one of: study abroad, internships, research projects, work at animal facilities, service activity, competition teams, etc. [D3]</p>	<p>(Animal Science, Food Science, and Pre-Vet Ag) at 1500 with out-of-state students 450 [A1]</p> <p>Excellence in advising and teaching contributes to COA goals of university freshman-to-sophomore retention rate [B1]</p> <p>Excellence in advising and teaching contributes to COA goals of 6-year graduation rates [B2]</p> <p>Increase the number of graduating undergraduates involved in meaningful research activity to 50 per year [D3]</p> <p>Number of undergraduate students participating in study abroad comparable to peers [D4]</p> <p>Total funding for undergraduate scholarship support increased [E1]</p> <p>>90% of courses are taught by tenure-track faculty</p> <p>75% of all undergraduates will experience at least one of: study abroad, internships, research projects, work at animal facilities, service activity, competition teams, etc. [D3]</p>
<p>Goal 2. Provide graduate students with the knowledge, skills, and life-long learning abilities 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 more PhD students as</p>	<p>Destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 200 [including 60 ASI MS and PhD students, 20 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 120 Food Science distance MS students] [F1, F2]</p>	<p>Destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 225 [including 70 ASI MS and PhD students, 25 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 130 Food Science distance MS students] [F1, F2]</p>	<p>Destination of choice for students desiring graduate programs in our areas of expertise</p> <p>Graduate student numbers will total 250 [including 80 ASI MS and PhD students, 30 Food Science MS and PhD on-campus students (Manhattan or Olathe), and 140 Food Science distance MS students] [F1, F2]</p>

<p>appropriate to meet 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 their professional development.</p> <p>6. Strengthen graduate programs in areas of excellence, both on-campus and through distance education.</p>	<p>Increased recruitment of PhD students [F2]</p> <p>Increase compensation and support packages offered to graduate students to move toward becoming competitive with peers [E4]</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>	<p>Increased number of PhD students graduating [F2]</p> <p>Competitive compensation and support packages offered to graduate students, including tuition waiver [E4]</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>	<p>Increased number of PhD students graduating [F2]</p> <p>Competitive compensation and support packages offered to graduate students, including tuition waiver [E4]</p> <p>At least 95% placement of MS and PhD graduates in field of study with competitive salary</p>
<p>Goal 3. Increase research impact and relevance in animal and food systems.</p> <p>1. Strengthen basic research while maintaining excellence in applied research and implement mechanisms that facilitate integration of applied and basic research.</p> <p>2. Increase external funding in support of research programs, including federally funded grants as well as industry grants.</p> <p>3. Increase research productivity and impact in areas of excellence.</p> <p>4. Strengthen our reputation as a trusted source for unbiased information.</p> <p>5. Expand national and international recognition for systems research and Extension.</p>	<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence [I1, I2]</p> <p>Increased number of faculty actively involved in research (both numbers and percentage) [H1]</p> <p>Increased extramural funding, including both industry and federal grants [H1]</p> <p>Increased number of peer-reviewed publications per research FTE with at least 20 publications yearly in Journal of Animal Science [G1]</p> <p>Improved impact of research, particularly in areas of excellence of applied science relevant to Kansas agriculture [K]</p>	<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence [I1, I2]</p> <p>Increased number of faculty actively involved in research (both numbers and percentage) [H1]</p> <p>Extramural grants and contracts expenditures average \$4 million yearly [H1]</p> <p>Peer-reviewed publications per research FTE comparable to peers with at least 25 publications yearly in Journal of Animal Science [G1]</p> <p>Improved impact of research, particularly in areas of excellence of applied science relevant to Kansas agriculture [K]</p>	<p>Maintain emphasis on applied research with relevance to Kansas agriculture, while increasing complementary work in basic research in our areas of excellence [I1, I2]</p> <p>Increased number of faculty actively involved in research(both numbers and percentage) [H1]</p> <p>Extramural grants and contracts expenditures average \$5 million yearly [H1]</p> <p>Peer-reviewed publications per research FTE comparable to peers with at least 30 publication yearly in Journal of Animal Science [G1]</p> <p>Impact of research in areas of excellence exceeds that of peers [K]</p>
<p>Goal 4. Enhance the quality of life and livelihoods of people through animal agriculture and food systems</p>	<p>Outreach program is recognized by the livestock and food industries as a valuable source of information [K]</p>	<p>Outreach program is recognized by the livestock and food industries as leading source of information [K]</p>	<p>Outreach program is recognized by the livestock and food industries as leading source of information [K]</p>

