



K-State 2025 Strategic Action and Alignment Plan
College or Major Unit: College of Veterinary Medicine
Department: Department of Clinical Sciences

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 discover, to teach, and to heal across a broad range of applied veterinary disciplines.

Vision: To be recognized for excellence and sought by students, the public, and animal health industry.

Values: The members of the Department of Clinical Sciences value professionalism; integrity; knowledge; scholarship; clinical skills; teaching skills; innovation and creativity; diversity; excellence; respectful communication, cooperation and collaboration; collegiality; and a strong work ethic. These values guide our behavior and allocation of resources.

The Department of Clinical Sciences serves the land grant mission of Kansas State University through provision of health and wellness care for a diverse population of animals, education practicing and future veterinarians, and applied medical research. DCS faculty members serve as the link between basic research and the clinical needs of patients of many species. The Department of Clinical Sciences is particularly dedicated to scholarship productivity in the areas of beef production, pharmacology, and evidence-based instruction.

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> |
| RESEARCH: | | | |
| 1. Enhance scholarship productivity and visibility in applied research. | A. Increased sponsored extramural expenditures by 3% annually, from \$1M to \$1.15M. 8-F | A. Increased sponsored extramural expenditures 4% annually, from \$1.15M to \$1.4M. 8-F | A. Increased sponsored extramural expenditures 5% annually, from \$1.4M to \$1.8M. 8-F |
| | B. Increase mean professorial h-index from 8 to 10. 1-A, 8-F | B. Increase mean professorial h-index from 10 to 12. 1-A, 8-F | B. Increase mean professorial h-index from 12 to 14. 1-A, 8-F |
| | C. Prioritize clinical trial research via infrastructure support and increase clinical trial PIs from 3 to 6. 8-F, 9-G | C. Continue infrastructure support and increase clinical trial PIs from 6 to 9. 8-4, 9-G | C. Establish self-sustaining center for clinical trials aligned with the VHC. 8-F, 9-G |
| EDUCATIONAL EXPERIENCE: | | | |
| 2. Strengthen the graduate program. | D. Increase graduate student numbers from 18 to 22. 6-D | D. Increase graduate student numbers from 22 to 25. 6-D | D. Increase graduate student numbers from 25 to 29. 6-D |
| | E. Establish tuition waiver for CS graduate students. | E. Establish endowed graduate stipend support for 3 graduate positions. | E. Establish endowed graduate stipend support for 6 graduate positions. |
| | F. Hire 2 faculty members with a focus | F. Establish core rotation and didactic | F. Establish agreements with regional |

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| 3. Strengthen the core curriculum in emergency medicine. | in emergency medicine and critical care. 1-A, 4-B | course in emergency medicine and critical care. 4-B | practitioners to provide emergency care. 4-B. |
| 4. Expand primary care and surgical skill experiences. | G. Hire one faculty member with expertise in shelter medicine, establish endowment to support shelter medicine activities. 1-A, 4-B | G. Establish shelter rotation through agreements to provide service and support to 4 regional humane shelters. 4-B | G. Hire a second faculty member with expertise in shelter medicine for the purposes of service and discovery. 1-A, 4-B, 9-G |
| SERVICE AND OUTREACH: | | | |
| 5. Strengthen capacity in primary patient care. | H. Hire one faculty member to support existing student training in primary care services. 1-A, 4-B | H. Increase visibility of primary care services through outreach activities to enhance caseload for student training. 1-A, 4-B | H. Establish stand-alone primary care facility for student training. 1-A, 4-B |
| 6. Strengthen capacity in tertiary patient care. | I. Fill open positions in the disciplines of cardiology and radiology. 1-A, 2-B, 4-B | I. Hire one faculty member with expertise in neurology. 1-A, 2-B, 4-B | I. Hire a second faculty members with expertise in neurology. 1-A, 4-B |
| FACILITIES: | | | |
| | J. Renovate 5 faculty offices per year. Annual investment \$30K | J. Renovate 5 faculty offices per year. Annual investment \$37.5K | J. Renovate 5 faculty offices per year. Annual investment \$45K |
| | K. Renovate or repurpose one space annually to support faculty research, graduate student offices, or student instruction. Annual investment \$70K 1-A, 4-B | K. Renovate or repurpose one space annually to support faculty research, graduate student offices, or student instruction. Annual investment \$78K 1-A, 4-B | K. Renovate or repurpose one space annually to support faculty research, graduate student offices, or student instruction. Annual investment \$86K 1-A, 4-B |

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

Revenue generated annually through clinical training of external students and industry sponsored projects (F&A, salary savings) represents 80% of the departmental income and provides seed research funding for departmental faculty, research infrastructure (renovation, supplies), renovation of instructional space, salaries for research support, and research equipment. Some resources will be derived from the \$5M in additional base state support to the college.

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

Salaries for new faculty lines to support the research productivity and new educational initiatives (neurology, shelter medicine, emergency medicine) must come from state-funded salary lines. The external student market is labile and is not a reliable revenue source for annually renewable salaries. Several departmental initiatives require a development effort to support their activities. Preliminary work indicates donors with an interest in shelter medicine exist and could be cultivated. Donors to support graduate work are more difficult to identify.

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

We have targeted development efforts to support renovation, new building initiatives, and one-time equipment purchases. We will use a similar strategy to begin a campaign for shelter medicine and graduate education.

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 |
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| B-1 - Total research and development expenditures B-2 - Endowment pool B-4 - Number of faculty awards |

| Links to Common Elements |
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| CE-1 - Communications and Marketing CE-2 - Culture CE-3 - Diversity CE-4 - External Constituents CE-5 - Funding 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: T1-1 - # 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-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-D - Tuition waivers for all GRAs</p> <p>T1-E - Competitive compensation and support available to GRAs, GTAs, and GAs</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-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-L - Recognized for prominent and productive placement of our graduates</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>T3 - Graduate Scholarly Experience</p> <p>Theme 3 Metrics: T3-1 - # and % of graduate students</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-I - Increased participation by our graduate students in unique high level learning and experiential training</p> <p>T3-K - Increased funding for graduate</p> | <p>T3-P - Stable funding for graduate research and teaching competitive with benchmark institutions</p> |

| Links to University Thematic Goals, Outcomes, and Metrics | | | |
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| <p>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>T3-4 - # of private/public sector partnerships supporting graduate experiential training opportunities</p> <p>T3-6 - # of graduate terminal degrees awarded</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-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>research and teaching</p> <p>T3-L - Increased number of nationally and internationally recognized award-winning graduate faculty</p> | |
| <p>T4 - Engagement, Extension, Outreach and Service</p> <p>Theme 4 Metrics:</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-A - Enhanced integration between academics and student service learning</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-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-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-P - Recognized as a leader in Engagement reaching both rural and urban communities</p> |

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| | T4-G - Enhanced visibility and appreciation for Engagement and its interconnectedness with research and education within our university community | | |
| T5 - Faculty and Staff Theme 5 Metrics: T5-1 - # of national and international faculty awards T5-2 - # and % of faculty with endowed chairs, professorships, and fellowships T5-3 - Competitive compensation packages for faculty and staff 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-B - Efficient, effective, and integrated university HR processes and services that place employees in the right positions with the right skill sets at the right time 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-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 needs T6-5 - % of faculty, staff, and students reporting satisfaction with facilities | 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 | T6-D - Adequate office space for all K-State employees equipped to support their work and productivity | 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-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 |

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|---|--|--|---|
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| and infrastructure | | | |