K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: Agriculture & K-State Research and Extension
Department: Food Science Institute

1. **What are your Department's mission and vision and how does your organization contribute to achieving the University's and your College's/Major Unit's vision for K-State 2025?**

   Mission Statement: The Institute is committed to lead the development and promotion of sustainable food systems that are necessary for human well-being, community development, and food industry competitiveness in the U.S., Kansas, the Great Plains and similar regions worldwide through integrated education, research, and extension.

   Our Core Values:
   1. **Integrity to develop and deliver credible information, including honesty, trust, credibility, stewardship, and accountability.**
   2. **Communication to provide common understanding, involving cooperation and unity, which includes listening as well as speaking and writing, sharing information, and working together.**
   3. **Scholarship to foster lifelong learning, including excellence in the discovery, integration, and synthesis of knowledge and its dissemination and use.**
   4. **Leadership to serve as an agent of change, involving collaboration and service and including vision, teamwork, customer-focused service, innovation, effective education, and shared goals and resources.**
   5. **Inclusion to foster active participation by all including diversity, respect and appreciation for co-workers and stakeholders as decision makers, and developing culturally responsible research, educational materials and programs.**

   Our Goals:
   1. **Provide students and citizens with knowledge and education needed to lead and advance their well-being and our food system's competitiveness.**
   2. **Contribute integrated solutions for meeting and adapting to the "grand challenges" in the food system.**
   3. **Enhance the quality of life and livelihoods of people and their communities.**
   4. **Build our human capacity and infrastructure to meet our vision and goals.**

2. **What are your Department's _key_ strategic activities and outcomes?**

   Meets the needs of our stakeholders by:
   - Expanding undergraduate and graduate enrollment while maintaining learning opportunities and quality of education.
   - Strengthening our program to assist U.S. agriculture in producing high quality food products and remaining the most competitive in the world.
   - Maintaining our strong extension program to assists U.S. agriculture in producing 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
What we plan to do…	*What we expect to happen…*	*What we expect to happen…*	*What we expect to happen…*
Goal 1. Provide students and citizens with the knowledge and education needed to lead and advance their well-being and our food system's competitiveness. 1. Continue to strengthen, promote and market undergraduate and graduate programs for both on-campus and distance	A. Continue the steady increase in enrollment on and off campus with the rate contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4) and be the destination of choice for undergraduate education. [COA 1 A1]	A. Continue the steady increase in enrollment on and off campus with the rate contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4) and be the destination of choice for undergraduate education. [COA 1 A1]	A. Continue the steady increase in enrollment on and off campus with the rate contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4) and be the destination of choice for undergraduate education. [COA 1 A1]