<p>1. Target strategic areas of excellence in Extension and increase integration of research and Extension programs in these areas of excellence.</p> <p>2. Broaden our outreach and strengthen our capacity to be a leader in Extension and engagement.</p> <p>3. Identify and actively and regularly engage our stakeholders as partners in research and Extension.</p> <p>4. Strengthen our reputation as a preferred source of unbiased information and technology transfer.</p> <p>5. Transfer technology, generated through research efforts, to people desiring these efforts.</p> <p>6. Assist Kansas agriculture to profitably produce and process high quality products that are safe and 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 to clients and lifelong learners.</p>	<p>Improved integration of outreach programs with research and teaching programs [K]</p> <p>Increased extramural funding of outreach programs [K]</p> <p>Impact of applied research reports and producer-based events is maintained [K]</p> <p>Stakeholder engagement is maintained [K]</p> <p>High quality youth programs for education and leadership are maintained [K]</p> <p>Increased faculty involved in international activities [J4]</p>	<p>Improved integration of outreach programs with research and teaching programs [K]</p> <p>Increased extramural funding of outreach programs [K]</p> <p>Impact of applied research reports and producer-based events is maintained [K]</p> <p>Stakeholder engagement is maintained [K]</p> <p>High quality youth programs for education and leadership are maintained [K]</p> <p>Half of faculty involved in international activities [J4]</p>	<p>Research, teaching, and outreach programs are well integrated [K]</p> <p>Adequate funding of outreach programs is available to support client demands [K]</p> <p>Impact of applied research reports and producer-based events is maintained [K]</p> <p>Stakeholder engagement is maintained [K]</p> <p>High quality youth programs for education and leadership are maintained [K]</p> <p>75% of faculty involved in international activities [J4]</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. Acquire more tenure-track faculty and staff to support the current teaching program and an expanded research program.</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 (classified and</p>	<p>ASI tenure-track faculty increased by 5 (relative to 2013) to support undergraduate and graduate education, research, and Extension programs as well as increased tenure-track faculty to build food science program in Olathe. Joint responsibilities involving two areas (teaching, research, and/or Extension) are expected. [H1, I2]</p> <p>Best qualified faculty and staff (classified and unclassified) hired and retained with competitive salaries, good start-up packages,</p>	<p>ASI tenure-track faculty increased by 10 (relative to 2013) to support undergraduate and graduate education, research, and Extension programs with emphasis on areas of excellence. Joint responsibilities involving two areas (teaching, research, and/or Extension) are expected. [H1, I2]</p> <p>Best qualified faculty and staff (classified and unclassified) hired and retained with competitive salaries, good start-up packages,</p>	<p>ASI tenure-track faculty increased by 15 (relative to 2013) to support undergraduate and graduate education, research, and Extension programs with emphasis on areas of excellence. Joint responsibilities involving two areas (teaching, research, and/or Extension) are expected. [H1, I2]</p> <p>Best qualified faculty and staff (classified and unclassified) hired and retained with competitive salaries, good start-up packages,</p>

