Purdue Animal Sciences
Strategic Plan
7-1-12 to 6-30-17

"Preamble"

Purdue Animal Sciences is committed to anticipating and responding to the issues and evolving needs of our stakeholders. Through integration of relevant discovery, transformational learning and high-impact engagement, we aim to provide solutions to these four Grand Challenges of Animal Science:

- Efficiency: capitalizing on basic and applied understanding of biological, economic, and food production systems and processes;
- Food quality: producing high quality, safe and nutritious meat, dairy, and poultry products;
- Animal well-being: understanding the health, behavior and welfare needs of animals;
- Animals and the environment: optimizing animal production while maximizing nutrient utilization and minimizing environmental impact.

Presented below is a five-year (2012-2017) strategic plan for Purdue Animal Sciences. The plan outlines four major goals with initiatives, actions, guidance, and metrics that will serve as a roadmap for creating a Purdue Animal Sciences culture, curriculum, and communication scheme that can build on our strengths to optimize impact and success as we strive to find solutions to current and emerging issues.

"Mission"

Purdue Animal Sciences believes in empowering people with knowledge and solutions that transform lives.

"Vision"

Purdue Animal Sciences will transform lives by:

- Educating students to make a difference;
- Creating solutions through relevant research;
- Integrating technologies and knowledge that respond to stakeholder needs.

"Core Values"

Purdue Animal Sciences is:

- Dedicated to a collaborative environment that embraces and integrates diverse individual strengths and talents to anticipate and respond to the evolving needs of our stakeholders;
- Committed to a culture of mutual respect, accountability, honesty, integrity, and shared responsibility that appreciates all contributions to the Land Grant Mission;
- Steadfast in our commitment to open, transparent, and effective internal and external communication;
- Focused on interactive, experiential, and hands-on learning both on and off campus;
- Engaged in discovery that transforms into useful products and services that address current and future challenges facing Animal Agriculture;
- Focused on leadership and professional development of our students, stakeholders, faculty, and staff.

"Drivers Affecting Our Future"

The world related to animal science is changing rapidly. Purdue Animal Sciences must be prepared to deal with the changing environment to position itself for leadership in the global arena. The drivers of change affecting the future of Purdue Animal Sciences and the stakeholders we serve fall into six major themes:

• Building Foundations for the Future

Effective applied research is always based on a strong understanding of the basic sciences. We must continue to lead in fundamental research that elucidates and characterizes basic scientific processes. The overall departmental research focus must marry these two facets of research to more effectively predict emerging issues in animal science and provide the foundational knowledge to successfully address these challenges.

• Society and Animals

While we continue to serve food-animal producers, we recognize that less than two percent of the U.S. population is directly involved in production agriculture. This creates a recognized disconnect between the majority of the population and the production of their food. Some of the most pressing issues in animal science involve the public's attitudes regarding how food animals are produced, stewardship of natural resources, impact of livestock production on the environment, food quality

and safety, nutrition, and obesity. Purdue Animal Sciences is uniquely positioned to serve as the independent, unbiased, research-based information resource on food animal production for producers, consumers, policy makers and other decision makers in Indiana and throughout the country.

• Food Security and World Hunger

Land and water resources throughout the world are finite and our farms and businesses will face competitive challenges for natural resources (e.g., fuel, animal feeds, etc.) at a level not previously experienced. The global population will increase approximately 50% and reach 9.5 billion by the year 2050. Meeting this future food security demand will require a doubling of food production, with a majority of this increase to come from improved technologies and efficiencies. Animal agriculture in particular, plays a critical role in providing safe, sustainable, and affordable high quality proteins for all people.

• Global Interdependence

Increasing global interdependence requires that the United States becomes more collaborative in how it does business. With nations like China, Brazil, and India becoming major players in the global economy, we see competition for resources and talent on a global scale. The future will provide opportunities for highly trained graduates who are prepared to compete and be successful in the global animal sciences.

• Finances, Funding and Accountability

Government and non-governmental funding processes and initiatives are ever changing. Purdue Animal Sciences must be actively involved in setting research priorities and participating in funding decisions by being a leader in framing issues, addressing challenges, and delivering solutions. The issues we deal with are complex and interrelated and often require multidisciplinary approaches to address Grand Challenges in today's world. With limited public and private resources at all levels, our current and future faculty must create programs that demonstrate a recognized value to our state, nation, and world.