on-the-job professionals. Continue the Student-to-Student recruitment program as well as the recruitment booth at the Institute of Food Technologist annual trade show. 2. Promote student success through academic and career advising and faculty mentorship. 3. Increase the number of undergraduate scholarships and graduate student stipends including tuition remission for graduate students. 4. Increase the number of doctoral students. 5. Emphasize the need for tuition and fees returned to ASI based on increased enrollment to support tenure track faculty. **Goal 2. Contribute integrated solutions for meeting and adapting to the "grand challenges" in the food system.** 1. Continue to focus food processing, value-added, and quality research on priority areas including food safety, protection, and defense that generate significant current funding, provide the potential for future funding, and capitalize on the BRI and Olathe programs. 2. Enhance support for interdisciplinary research programs and centers of excellence. 3. Add faculty and related support focused on priority areas of research. 4. Strengthen basic research while maintaining excellence in applied research and implement mechanisms that facilitate integration of applied and basic research **Goal 3. Enhance the quality of life and livelihoods of people and their communities.** 1. Continue to address rapid response and small business start-up needs. 2. Support interdisciplinary centers of excellence. 3. Identified and engage our stakeholders actively and regularly as partners.	B. Use of distance programs by food industry partners will continue. [COA 1 5]	B. Use of distance programs by food industry partners will continue. [COA 1 15]	B. Use of distance programs by food industry partners will continue. [COA 1 15]
	C. Advising evaluations coupled with job placement rates will be sustained at historical levels which have been at the scale maximums; thus also facilitating retention and graduation rates. [COA 1 B1]	C. Advising evaluations coupled with job placement rates will be sustained at historical levels which have been at the scale maximums; thus also facilitating retention and graduation rates. [COA 1 B1]	C. Advising evaluations coupled with job placement rates will be sustained at historical levels which have been at the scale maximums; thus also facilitating retention and graduation rates. [COA 1 B1]
	D. Graduate student stipends will be competitive compared to other universities including scaling up for 100% tuition remission. [COA E3]	D. Graduate student stipends will be competitive compared to other universities including scaling up for 100% tuition remission. [COA E3]	D. Graduate student stipends will be competitive compared to other universities including scaling up for 100% tuition remission. [COA E3]
	E. Ph.D. student numbers will increase 50% contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4.) [COA 1 A2]	E. Ph.D. student numbers will increase 50% contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4.) [COA 1 A2]	E. Ph.D. student numbers will increase 50% contingent on strategic addition of faculty, staff, infrastructure, and operating funds (see Goal 4.) [COA 1 A2]
	F. Increased amount of extramural funding for food research (based on food related research expenditures across campus). [COA 2 H1]	F. Increased amount of extramural funding for food research (based on food related research expenditures across campus). [COA 2 H1]	F. Increased amount of extramural funding for food research (based on food related research expenditures across campus). [COA 2 H1]
	G. Continued facilitation by the Institute of interdisciplinary food system programs across the Manhattan and Olathe campuses.	G. Continued facilitation by the Institute of interdisciplinary food system programs across the Manhattan and Olathe campuses.	G. Continued facilitation by the Institute of interdisciplinary food system programs across the Manhattan and Olathe campuses.
	H. Increased number of research publications and extension programs leading to technology transfer. [COA 1 G1]	H. Increased number of research publications and extension programs leading to technology transfer. [COA 1 G1]	H. Increased number of research publications and extension programs leading to technology transfer. [COA 1 G1]
	I. Be recognized as the basic and applied research destination of choice for academic partners, government, and industry focused on food safety, protection, and defense including quality, specifically nutritional and sensory aspects. [COA 2 I12]	I. Be recognized as the basic and applied research destination of choice for academic partners, government, and industry focused on food safety, protection, and defense including quality, specifically nutritional and sensory aspects. [COA 2 I12]	I. Be recognized as the basic and applied research destination of choice for academic partners, government, and industry focused on food safety, protection, and defense including quality, specifically nutritional and sensory aspects. [COA 2 I12]
	J. Increased number and diversity of clients served by extension efforts in 3.1 contingent on increased faculty, staff, and operating funds (see Goal 4). [COA 2 I 3]	J. Increased number and diversity of clients served by extension efforts in 3.1 contingent on increased faculty, staff, and operating funds (see Goal 4). [COA 2 I 3]	J. Increased number and diversity of clients served by extension efforts in 3.1 contingent on increased faculty, staff, and operating funds (see Goal 4). [COA 2 I 3]
	K. Increased number of public and private sector partners, and	K. Increased number of public and private sector partners, and	K. Increased number of public and private sector partners, and