<p>unclassified).</p> <p>5. Ensure that the 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>9. Encourage 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 with advancing knowledge and skills.</p>	<p>and a family-friendly work environment [L5]</p> <p>Support staff (technicians and assistants; classified and unclassified) 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 [M]</p> <p>Encourage continued education and skill development for staff [M]</p>	<p>and a family-friendly work environment [L5]</p> <p>Support staff (technicians and assistants; classified and unclassified) increased as needed to allow expansion of teaching and research programs</p> <p>Increased sabbatical leaves by faculty and increased training provided to staff [M]</p> <p>Increased funding available to support staff training [M]</p>	<p>and a family-friendly work environment [L5]</p> <p>Support staff (technicians and assistants; classified and unclassified) 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 [M]</p>
<p>Goal 6. Build our facilities and infrastructure to meet our vision and goals.</p> <p>1. Ensure adequate and quality classroom and laboratory 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 facility, 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 goals of the department, and upgrade 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> <p>Funding sought to support expansion of classroom, laboratory, and animal facilities. Estimated cost of Call Hall renovation and addition which includes dairy plant renovation, additional classrooms, laboratories and office space is \$25 million. Estimated cost of completing Equine Education Center is \$10 million. Estimated cost of improvements to livestock facilities is \$30 million. [P]</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> <p>Funding obtained to support some facility renovation and development. [P]</p>	<p>Facility renovation/expansion completed as funding becomes available [P]</p> <p>Funding obtained to support all needed facility renovation and development. Completion of Equine Education Center, Call Hall Renovation/Addition, and Upgrades to Livestock Units [P]</p>

	<p>Departmental land-use plan followed and animal facilities maintained in their current proximity to campus [P]</p> <p>Current web access and technology evaluated and updated [Q]</p>	<p>Departmental land-use plan followed and animal facilities maintained in their current proximity to campus [P]</p> <p>Web access improved throughout ASI facilities (Weber Hall, Call Hall, and animal facilities) [Q]</p>	<p>Departmental land-use plan followed and animal facilities maintained in their current proximity to campus [P]</p> <p>Current informational technologies are evaluated, developed, and utilized to support teaching, research, and Extension needs [Q]</p>
<p><u>Goal 7. Relationship with K-State Olathe</u></p> <p>1. Support growth in departmental programs in K-State Olathe that are complimentary and synergistic with existing ASI and Food Science Institute programs.</p>	<p>Two additional tenure-track faculty (relative to 2013) added to support food science program at K-State Olathe. [I2]</p> <p>Emphasis of research, graduate education and industry/consumer outreach will be food safety risk assessment and management, public health, epidemiology, consumer/food service studies in tune with food industry needs. [I2]</p> <p>Ensure synergies in research, graduate education and outreach with Manhattan-based programs. [I2]</p>	<p>Tenure-track faculty added to support food science program at K-State Olathe (increase of 4 from 2013). [I2]</p> <p>Emphasis of research, graduate education and industry/consumer outreach will be food safety risk assessment and management, public health, epidemiology, consumer/food service studies in tune with food industry needs. [I2]</p> <p>Ensure synergies in research, graduate education and outreach with Manhattan-based programs. [I2]</p>	<p>Tenure-track faculty added to support food science program at K-State Olathe (increase of 5 from 2013). [I2]</p> <p>Emphasis of research, graduate education and industry/consumer outreach will be food safety risk assessment and management, public health, epidemiology, consumer/food service studies in tune with food industry needs. [I2]</p> <p>Ensure synergies in research, graduate education and outreach with Manhattan-based programs. [I2]</p>
<p><u>Goal 8. Communication and Marketing</u></p> <p>1. Make our programs visible to society at large by publicizing our achievements and 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>Relationships with stakeholders maintained through good communication [K]</p> <p>Improved website to support educational livestock programs [Q]</p>	<p>Relationships with stakeholders maintained through good communication [K]</p> <p>Well-developed website and other electronic media maintained to aid in providing outreach programs to clients [Q]</p>	<p>Relationships with stakeholders maintained through good communication [K]</p> <p>Outreach programs utilize state-of-the-art, current technologies to optimize impact [Q]</p>
<p><u>Goal 9. Fund raising and funding</u></p> <p>1. Allocate resources based on excellence and strategic goals.</p>	<p>Funding raised for undergraduate scholarship support = \$1 million yearly. [R1]</p>	<p>Funding raised for undergraduate scholarship support = \$1.5 million yearly. [R1]</p>	<p>Funding raised for undergraduate scholarship support = \$2 million yearly. [R1]</p>

