



## K-State 2025 Strategic Action and Alignment Plan

College or Major Unit: Agriculture & K-State Research and Extension

Department: Western Kansas Agricultural Research Centers

**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?**

**Our Mission:** To serve the people of Kansas and beyond by developing new knowledge and technology to stabilize and sustain long-term, profitable production of food and fiber in a manner consistent with conservation of natural resources, protection of the environment, and assurance of food safety.

**Our Vision:** The Western Kansas Agricultural Research Centers will be a nationally and internationally recognized agricultural research organization dedicated to excellence and committed to problem solving, developing new technology and information that serves specific needs of the people of Kansas, and advancing the science of agriculture and related disciplines (biology, ecology, resource conservation, food safety, etc.).

The Western Kansas Agricultural Research Centers include the Agricultural Research Center-Hays, the Northwest Research-Extension Center (Colby), and the Southwest Research-Extension Center (Garden City and Tribune). The Western Kansas Agricultural Research Centers contribute to the K-State 2025 Strategic Plan and the K-State Research and Extension 2025 Plan primarily through Research and Discovery; Engagement and Extension; Faculty and Staff Development; and Facilities and Infrastructure.

**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>
<b>1. Conduct high impact integrated research on crop and livestock production systems in water-limited environments.</b>	Increase 3-year average number of refereed journal articles per faculty member by 7%. [G1]	Increase 3-year average number of refereed journal articles per faculty member by an additional 10%. [G1]	Increase 3-year average number of refereed journal articles per faculty member by an additional 5%. [G1]
	Increase 3-year average number of non-refereed publications per faculty member by 7%. [G1]	Increase 3-year average number of non-refereed publications per faculty member by an additional 10%. [G1]	Increase 3-year average number of non-refereed publications per faculty member by an additional 5%. [G1]
	Increase 3-year average grant and contract expenditures per faculty member by 10%. [H1]	Increase 3-year average grant and contract expenditures per faculty member by an additional 15%. [H1]	Increase 3-year average grant and contract expenditures per faculty member by an additional 15%. [H1]
<b>2. Develop the next generation of applied agricultural research scientists.</b>	Increase the number of research projects at WKARC that are engaged in graduate student thesis research. [F]	Half of the research projects at WKARC will support graduate student thesis research. [F]	Half of the research projects at WKARC will support graduate student thesis research. [F]

<b>3. Expand and maintain dynamic relationships with consumers of our research products including producers, agri-business, community leaders, research and extension personnel, state and federal agencies, and the general public.</b>	Evaluate current program for outreach activities. [J1]	Increase number of public contacts by 20% through enhanced program of outreach activities. [J1]	Increase number of public contacts by an additional 10%. [J1]	
	Develop a comprehensive producer advisory structure for WKARC.[J1]	Implement a comprehensive producer advisory structure for WKARC. [J1]		
<b>4. Recruit, promote, and retain an inspired, high performing faculty and staff.</b>	Develop a plan to improve familiarity and knowledge sharing among WKARC faculty and staff at the 4 research units. [O]	Implement plan to improve knowledge sharing and familiarity among WKARC staff. [O]		
	Develop incentives and remove disincentives for collaboration within WKARC units, with other K-State units, and with external organizations. [J7]	All WKARC faculty will have significant research collaborations with at least two other research projects. A significant collaboration is indicated by shared authorship of refereed journal articles. [J7]	All WKARC faculty will have significant research collaborations with at least two other research projects. A significant collaboration is indicated by shared authorship of refereed journal articles. [J7]	
	Increase number of faculty participating in regional, national, and/or international activities. [J4]	All faculty will be participating in regional, national, and/or international activities. [J4]	All faculty will be participating in regional, national, and/or international activities. [J4]	
	Increase number of nominations for national and international faculty awards	Increase number of national and international faculty awards received. [L3]	Maintain number of national and international faculty awards. [L3]	
	Review and revise faculty performance evaluation standards.[N1]	Implement revised faculty performance evaluation standards. [N1]	Review and revise faculty performance evaluation standards. [N1]	
	<b>5. Develop and maintain facilities that foster and support innovative research programs.</b>	Strengthen communication infrastructure and connectivity among the research locations and the Manhattan campus. [Q2]	Continually review and update communication infrastructure and connectivity among the research locations and the Manhattan campus. [Q2]	
		Increase equipment storage capacity at SWREC. [P1]	Renovate Auditorium at ARCH. [P1]	Construct new Office Building at NWREC. [P1]
		Replace domestic water supply system at NWREC. [P1].		
	Increase capacity of on-station graduate student housing. [P1]			

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

- Creative, productive faculty committed to making a difference in Kansas agriculture and advancing agricultural science.
- Educated and motivated support staff.
- Extensive and productive land resources for field research.
- Quality facilities and equipment to support field research.
- Responsive clientele.
- Strong commodity organizations that support research programs.

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

- Additional faculty and technical support positions.
- Competitive salaries for faculty and staff.
- Improvement of laboratory and controlled-environment research facilities.
- Improved video conferencing and media systems.

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

- Request central administration and K-State Research and Extension to provide additional faculty and research support positions
- Request central administration and K-State Research and Extension to provide improvements in facilities and research infrastructure
- Pursue grant opportunities to increase funding for research activities
- Pursue development opportunities to meet research and facilities 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-4 - Number of faculty awards B-5 - Number of doctorates granted annually

Links to Common Elements
CE-1 - Communications and Marketing CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding CE-6 - International

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</p>	<p>T1-A - Increased intellectual and financial capital to support RSCAD</p> <p>T1-C - Increased funding for investigator-based research, research centers, and graduate training grants</p> <p>T1-H - Enhanced visibility and appreciation for research, discovery, and scholarly and creative activities</p>	<p>T1-K - Nationally and internationally recognized research centers</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>T3-A - Competitive compensation and support available for GRAs, GTAs, and GAs</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-K - Increased 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><b>T4 - Engagement, Extension, Outreach and Service</b></p>	<p>T4-D - Increased numbers and diversity of faculty and staff participating in Engagement</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>

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)
			T4-P - Recognized as a leader in Engagement reaching both rural and urban communities
<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>T5-3 - Competitive compensation packages for faculty and staff</p> <p>T5-4 - # and % of faculty and staff participating in international experiences</p> <p>T5-7 - % of faculty and staff reporting satisfaction in the work environment</p>	<p>T5-C - Career-long learning recognized by the university and its employees as a shared value and responsibility</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-F - Faculty and staff current with developments in their fields and the skills needed to achieve excellence in performing their jobs</p> <p>T5-G - Successful recruitment and retention of a talented and high performing, diverse workforce</p>	<p>T5-J - Optimal number of faculty and staff comparable with our benchmark institutions</p>
<p><b>T6 - Facilities and Infrastructure</b></p> <p><b>Theme 6 Metrics:</b></p> <p>T6-2 - Total expenditures for physical facilities and infrastructure projects</p> <p>T6-4 - Total funding available to support facilities and infrastructure needs</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>