4. Broaden our outreach and strengthen our capacity to be a leader in extension and engagement reaching diverse populations and rural, suburban, and urban communities. 5. Assist Kansas agriculture and food systems to produce and process high quality products that are safe in response to changing consumer needs and desires. 6. Define and target strategic areas of excellence that position the Institute as a leader in the health development and well-being of people and their communities. **Goal 4. Build on infrastructure and human capacity to meet our vision and goals.** 1. Increase faculty, staff, infrastructure, and supporting funds for strategic areas. 2. Pursue interdisciplinary coordinated "cluster hires" and joint appointments across departments and with other colleges and industry in food system areas of excellence. 3. Improve compensation packages, rewards, and support for faculty and staff. 4. Implement proactive facilities, space, and infrastructure planning responsive to evolving needs, vision, and goals. Create physical environment that encourages collaboration and builds synergies for the food system efforts across K-State. 5. Balance reinvestment in "old" and new buildings and virtual workspaces. 6. Improve technological capacity and work with the university to develop plans to accommodate technology use and growth for the food system efforts at K-State. 7. Foster and adopt internal policies, procedures, and practices that facilitate and accommodate the needs for interdisciplinary, multi-institutional, and multi-national approaches and to work and advocate for such changes at the university level. 8. Encourage interaction with K-State Olathe. 9. Assess possible opportunities and impacts of the National Bio and Agro-Defense Facility	relationships with stakeholders maintained through good communication and service. [COA 2 J1] L. Faculty, staff, infrastructure, and operating funds for strategic areas will be provided from refocused resources and new funding. [COA 4] M. Interdisciplinary efforts of faculty and staff are recognized and rewarded by department and college promotion and tenure evaluation criteria. [COA 4 N] N. Continued industry use of the Institute programs will help generate funding for faculty, staff, infrastructure, and related operations. [COA 4] O. Facility renovation completed as funding becomes available. [COA 4] P. Funding to support needed facility renovation. [COA 4] Q. Appropriate training provided to support staff training to optimize productivity. [COA 4 7] R. Faculty added to support food science on Manhattan (2 positions) and Olathe (2 positions) campuses. S. Promote industry internship opportunities for students. [COA 1 2]	relationships with stakeholders maintained through good communication and service. [COA 2 J1] L. Faculty, staff, infrastructure, and operating funds for strategic areas will be provided from refocused resources and new funding. [COA 4] M. Interdisciplinary efforts of faculty and staff are recognized and rewarded by department and college promotion and tenure evaluation criteria. [COA 4 N] N. Continued industry use of the Institute programs will help generate funding for faculty, staff, infrastructure, and related operations. [COA 4] O. Facility renovation completed as funding becomes available. [COA 4] P. Funding to support needed facility renovation. [COA 4] Q. Appropriate training provided to support staff training to optimize productivity. [COA 4 7]] R. Faculty added to support food science on Manhattan (4 positions) and Olathe (6 positions) campuses. S. Promote industry internship opportunities for students. [COA 1 2]	relationships with stakeholders maintained through good communication and service. [COA 2 J1] L. Faculty, staff, infrastructure, and operating funds for strategic areas will be provided from refocused resources and new funding. [COA 4] M. Interdisciplinary efforts of faculty and staff are recognized and rewarded by department and college promotion and tenure evaluation criteria. [COA 4 N] N. Continued industry use of the Institute programs will help generate funding for faculty, staff, infrastructure, and related operations. [COA 4] O. Facility renovation completed as funding becomes available. [COA 4] P. Funding to support needed facility renovation. [COA 4] Q. Appropriate training provided to support staff training to optimize productivity. [COA 4 7] R. Faculty added to support food science on Manhattan (6 positions) and Olathe (6 positions) campuses. S. Promote industry internship opportunities for students. [COA 1 2]

(NBAF) on food system research and education programs, facilitates, and infrastructure.

10. Identify and implement needed changes to internal policies, processes, services, staffing, and technology to increase interactions, improve overall effectiveness, and support our strategic directions.

11. Increase our funding pool. Actively seek funding from public and private sources to support student scholarships, assistantships, and fellowships; faculty and staff development; recruitment and retention; international activities; priority facility projects; and innovative research, academic, and outreach programs.