2. Growth in private fundraising to support departmental priorities.

Funding raised for faculty enhancement and research = \$1 million yearly. [R2]

Funding raised for faculty enhancement and research = \$1.5 million yearly. [R2]

Funding raised for faculty enhancement and research = \$2 million yearly. [R2]

Funding raised for facility enhancement = \$3 million yearly. [R3]

Funding raised for facility enhancement = \$6 million yearly. [R3]

Funding raised for facility enhancement = \$6 million yearly. [R3]

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

- ASI has talented faculty and staff who work diligently 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 combination of state, federal, grants, contracts and private dollars.
- ASI has strong undergraduate advising and works diligently to retain and provide 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 supporting Kansas livestock, meat, and food stakeholders.
- 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 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics?
(See below)**

6. Departmental Links to K-State 2025 University Benchmark Metrics, Common Elements, and Thematic Goals, Outcomes, and Metrics

Links to Benchmark Metrics
B-1 - Total research and development expenditures B-2 - Endowment pool B-5 - Number of doctorates granted annually B-6 - Freshman-to-sophomore retention rate B-7 - Six-year graduation rate B-8 - Percent of undergraduate students involved in research

Links to Common Elements
CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International CE-7 - Sustainability CE-8 - Technology

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</p> <p>Theme 1 Metrics: T1-2 - Total sponsored extramural funding expenditures T1-4 - # of refereed scholarly publications per academic year and allocated faculty member</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-D - Tuition waivers for all GRAs</p> <p>T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs</p> <p>T1-F - Enhanced and systematic approach for UG research</p> <p>T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-L - Recognized for prominent and productive placement of our graduates</p> <p>T1-M - Increased participation by undergraduates in expanded opportunities in research</p>	<p>T1-O - Extramural funding competitive with our benchmark institutions</p> <p>T1-P - Research and development expenditures competitive with benchmark institutions</p> <p>T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research</p>
<p>T2 - Undergraduate Educational Experience (UEE)</p> <p>Theme 2 Metrics: T2-1 - # and % of undergraduate students participating in a meaningful</p>	<p>T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion</p> <p>T2-B - Engaged students benefitting from high impact educational</p>	<p>T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives</p> <p>T2-K - Superior and diverse faculty</p>	<p>T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities</p> <p>T2-P - Faculty teaching and advising</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>international experience</p> <p>T2-2 - # and % of undergraduate students completing an experiential learning experience</p> <p>T2-3 - Total funding awarded for undergraduate scholarship support</p> <p>T2-7 - Student satisfaction and utilization rates</p>	<p>practices used by excellent faculty and staff across the university</p> <p>T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research</p> <p>T2-D - Successful integration of undergraduate education and meaningful research is standard practice</p> <p>T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development</p> <p>T2-F - Effective system in place that supports and promotes teaching excellence</p> <p>T2-G - Successful recruitment and retention strategies that address our entire student population</p> <p>T2-H - Improved six-year graduation rates and retention ratios</p>	<p>recognized for teaching excellence</p> <p>T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint</p> <p>T2-M - Increased undergraduate contributions in the creation of scholarship through research</p> <p>T2-N - Ongoing improvement of six-year graduation rates and retention ratios</p>	<p>awards comparable to our benchmark institutions</p> <p>T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions</p> <p>T2-R - Six-Year graduation rates comparable to benchmark institutions</p>
<p>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics:</p> <p>T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships</p> <p>T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships</p> <p>T3-3 - # and % of graduate programs offering competitive compensation and support packages</p>	<p>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</p> <p>T3-B - Tuition waivers for all GRAs</p> <p>T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation</p> <p>T3-D - Outstanding mentoring for our graduate students</p> <p>T3-E - Expectation of excellence for</p>	<p>T3-J - Expanded reputation for outstanding graduates with the critical skill sets needed to excel in their careers in a global environment</p> <p>T3-K - Increased funding for graduate research and teaching</p> <p>T3-M - Increased number of Doctorates Awarded</p>	<p>T3-N - National and international reputation for outstanding graduates with demonstrable career success</p> <p>T3-O - World-class reputation as a preferred destination for outstanding graduate students</p> <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> <p>T3-Q - Doctorates Awarded comparable with benchmark</p>