• Communication

Means of accessing information and communication strategies are constantly evolving. Purdue Animal Sciences must incorporate current communication technologies into discovery, learning, and engagement. Employers of our graduates expect them to be not only highly trained and skilled, but also able to lead and collaborate in culturally diverse teams to develop solutions to challenges related to animal sciences.

"OUR WORLD"

Goal: *Increase visibility, value and impact of Purdue Animal Sciences on campus, in the state, nationally, and globally.*

Initiatives:

1) ***Develop an effective communication structure and strategy to convey who we are, what we are, and what we do to address Grand Challenges.***

Actions:

a. Increase awareness of Purdue Animal Sciences programs.

   i. Hire an outside consultant to help develop and implement a comprehensive and assessable (external) communication, marketing, and branding strategy.

   ii. Create an External Communication Task Force to work with the consultant/professional to increase awareness of Purdue Animal Sciences.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 3, 4, and 5.

b. Publish an annual departmental report using existing reporting structures for distribution to stakeholders.

   i. Create a template for uniformity within existing departmental reporting structures that can be utilized in multiple reporting venues.

Implementation:

Development and implementation milestone =

year 1; Assessment milestones = yearly.

c. Increase visibility of our department and our research findings at scientific and stakeholder meetings by using enhanced communication and marketing strategies.

   i. Develop mutually beneficial partnerships with commodity groups and allied industry that will increase communication, recognition, and funding opportunities for research, teaching, and Extension.

   ii. Increase participation in state, national, and international boards, panels, and committees to improve visibility and provide input on research and Extension agendas, educational opportunities, and policies.

Guidance:

1. *Add some financial incentive for travel.*

2. *Develop on-campus integrated symposia and workshops*

involving multiple faculty and stakeholders around our Grand Challenges to improve visibility and demonstrate impact of our research and Extension programs both internally and externally.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 3, 4, and 5.

d. Leverage relationships with Agricultural Communications, professional societies, and other media outlets to more effectively communicate our programs and transfer knowledge.

Guidance:

1. *Provide at least one news release from each species/discipline per month as a way to increase the face of Purdue Animal Sciences.*
2. *Increase number of Extension publications.*
3. *Present communication options at faculty meeting*

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

2) Develop Extension and outreach programs that provide solutions and result in transformational learning and changed behavior.

Actions:

a. Define and prioritize which audiences and stakeholder groups we will serve.

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

b. Compete for large integrated (Research/Teaching/Extension) grants utilizing stakeholder input and collaborations.

i. Integrate appropriate outreach components and stakeholder interaction into all faculty programs.

ii. Develop a mechanism to effectively communicate with stakeholders and incorporate their guidance in the direction and implementation of Extension programs.

Guidance:

1. *Need for both species and integrated species/discipline groups to meet at least annually.*
2. *Provide a forum to showcase the department.*

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

c. Create training programs that meet the needs of County Extension Educators as they pursue specializations.

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

d. Develop programs that are financially sustainable by working with industry partners and implementing pay-for-service.

Guidance:

Evaluation of existing programs to ensure sustainability (time, resources, etc.)

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 3, 4, and 5.

3) Develop and deliver Animal Sciences education programs for non-agriculture audiences.

Actions:

a. Identify non-agriculture audiences to target with information regarding food animal production.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 3, 4, and 5.

b. Develop educational, experiential, and Extension programs that reach non-traditional audiences, including K-14.

Guidance:

Re-evaluate our relationship and responsibilities with YDAE in the area of livestock and STEAM youth programs.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 3, 4, and 5.

c. Develop a course for non-Agricultural students that describes food animal production and technologies.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

4) Develop means and standards to effectively measure and document impact and changed behavior of Extension programs.

Actions:

a. Develop a survey instrument(s) for stakeholder groups to document program impact and changed behavior.

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

b. When creating programs, incorporate methodologies to document program impact.

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

"OUR STUDENTS"

Goal: ***Prepare students for meaningful careers that impact animal and life sciences through a relevant curriculum, comprehensive faculty mentoring, and experiential learning.***

Initiatives:

1) ***Overhaul and appropriately restructure our undergraduate curriculum to better meet the core competency needs of our Animal Sciences students.***

Actions:

a. Create a Reformation of Academic Programs (RAP) Task Force responsible for implementing a complete curriculum overhaul.

i. Define core competencies and develop and implement a core curriculum that is required of all ANSC graduates.

ii. Determine what courses are needed to meet core competencies, where there is redundancy, what information is missing, which courses/materials are outdated, where prerequisites are needed, what courses should be interdepartmental, etc.