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

FSI has talented faculty and staff who work hard to implement our vision and goals.
FSI has an enviable national reputation in teaching students with great nationwide recruitment and student leadership development.
FSI is funded by a mix of state, federal, grants, contracts and private dollars.
FSI has strong undergraduate advising and works hard at retention and providing services to students.
FSI has a very successful and is nationally known for product development competition teams.
FSI has a strong Extension program.
FSI has a strong research program in food safety and related quality and value added initiatives.

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

To achieve the goals laid out in the plan, FSI 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
- 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 grant opportunities to create more funding for teaching, research, and extension activities
- Pursue development opportunities to meet teaching, research, and extension needs
- Puruse industry support for all initiatives

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-4 - Number of faculty awards 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)
T1 - Research, Scholarly and Creative Activities, and Discovery (RSCAD) **Theme 1 Metrics:** 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-A - Increased intellectual and financial capital to support RSCAD T1-B - More clusters/centers of collaborative RSCAD focus T1-C - Increased funding for investigator-based research, research centers, and graduate training grants T1-D - Tuition waivers for all GRAs T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs T1-F - Enhanced and systematic approach for UG research T1-G - Successful recruitment, retention, evaluation, compensation, and rewards strategies in place to support RSCAD needs T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities	T1-I - Intellectual and financial capital in place for expanded RSCAD efforts T1-J - Greater proportion of nationally and internationally recognized award-winning faculty in RSCAD programs T1-K - Nationally and internationally recognized research centers T1-L - Recognized for prominent and productive placement of our graduates T1-M - Increased participation by undergraduates in expanded opportunities in research	T1-O - Extramural funding competitive with our benchmark institutions T1-P - Research and development expenditures competitive with benchmark institutions T1-Q - Competitive amongst our peers in the percentage of undergraduates involved in research

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)**
T2 - Undergraduate Educational Experience (UEE) **Theme 2 Metrics:** T2-1 - # and % of undergraduate students participating in a meaningful international experience T2-2 - # and % of undergraduate students completing an experiential learning experience T2-3 - Total funding awarded for undergraduate scholarship support T2-4 - # and % of students participating in an undergraduate student success program T2-5 - # of students awarded national and international prestigious scholarships T2-6 - % of undergraduate enrollment by demographic group	T2-A - Excellent, customized academic advising and services available to all students to support their success and degree completion T2-B - Engaged students benefitting from high impact educational practices used by excellent faculty and staff across the university T2-C - Increased participation by undergraduates in expanded opportunities for meaningful research T2-D - Successful integration of undergraduate education and meaningful research is standard practice T2-E - Effective evaluation practices that recognize and reward teaching, advising, and life-long learning/professional development T2-F - Effective system in place that supports and promotes teaching excellence T2-G - Successful recruitment and retention strategies that address our entire student population T2-H - Improved six-year graduation rates and retention ratios	T2-I - Integrated learning communities experienced by students, faculty, and staff that promote student success within a culture of excellence T2-J - Excellent reputation for high quality teaching and advising that prepares students for their professional, community, social, and personal lives T2-K - Superior and diverse faculty recognized for teaching excellence T2-L - All UG students engaged in a diversity of experiences that expand their viewpoint T2-M - Increased undergraduate contributions in the creation of scholarship through research T2-N - Ongoing improvement of six-year graduation rates and retention ratios	T2-O - An undergraduate educational experience recognized as one of the best among the nation's Top 50 Public Research Universities T2-P - Faculty teaching and advising awards comparable to our benchmark institutions T2-Q - Freshman to Sophomore retention ratios comparable to benchmark institutions T2-R - Six-Year graduation rates comparable to benchmark institutions
T3 - Graduate Scholarly Experience **Theme 3 Metrics:** T3-1 - # and % of graduate students with assistantships, endowed	T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs T3-B - Tuition waivers for all GRAs	T3-I - Increased participation by our graduate students in unique high level learning and experiential training T3-J - Expanded reputation for outstanding graduates with the critical	T3-N - National and international reputation for outstanding graduates with demonstrable career success T3-O - World-class reputation as a preferred destination for outstanding