Links to University Thematic Goals, Outcomes, and Metrics			
Links to 2025 Thematic Goals and Metrics	Links to Short Term Outcomes (2011 – 2015)	Links to Intermediate Outcomes (2016 – 2020)	Links to Long Term Outcomes (2021 – 2025)
<p>T3-6 - # of graduate terminal degrees awarded</p> <p>T3-7 - Total graduate students enrolled by demographic group and degree type</p> <p>T3-8 - Graduate student satisfaction and utilization rates</p>	<p>the graduate scholarly experience</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p>		<p>institutions</p>
<p>T4 - Engagement, Extension, Outreach and Service</p> <p>Theme 4 Metrics:</p> <p>T4-1 - # and % of undergraduate students participating in engagement/service learning</p> <p>T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level</p> <p>T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement</p> <p>T4-4 - # of engagement activities and programs disaggregated by geographic boundaries</p> <p>T4-5 - # of participants involved in community-based research and outreach projects</p> <p>T4-6 - Economic impacts on rural and urban communities in Kansas</p>	<p>T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences</p> <p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</p> <p>T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level</p> <p>T4-F - Recognition as leaders in Engagement within our state and nation</p> <p>T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community</p>	<p>T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues</p> <p>T4-J - Increased number of graduate students involved in Engagement</p> <p>T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service</p> <p>T4-L - Increased capacity to respond to emergencies worldwide</p> <p>T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives</p>	<p>T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement</p> <p>T4-O - Nationally and internationally recognized as leaders in Engagement on a global scale</p> <p>T4-P - Recognized as a leader in Engagement reaching both rural and urban communities</p>
<p>T5 - Faculty and Staff</p> <p>Theme 5 Metrics:</p> <p>T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships</p> <p>T5-3 - Competitive compensation</p>	<p>T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas</p> <p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</p>	<p>T5-E - Total compensation competitive with aspirant university and regional employers for all employees</p> <p>T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p>	<p>T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers</p> <p>T5-I - Stable funding available for recruitment and retention of top level faculty and staff</p>

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packages for faculty and staff T5-4 - # and % of faculty and staff participating in international experiences T5-5 - % of tenure/tenure-track faculty by demographic group T5-6 - % of fulltime staff by demographic group T5-7 - % of faculty and staff reporting satisfaction in the work environment	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	T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-J - Optimal number of faculty and staff comparable with our benchmark institutions
T6 - Facilities and Infrastructure Theme 6 Metrics: T6-1 - # and % of technology enabled classrooms T6-2 - Total expenditures for physical facilities and infrastructure projects T6-3 - Total annual expenditures for deferred maintenance T6-4 - Total funding available to support facilities and infrastructure needs T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure		T6-D - Adequate office space for all K-State employees equipped to support their work and productivity T6-E - Enhanced campus community experience and collaborative learning and working environments promoted by facilities that support multidisciplinary work and integrated interaction between students, faculty, researchers, staff, and administrators 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	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 T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly activities 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 T6-J - An excellent campus community experience supported by facilities and landscapes that enhance social interaction, learning and collaboration T6-K - Signature facilities that promote collaborative learning and working environments, multidisciplinary work, and integrated interaction between students, faculty, researchers, staff, and

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			administrators