Guidance:

1. *Consider development of an end-product class to meet products requirement that includes (meat, milk, and eggs) vs. ANSC 30100 and ANSC 35100.*
2. *Split AnSc 30100 into a live animal and carcass evaluation class, and a growth and development class.*
3. *Require an introductory course in Animal Sciences (e.g., ANSC 10200).*
4. *Revise and advertise ANSC 10200 as an introductory course that informs students (ANSC and non-ANSC) about what animal scientists do across Grand Challenge issues (from basic and applied research to careers in animal agribusiness).*
5. *Require a functional anatomy class with a lab.*
6. *Eliminate AnSc 10600.*
7. *Work with the University of Illinois, or other departments, to provide companion animal, wildlife, and exotic animal species elective courses.*
8. *Require a hands-on animal course across species (e.g. ANSC 24500, or revamp ANSC 10200 to include hands-on) for all undergraduates.*
9. *Determine minimum prerequisite requirements before allowing students to progress into upper level ANSC courses.*
10. *Eliminate the PRMD concentration for obtaining an ANSC degree and use the science concentration, or other concentration to meet Animal Sciences graduation requirements and School of Veterinary Medicine application requirements.*
11. *Establish a minimum cumulative GPA for students in the PRMD concentration to continue in that concentration after 5th semester*

(to be done in consultation with members of the School of Veterinary Medicine).

12. *Evaluate our Animal Sciences restricted elective block and address the balance with other aspects of our curriculum (e.g., carcass evaluation vs. biomedical use of animals vs. animal well-being issues vs. animals and the environment).*
13. *Create strategic departmental goals for expanding the domestic learning opportunities for our international students, and international experiences for our domestic students.*

Implentation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Evaluate our current faculty teaching assignments and course offerings to maximize our efficiency, bring the best instruction to our students, and determine future faculty needs.

Guidance:

1. *Provide training opportunities for faculty instructors to bring new information to the classroom that will invigorate key courses in our curriculum (new technologies, pedagogies, etc.).*
2. *Determine the number of students we can support with our current funding structure.*

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

c. Establish an undergraduate cohort advising model in cooperation with our faculty academic advisors and the Animal Sciences' advising coordinator.

i. Enhance career advising services for students by providing faculty and staff with targeted career advising skills through focused discussions with industry (including faculty visits to industry).

ii. Relocate advising coordinators to be more visible and accessible.

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

d. Review our curriculum annually to ensure that our students are demonstrating core competencies.

Guidance:

Have the graduate secretary schedule annual progress meetings with the respective graduate advisory committees (improve grad committee effectiveness).

Implementation milestone = year 3;

Assessment milestones = yearly.

2) *Develop an awareness and appreciation of livestock production and the science in Animal Sciences among students and its relevance to their careers.*

Actions:

a. Integrate emerging scientific technologies into our curriculum that are relevant to livestock and poultry species.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Educate students in the traditional livestock and poultry species and, where appropriate, use examples that relate to non-livestock animal species.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

c. Increase opportunities for students to interact with relevant industries (e.g., from food animal to biomedical research).

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

3) *Incorporate experiential learning in all aspects of the curriculum.*

Actions:

a. Define and develop a true capstone experience for all Animal Sciences majors.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

b. Implement a problem-based approach involving the Grand Challenge issues across the four-year curriculum.

   i. Strengthen the problem-based learning approach by bringing Extension and industry experiences ("on the farm" and "in the cooler"), case studies, and other learning methods into the classroom.

   ii. Enhance service learning opportunities within the curriculum (e.g., international, domestic, and campus-based community outreach programs).

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

c. Require an experiential learning activity (e.g., internship, externship, independent research project, work experience, teaching assistantship) of all Purdue Animal Sciences graduates.

Guidance:

1. Define and decide who will track it.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

4) Create a set of core competencies and uniform expectations for all graduate students.

