



# K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Veterinary Medicine

Department: Anatomy and Physiology

**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:** To serve as a global leader in animal and human health through our determined commitment to excellence in education, research, and service.

**Vision:** To establish the department as a leader in comparative biomedical sciences dedicated to animal and human health and welfare.

**Values:** The Department of Anatomy and Physiology values integrity, excellence, respect, collaboration, innovation, and diversity.

The Department of Anatomy and Physiology will, by strengthening our comparative biomedical research emphasis and through a continued commitment to educational excellence, facilitate the establishment of the college as a premier center dedicated to animal and human health.

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

**3. Identify [in brackets] which of your Department’s strategic outcomes are directly linked to your College’s/Major Unit’s outcomes. (If your Department or similar unit is not in a College or Major Unit, skip this question.)**

Key Activities	Short Term (2013 - 2015) Key Outcomes	Intermediate (2016 - 2020) Key Outcomes	Long Term (2021 - 2025) Key Outcomes
<i>What we plan to do...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>	<i>What we expect to happen...</i>
1. Retain and increase the number of faculty members (tenure-track, research-track, clinical-track, instructor-track) with research and instructional appointments.	A. Over 3 years, increase faculty numbers by ~10% from 28 to 31 [1A]	A. Over 5 years, increase faculty numbers by ~10% from 31 to 34. [1A]	A. Over 5 years, increase faculty numbers by ~10% from 34 to 37. [1A]
2. Enhance the Comparative Biomedical research focus by developing core groups of investigators with individually distinct yet complementary areas of research expertise.	B. Targeted hiring of faculty that support defined departmental areas of research expertise. [1A, 2B, 3C]	B. Develop interdisciplinary research initiatives with investigators from the Departments of Clinical Sciences and Diagnostic Medicine/Pathobiology.	B. Obtain extramurally-funded multi-Investigator and/or Program Project grants in areas of research expertise.
3. Establish research centers of excellence.	C. Establish 2 research centers of excellence. [9G]	C. Increase the number of research centers to 3. [9G]	C. Increase the number of research centers to 4. [9G]
4. Increase sponsored extramural funding expenditures and the number of extramurally-supported grants.	D. Increase sponsored extramural funding expenditures 2% annually from \$3.4M to \$3.6M. [8F]	D. Increase sponsored extramural funding expenditures 3% annually from \$3.6M to \$4.1M. [8F]	D. Increase sponsored extramural funding expenditures 4% annually from \$4.1M to \$4.8M. [8F]

<p>5. Increase availability of laboratory space for individual and collaborative research programs.</p>	<p>E. Renovate the second floor (north end) of Mosier Hall to accommodate research centers of excellence, collaborate with CVM administration to identify additional space for new research hires and expanding research programs, and establish recurring college revenue streams for sustaining core research facilities. [11I]</p>	<p>E. Implement changes in Coles Hall laboratory design and flow to enhance interdisciplinary research initiatives and multi-use facilities.</p>	<p>E. Initiate and complete a renovation of Coles Hall. [10H]</p>
<p>6. Maintain excellence in teaching core (Gross and Microanatomy, Cell and Systemic Physiology, Pharmacology) and specialized elective courses in the professional DVM curriculum.</p>	<p>F. Enhance teaching capabilities for the 112 DVM students in the first and second years of the DVM curriculum by implementing educational-associated technologies in classrooms and laboratories. [4B]</p>	<p>F. Renovate Trotter Hall classroom and laboratory facilities to improve and enhance the teaching and learning environments.</p>	<p>F. Develop a Center of Teaching Excellence focused on translating advancements in the scholarship of teaching and learning to students in the DVM curriculum. [4B]</p>
<p>7. Train doctoral students to effectively contribute to physiology research and teaching in academic and nonacademic venues.</p>	<p>G. Review and update graduate documents to include clinical track faculty and enable more effective management of the doctoral program, develop strategies aimed at recruiting and retaining highly qualified graduate students, and develop a core group of required graduate level courses.</p>	<p>G. Develop recurring departmental and college revenue streams for funding graduate student stipends. Establish training programs in the areas of graduate faculty expertise.</p>	<p>G. Obtain an extramurally-funded training grant(s) to enhance graduate student recruitment and retention.</p>

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

The department has talented, motivated, and enthusiastic faculty and staff. By positioning these individuals in their areas of strength and expertise, and maximizing the resources from the State of Kansas (including the \$5M increase in additional state base budget) we will be able to synergize their potential and pursue the designated strategic plan.

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

Funding to support, and space to accommodate; retention of existing faculty and staff, hiring of new faculty/staff, facility investment, and hiring teaching and research assistants via enhanced stipends and tuition waivers.

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

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

**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-3 - Number of national academy members

Links to Common Elements
CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International 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><b>T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD)</b></p> <p><b>Theme 1 Metrics:</b> T1-1 - # of interdisciplinary research projects, institutes, and centers T1-2 - Total sponsored extramural funding expenditures T1-4 - # of refereed scholarly publications per academic year and allocated faculty member T1-5 - Total international research and development expenditures</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-B - More clusters/centers of collaborative RSCAD focus</p> <p>T1-C - Increased funding for investigator-based research, research centers, and graduate training grants</p>	<p>T1-I - Intellectual and financial capital in place for expanded RSCAD efforts</p> <p>T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs</p> <p>T1-K - Nationally and internationally recognized research centers</p>	<p>T1-N - Fifty nationally recognized K-State researchers, a high proportion of which are members of their national academies</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><b>T3 - Graduate Scholarly Experience</b></p> <p><b>Theme 3 Metrics:</b> T3-1 - # and % of graduate students with assistantships, endowed scholarships, and fellowships T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities T3-5 - # of graduate students participating in a unique high level learning and experiential training</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 the graduate scholarly experience</p> <p>T3-F - Increased capacity to secure funding for graduate research and teaching</p>	<p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</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>

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>T3-8 - Graduate student satisfaction and utilization rates</p>	<p>T3-G - Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level</p> <p>T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students</p>		
<p><b>T4 - Engagement, Extension, Outreach and Service</b></p> <p><b>Theme 4 Metrics:</b></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>T4-5 - # of participants involved in community-based research and outreach projects</p>	<p>T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide</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-L - Increased capacity to respond to emergencies worldwide</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><b>T5 - Faculty and Staff</b></p> <p><b>Theme 5 Metrics:</b></p> <p>T5-1 - # of national and international faculty awards</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</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><b>T6 - Facilities and Infrastructure</b></p> <p><b>Theme 6 Metrics:</b></p>	<p>T6-C - Robust and reliable information technology ensuring business continuity and consistent</p>		<p>T6-H - High-quality research laboratories and specialty spaces that enhance research and scholarly</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)
T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure	with the achievement of the highest quality levels of support for research, instruction, student services, and administration		activities