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)
scholarships, and fellowships T3-2 - Total funds awarded for graduate assistantships, endowed scholarships, and fellowships T3-3 - # and % of graduate programs offering competitive compensation and support packages 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 T3-6 - # of graduate terminal degrees awarded T3-7 - Total graduate students enrolled by demographic group and degree type T3-8 - Graduate student satisfaction and utilization rates	T3-C - Engaged graduate students integrated in university life with enhanced visibility and appreciation T3-D - Outstanding mentoring for our graduate students T3-E - Expectation of excellence for the graduate scholarly experience T3-F - Increased capacity to secure funding for graduate research and teaching T3-G - Broader spectrum and greater overall number of courses offered at the graduate, and especially at the PhD level T3-H - Expanded partnerships with industry and government to provide high level learning and experiential training opportunities for graduate students	skill sets needed to excel in their careers in a global environment T3-K - Increased funding for graduate research and teaching T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty T3-M - Increased number of Doctorates Awarded	graduate students T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions T3-Q - Doctorates Awarded comparable with benchmark institutions
T4 - Engagement, Extension, Outreach and Service **Theme 4 Metrics:** T4-1 - # and % of undergraduate students participating in engagement/service learning T4-2 - Total extramural-funded expenditures for Engagement initiatives at the local, state, national, and international level T4-3 - # of partnerships by sector and geographic boundary supporting collaborative research, education, and engagement T4-4 - # of engagement activities and	T4-A - Enhanced integration between academics and student service learning T4-B - Increased participation by undergraduates in expanded opportunities for meaningful Engagement experiences T4-C - Increased recognition of our services as a source of expertise, information, and tools for disciplines worldwide T4-D - Increased numbers and diversity of faculty and staff participating in Engagement	T4-H - Exposure on a national level as a leader/partner engaged in significant social, political, health, economic and, environmental issues T4-I - All undergraduate students engaged in at least one engagement /service learning project T4-J - Increased number of graduate students involved in Engagement T4-K - Increased appreciation by K-State graduates for lifelong involvement in engagement and service T4-L - Increased capacity to respond	T4-N - Nationally recognized as a leader in and model for a re-invented and transformed land -grant university integrating research, education, and engagement T4-P - Recognized as a leader in Engagement reaching both rural and urban communities

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)
programs disaggregated by geographic boundaries T4-5 - # of participants involved in community-based research and outreach projects	T4-E - Increased extramural funding for Engagement initiatives at the local, state, national, and international level T4-F - Recognition as leaders in Engagement within our state and nation T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community	to emergencies worldwide T4-M - Preferred destination for faculty, staff, and students who value Engagement as integral to their academic and personal lives	
T5 - Faculty and Staff **Theme 5 Metrics:** T5-1 - # of national and international faculty awards T5-3 - Competitive compensation packages for faculty and staff T5-4 - # and % of faculty and staff participating in international experiences T5-7 - % of faculty and staff reporting satisfaction in the work environment	T5-A - Total compensation competitive with aspirant university and regional employers for faculty and staff in high priority areas T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility 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-E - Total compensation competitive with aspirant university and regional employers for all employees T5-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce	T5-H - Talented and high performing, diverse workforce recognized for excellence and award-winning faculty and researchers T5-I - Stable funding available for recruitment and retention of top level faculty and staff 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 T6-4 - Total funding available to support facilities and infrastructure	T6-A - Responsive, timely, and strategic facilities services aligned with campus operational needs as well as future planning and implementation T6-B - Adequate temporary space to house programs and staff impacted by renovations of existing facilities	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,	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

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)**
needs T6-5 - % of faculty, staff, and students reporting satisfaction with facilities and infrastructure	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	researchers, staff, and administrators	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 administrators
T7 - Athletics	T7-D - Increased support for academics through athletics	T7-F - A world-class student-athlete experience	T7-I - National reputation for a world-class student-athlete experience