Actions:

a. Create a Reformation of Graduate Academic Programs (RGAP) Task Force responsible for implementing a complete curriculum overhaul consistent with the spirit of the College of Agriculture learning outcomes.

   i. Define learning outcomes for both MS and PhD students.

   ii. Establish core competencies. Core classes should be at early MS level to foster graduate student interactions, outside of their lab and specific research areas, and to include an understanding of livestock production systems. Core classes for PhD students could include ethics, seminar, grant writing, statistics, participation in journal club, TA and/or Extension experience(s).

   iii. Conduct a faculty survey to facilitate establishment of a basic preliminary exam to evaluate core competencies and a timeline to reduce inconsistencies across students.

   iv. Create strategic departmental goals for expanding the domestic learning opportunities for our international students, and international experiences for our domestic students.

   v. Create a mechanism that allows student evaluations of graduate TA's.

Guidance:

1. *Re-evaluate 500 level course expectations and competencies to meet this objective.*
2. *Increase distance education offerings and multi-university collaborations.*
3. *Create a first year PhD critical evaluation competency course that also introduces students to all Animal Sciences discipline areas, including animal production.*
4. *Actively develop joint-listed/multi-departmental offerings such as biological statistics.*
5. *Consider comments regarding time commitments and funding of TA's, value of teaching experience, departmental citizenship, etc.*

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Assign faculty to teach graduate courses that match core competencies and the Grand Challenge areas.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5

c. Create experiential learning opportunities for graduate students.

Guidance:

1. *Involve graduate students in Extension programming.*
2. *Encourage involvement in industry board meetings / conferences / ASREC operations committees, etc.*
3. *Encourage professional society involvement (volunteering for committees, board representation, etc.).*
4. *Identify and capitalize on funding opportunities for travel funds to meetings.*
5. *Incorporate time for industry internships.*
6. *Expand international exchange opportunities.*

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

5) Increase awareness of Purdue Animal Sciences graduate program and recruitment of quality students.

Actions:

a. Create a coordinated recruiting program.

   i. Create endowed graduate scholarships and named fellowships for recruiting purposes.

   ii. Obtain new revenue streams to fund travel of promising graduate students to campus for recruitment.

   iii. Continue and expand existing summer research programs with international and domestic partner universities.

Implementaion:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Develop bridging funds to allow for timing of available graduate applicant pool vs. grant funding cycles and to be competitive with fellowship funding.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

"OUR SCIENCE"

Goal: Foster/create a culture of scholarship across the department enabling growth of high-impact discovery programs that address Grand Challenges of Animal Sciences.

Initiatives:

1) ***Develop a departmental focus that establishes national and global preeminence in addressing Grand Challenges in Animal Sciences and finding solutions.***

Actions:

a. Create an endowed faculty chair and graduate stipends focused on Grand Challenges.

Guidance:

1. *Pursue one of the Dean's 4 rotating named chair positions*
2. *Establish a strategic group to create the justification and implementation.*

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

b. Position ourselves to anticipate, influence, and capitalize on strategic reinvestment initiatives for capital improvement and strategic faculty hires.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

2) ***Create an environment of flexibility that allows the department to effectively and rapidly respond to emerging issues and challenges in Animal Sciences.***

Actions:

a. Create a structure for rapid communication of industry and granting agency priorities and the development of integrated teams.

Guidance:

Create a specialized topic-centered seminar series that would include Extension seminars relaying stakeholder issues.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

b. Improve our collective awareness of seed funding opportunities across the university system in order to collect key preliminary data and make external funding proposals more competitive.

Guidance:

1. *Develop a calendar showing annual funding cycles and opportunities from the university, commodity associations, etc. to allow better planning and anticipation of proposal deadlines.*
2. *Add upcoming research opportunities to faculty meeting agendas every month.*

Implementation:

Development milestone = year 1;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

c. Identify and obtain funding from traditional and non-traditional external funding sources across the Grand Challenge areas.

Implementation:

Development milestone = year 1;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

3) Develop strategic partnerships to address Grand Challenges.

Actions:

a. Establish an industry discovery advisory board to increase visibility and research collaborations between faculty and stakeholders.

Implementation:

Development milestone = year 1;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

b. Establish corporate/industry sponsored graduate stipends and research support.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

"OURSELVES"

Goal: *Exemplify and embody a respectful and inclusive departmental culture that results in collective contributions towards our missions.*

Initiatives:

1) ***Create a working environment and structure that maximizes the department's ability to address Grand Challenges in Animal Sciences through effective integration of discovery, learning, and engagement.***

Actions:

a. Develop and implement a comprehensive strategy for internal communication that fosters interaction and integration within the department.

i. Create an Internal Communication Task Force that works with a hired consultant/professional to improve internal communication.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Identify current and future needs for multi-user departmental equipment and facilities (e.g., core equipment laboratory, meat's laboratory, livestock arena, replacement/renovation of ASREC buildings).

i. Develop and implement a plan for purchasing, replacing, maintaining, and oversight of core equipment and facilities.

Guidance:

1. *Create an inventory list of core facilities and multi-user equipment.*
2. *Create a list of needed equipment and facilities.*
3. *Develop a plan to provide personnel that will oversee core equipment and facilities.*
4. *Develop a plan for service contracts and maintenance of core equipment and facilities.*

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

c. Create a functional, annual retreat format to increase professional and social faculty interaction that leads to team building.

i. Share individual discovery, learning, and engagement programs.

ii. Provide opportunities for informal social interactions.

iii. Focus discussions around Grand Challenges.

iv. Foster professional development (e.g., communication, diversity, leadership, team building).

v. Provide transparency of strategic plan implementation process and progress

1) *Which of our objectives and major activities are we accomplishing?*
2) *What has been the impact of our efforts? What new capacity have we built?*
3) *Which of our objectives are we not getting or making headway on? Why?*
4) *What lessons are we learning about planning and implementing our work?*
5) *What changes or course corrections do we need to make at this point?*
6) *Have there been significant changes inside or outside the department that we need to consider as we plan for the future?*

Guidance:

1. *Consider over-night, 2 day retreat format.*

Implementation:

Development and implement milestone = year 1;

Assessment milestones = yearly.

d. Redefine our departmental seminar series format to increase faculty interaction and collegiality.

Guidance:

1. *ANSC 68100 topics need more widespread audience appeal.*
2. *Enhance faculty commitment to graduate education.*
3. *Should there be a difference between departmental vs. specialized seminar participation?*
4. *Provide advanced Outlook Calendar invitations to seminars, LouJa, Celebration of Science, Book-Harmon, DAA, etc. at least 1 month prior to event.*

Implementation:

Development and implement milestone = year 1;

Assessment milestones = yearly.

e. Initiate regular discussion forums on scholarship and excellence in discovery, learning, and engagement and their integration.

Implementation:

Develop and implement milestone = year 1;

Assessment milestones = yearly.

f. Establish a system for identifying, attracting, and hiring faculty that meets our departmental needs.

i. Anticipate and prioritize faculty positions based on the assessed and

focused needs of our department.

ii. Create *ad hoc* committees to draft job descriptions for identified priority positions that best fit the needs of our department.

iii. Attract creative faculty with the capacity to rapidly respond, both as an individual and as part of a team, that are not only great scientists, but also a good fit for the department by demonstrating a passion and enthusiasm to teach and provide solutions for current and emerging challenges.

iv. Expect faculty members with teaching appointments to engage in teaching within the first year after being hired.

Implementation:

Develop and implement milestone = year 1;

Assessment milestones = yearly;

Development milestone = year 1.

g. Design teaching rotations, where appropriate, to keep courses fresh and to facilitate sun-setting of outdated courses.

Implementation:

Development milestone = year 2;

Implementation milestone = year 3;

Assessment milestones = years 4 and 5.

2) Strengthen our formal and informal mentoring efforts to empower and support faculty and staff integration into, and success within, the department.

Actions:

a. Define excellence and scholarship in discovery, learning, engagement, and their integration, and use these definitions in performance evaluations and in promotion and tenure considerations.

b. Expect all faculty to develop programs with some integration across discovery, learning, and engagement.

Implementation:

Develop and implement milestone = year 1;

Assessment milestones = yearly.

c. Cultivate, measure, and reward excellence in discovery, learning, engagement, and their integration in mid-career development initiatives and post-tenure review discussions.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

d. Provide an effective, annually reviewed mentoring program for faculty using the Purdue Animal Sciences mentoring guidelines.

Implementation:

Implementation milestone = year 1;

Assessment milestones = yearly.

e. Encourage participation in teaching and leadership workshops within and outside the university, as well as other mentoring opportunities for teaching.

Implementation:

Implementation milestone = year 1;

Assessment milestones = yearly.

f. Encourage staff to participate in professional development programs on and off campus.

Implementation:

Implementation milestone = year 1;

Assessment milestones = yearly.

g. Develop nominations of faculty, staff, and students for state, national, and international awards and leadership positions when appropriate.

Guidance:

1. *Create a departmental recognition reward mechanisms for teams, exciting discoveries, development of novel solutions, outstanding teacher, counselor, etc.*

Implementation:

Implementation milestone = year 1;

Assessment milestones = yearly.

3) Broaden the academic, societal, and world view of faculty and staff to enhance their understanding of departmental needs and prepare them to become good departmental citizens.

Actions:

a. Clearly define job descriptions and roles for all staff and distribute to all faculty.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

b. Develop a culture in which departmental citizenship roles are expected, understood, and appreciated.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

c. Clearly define expectations of faculty and staff in terms of participation in department events such as seminars, forums, student events, and alumni events.

Guidance:

1. *Department Head communicate expectations and involvement in activities that are appropriate to create critical mass.*
2. *Department Head make individual participation expectations.*
3. *Department Head use Outlook Calendar to schedule departmental events well in advance.*

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

d. Develop a master plan for Animal Sciences faculty involvement in obtaining the new Animal Sciences building.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

e. Create internal recognition mechanisms for service on departmental, society, and industry boards and committees.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and 5.

4) Expect a culture of mutual awareness, respect, and inclusiveness.

Actions:

a. Create a Climate Task Force involving external participation to develop and embrace a program where diversity is appreciated and respected across the department.

Implementation:

Development milestone = year 1;

Implementation milestone = year 2;

Assessment milestones = years 4 and

b. Partner with existing programs that embrace cultural and gender diversity issues. Expect and recognize participation in these programs.

Guidance:

1. *Department Head has to implement plan and reward leadership in these areas.*
2. *Create departmental format that makes this is a departmental function and way of doing business.*
3. *Invite model graduate students from our professional meetings to give seminars that demonstrate diversity.*
4. *Invite successful professionals to provide graduate and undergraduate seminars that address diversity, science, and "why I choose academia/science as a career".*

Implementation:

Development and implementation milestone = year 1.

Assessment milestones = yearly.

c. Develop understanding, respect, and appreciation for the diverse programmatic efforts across missions.

Guidance:

1. *Present team updates and reports as part of faculty meetings (~5-10 min).*
2. *Hold proposal development meetings in response to newly released RFPs.*

Implementation:

Development and implementation milestone = year 1;

Assessment milestones = yearly.

5) Redefine our relationships and roles with key partner departments and universities to improve programming and reduce redundancy.

Actions:

a. Assess current and future programming with other departments.

Guidance:

1. *Determine the relative merit of current and proposed youth programs and define the roles of Animal Sciences and Youth Development and Agricultural Education in youth education programs.*
2. *Enhance collaboration with the College of Veterinary Medicine across research, teaching, and Extension.*
3. *Forestry and Natural Resources collaboration in aquaculture and wildlife biology in education programs.*
4. *Build on the strengths in the Agriculture Economics Department to better understand the economic ramifications of our research findings.*
5. *Build stronger relations and collaborations with Food Science in*

the areas of research, teaching and Extension.

<u>Implementation:</u>

Development milestone = year 1;
Implementation milestone = year 2;
Assessment milestones = years 4 and 5.

Our World - Metrics

Location	Category	Responsible	Reporter
1	Hire external communication consultant	Department Head	Department Head
1	Create external communication task force	Department Head	Department Head
1	Create a template for reporting	Strategic Plan Steering Committee	Department Head
1	Create annual report	Department Head	Department Head
1	Create base-line in first year	Strategic Plan Steering Committee	Department Head
1	Access to major species commodity leadership, %	In reporting mechanism	Department Head
1	Allied industry partnerships, no.	In reporting mechanism	Department Head
1	State boards and committees, no.	In reporting mechanism	Department Head
1	National boards and committees, no.	In reporting mechanism	Department Head
1	International boards and committees, no.	In reporting mechanism	Department Head
1	Invited industry presentations, no.	In reporting mechanism	Department Head
1	Extension press releases, no.	In reporting mechanism	Department Head
1	Research press releases, no.	In reporting mechanism	Department Head
1	Extension publications, no.	In reporting mechanism	Department Head
1	Journal publications, no.	In reporting mechanism	Department Head
2	Define and prioritize stakeholder groups	In reporting mechanism	Department Head
2	Integrated (R,T,E) grants, faculty no.	In reporting mechanism	Department Head
2	Integrated (R,T,E) grants awarded, no.	In reporting mechanism	Department Head
2	Integrated (R,T,E) grants awarded, $	In reporting mechanism	Department Head
2	AnSc led species and integrated group meetings, no.	In reporting mechanism	Department Head
2	Training programs created for Extension Educator specialization, no.	In reporting mechanism	Department Head
2	Pay-for-service programs, $	In reporting mechanism	Department Head
2	Industry support for Extension programs, $	In reporting mechanism	Department Head
3	Define and prioritize non-ag. Audiences	In reporting mechanism	Department Head
3	Non-ag. Audience programs (K-14), no.	In reporting mechanism	Department Head
3	Re-evaluate relationship with YDAE	Annual Department Retreat	Department Head
3	Re-evaluate relationship with FS	Annual Department Retreat	Department Head
3	Re-evaluate relationship with Bchm	Annual Department Retreat	Department Head
3	Re-evaluate relationship with Vet Med	Annual Department Retreat	Department Head
3	Re-evaluate relationship with FNR	Annual Department Retreat	Department Head
3	Re-evaluate relationship with AgEc	Annual Department Retreat	Department Head
3	Develop an on-campus service class for non-animal students	URAP	Department Head
4	Develop an impact survey instrument	Extension Coordinator	Extension Coordinator
4	Develop list of methodology examples for impact assessment	Extension Coordinator	Extension Coordinator
4	Impact assessed programs, no.	Extension Coordinator	Extension Coordinator
4	Individual program assessment, quantification of behavior changes	Extension Coordinator	Extension Coordinator

Our Students - Metrics

Location	Category	Responsible	Reporter
1	Define core competencies	URAP	Department Head
1	Develop a list of future faculty/staff teaching needs to hire	URAP	Department Head
1	Determine courses needed, redundancies, prerequisites	URAP	Department Head
2	Include emerging scientific technologies relevant to traditional species	URAP	Department Head
2	Incorporate traditional specie examples in every course	URAP	Department Head
2	Student opportunities and experiences with relevant industries	URAP	Department Head
3	Define and develop a true capstone experience for all student who major in Animal Sciences	URAP	Department Head
3	Continuum of problem-based approach to Grand Challenges (4 yr)	URAP	Department Head
3	Animal industry case studies/problem solving in classes	URAP	Department Head
3	Departmental plan for service learning opportunities in the curriculum	URAP	Department Head
3	Design a required (curricular) experiential learning activity of all students	URAP	Department Head
3	Design/revise course(s) for Certificate of Innovation & Entrepreneurship	URAP	Department Head
1	Post current syllabi for every course publically by October 15th of each year	Faculty	Department Head
1	Establish an undergraduate cohort advising model	Faculty	Department Head
1	Review undergraduate curriculum annually, core competencies	Faculty	Department Head
1	Expect teaching participation from faculty with teaching appointments	Faculty	Department Head
1	Provide training opportunities for teachers and expect participation	Faculty	Department Head
1	Undergraduates participating in experiential learning, no.	Reporting Mechanism	Department Head
1	Graduate students participating in experiential learning, no.	Reporting Mechanism	Department Head
1	Students completing Leadership Development Certificate	Reporting Mechanism	Department Head
1	Students completing Certificate in Entrepreneurship and Innovation	Reporting Mechanism	Department Head
1	Student completing internships, work experience, research projects, etc.	Reporting Mechanism	Department Head
1	Student completing study abroad experience	Reporting Mechanism	Department Head
1	Student completing service learning experience	Reporting Mechanism	Department Head
1	Faculty & staff involved in in experiential learning, no.	Reporting Mechanism	Department Head
1	Completion of B.S. degree within eight semesters, %	Reporting Mechanism	Department Head
1	Student retention in the University into sophomore year, %	Reporting Mechanism	Department Head
4	Define learning outcomes for both MS and PhD students.	GRAP	Department Head
4	Establish core competencies for graduate students	GRAP	Department Head
4	Establish MS level livestock production system competency course	GRAP	Department Head
4	Establish prelim exam guidelines and timeline	GRAP	Department Head
4	Graduate students completing industry learning experience	GRAP	Department Head
4	Graduate students completing service learning experience	GRAP	Department Head
5	Create endowed graduate scholarships and named fellowships	GRAP	Department Head
5	Obtain revenue to fund campus recruitment of promising graduate students	GRAP	Department Head
5	Develop bridging funds to support graduate students between funding cycles	Department Head	Department Head
1	Create a Reformation of Academic Programs (RAP) Task Force	Department Head	Department Head
1	Develop and implement a core 120-credit hour curriculum	Undergraduate Programs Committee	Chair of UGP
1	Conduct annual exit interview and five year alumni/employer feedback	Undergraduate Programs Committee	Chair of UGP
5	Create coordinated recruiting program	Graduate Programs Committee	Chair of Grad Committee
5	Expand summer research programs; international, domestic, and high school students	Graduate Programs Committee	Chair of Grad Committee

Our Science - Metrics

Location	Category	Responsible	Reporter
	Grant proposals	Faculty	Department Head
	Funded proposals, no.	Faculty	Department Head
	Funded integrated proposals (across missions), no.	Faculty	Department Head
	Award amount, $	Faculty	Department Head
	Internal, $	Faculty	Department Head
	Industry, $	Faculty	Department Head
	State, $	Faculty	Department Head
	Federal, $	Faculty	Department Head
	Publications	Faculty	Department Head
	Peer-reviewed journals, no.	Faculty	Department Head
	Peer-reviewed Extension, no.	Faculty	Department Head
	Directed media articles covering discovery, no.	Department Head	Department Head
	Externally funded graduate assistantships, no.	Business Office	Department Head
	Creation of an endowed faculty chair	Department Head	Department Head
	Establishment of an industry "discovery" advisor board	Department Head	Department Head

Ourselves - Metrics

Location	Category	Responsible	Reporter
Communication			
1	Hire internal communication consultant	Department Head	Department Head
1	Create internal communication task force	Department Head	Department Head
1	Inventory core facilities and equipment	Department Head	Department Head
1	Create plan for core facility personnel, contracts, and maintenance	Department Head	Department Head
Retreat			
1	Creation of annual retreat	Department Head	Department Head
1	Faculty attendance at retreats, %	Department Head	Department Head
Seminar			
1	Faculty attendance at departmental seminars	Seminar Speaker Host	Seminar Committee Chair
1	Graduate student attendance at departmental seminars	Seminar Speaker Host	Seminar Committee Chair
4	Invited departmental speakers from underrepresented groups (dept. funded)	Seminar Speaker Host	Seminar Committee Chair
Positions			
1	Identify departmental needs and voids across R,T,E	Faculty	Department Head
1	Create ad hoc committees to write position justification & descriptions	Department Head	Department Head
1	Prioritize departmental faculty position needs	Faculty	Department Head
Teaching			
1	First year engagement in teaching	Department Head	Department Head
1	Development of a teaching assignment rotation where appropriate	Department Head	Department Head
Mentoring			
2	Annual review of mentoring	Department Head	Department Head
2	Assist/Assoc professor participation in professional develoment	Department Head	Department Head
2	Establish a professional development plan for staff	Department Head	Department Head
Recognition			
2	Faculty staff recognition committee	Awards Committee Chair	Department Head
3	Faculty nominations for awards, no.	Awards Committee Chair	Department Head
	State	Awards Committee Chair	Department Head
	National	Awards Committee Chair	Department Head
	International	Awards Committee Chair	Department Head
3	Faculty awards, no.	Awards Committee Chair	Department Head
	State	Awards Committee Chair	Department Head
	National	Awards Committee Chair	Department Head
	International	Awards Committee Chair	Department Head
3	No. Faculty participation on boards, committees, editorial boards, review panels	Department Head	Department Head
	State	Department Head	Department Head
	National	Department Head	Department Head
	International	Department Head	Department Head
Citizenship			
3	Create/revise staff job descriptions & disseminate	Department Head	Department Head
3	Faculty participation at individual critical departmental functions	Department Head	Department Head
Animal Sciences building plan			
3	Feedback from college on plan and ID faculty involvement	Department Head	Department Head
3	Update building plans from college	Department Head	Department Head
Inclusion			
4	Create Climate task force	Department Head	Department Head
4	Faculty attending diversity and professional development workshops	Department Head	Department Head
4	Creation of departmental and team award(s)	Department Head	Department Head
4	Departmental teams formed across missions	Department Head	Department Head