

KANSAS STATE UNIVERSITY

# NEXT-GEN K-STATE STRATEGIC PLAN

COLLEGE OF AGRICULTURE and  
K-STATE RESEARCH AND EXTENSION

**KANSAS STATE**  
UNIVERSITY®

College of Agriculture

**K-STATE**  
Research and Extension

*October 2024*

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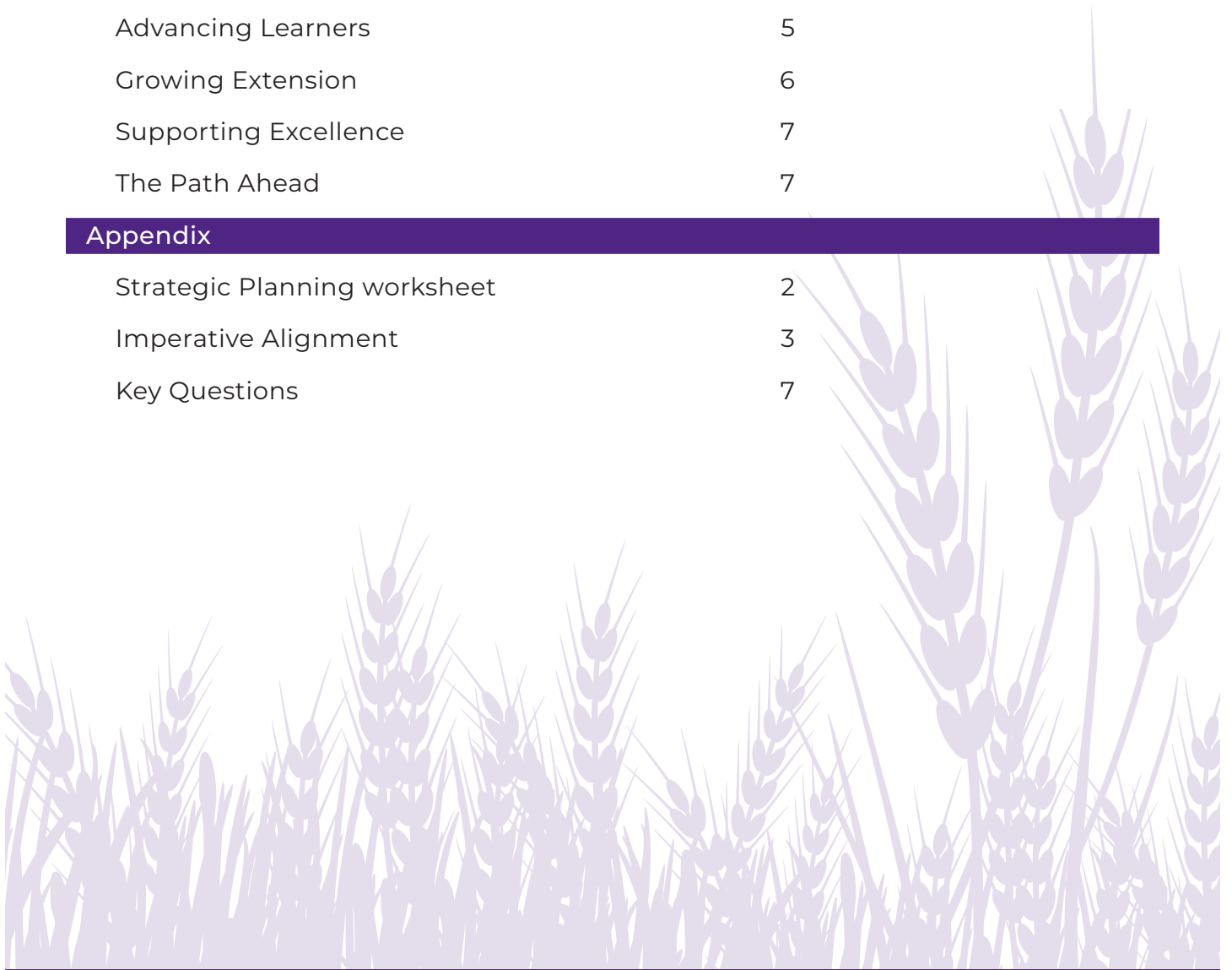
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## INTRODUCTION

Kansas State University's College of Agriculture, Agricultural Experiment Station and Cooperative Extension Service have a long history of excellence and leadership. As the nation's first operational land-grant university, agriculture has always been central to K-State's student experience, research and application of knowledge. Throughout their collective history, the College of Agriculture and K-State Research and Extension have remained true to their land-grant mission, serving Kansas, the United States and the world by providing top-level agricultural, food and natural resources research, instruction and outreach to inform decisions and ensure safe, affordable, abundant and nutritious food for all.

The College of Agriculture and K-State Research and Extension together represent incredible depth and breadth across many topics important to food, agriculture, natural resources and community well-being. We are located throughout Kansas and across K-State. Capturing every goal, investment and impact in a single concise document would be nearly impossible. Thus, this strategic plan seeks to highlight some key priorities and opportunities and capture the spirit of the mission and vision within the enormous scope of the College of Agriculture and K-State Research and Extension from the present through 2030.

## MISSION

The mission of the College of Agriculture is to advance agriculture, protect natural resources, increase economic prosperity and improve lives across Kansas, the nation, and the world through education, research, extension and engagement.

## VISION

The College of Agriculture will be a top five agriculture university, known for developing high-quality graduates and research and extension programs that meet the needs of Kansas communities and address global challenges.

## CORE VALUES

The College of Agriculture is guided by the following core organizational values:

- » Integrity to develop and deliver credible information.
- » Communication to provide common understanding.
- » Scholarship to foster lifelong learning

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*This strategic plan was developed with internal and external stakeholder input from three facilitated sessions led by an outside facilitator in the summer of 2023; department heads were consulted and provided input in a draft strategic plan that was updated and then sent to the College Committee on Planning (CCOP) and the Extension Committee on Planning (EXCOP) for additional feedback and suggestions. Following review from university leadership, College of Agriculture and K-State Research and Extension faculty and staff were provided an opportunity to share feedback via a Qualtrics survey to contribute to the final draft. The final strategic plan will be posted on the College of Agriculture's webpage at [ag.k-state.edu](http://ag.k-state.edu)*

# *The Next Generation of Agriculture*

The Kansas State University strategic plan for 2030 sets a path and a challenge to be a next-generation land-grant university. It lays out an Opportunity Agenda that calls on K-State faculty, staff and students to tackle global challenges through interdisciplinary collaboration in teaching, research, extension and engagement. The Next-Gen strategic plan also outlines a series of 10 imperatives to achieve excellence for our students, employees and stakeholders. Just as agricultural sciences were a cornerstone of the original land-grant mission, agriculture and natural resources drive K-State's opportunities for the next generation. Our core strengths drive the transformational changes that build next-generation innovation.

Agriculture is the most important driver of the Kansas economy, representing the largest industry, employer, and economic contributor in the state. Kansas is the largest producer of grain sorghum in the United States, the second-largest producer of wheat, and the third-largest cattle producer. The dairy industry has more than tripled in the last 25 years. Access to fresh fruits and vegetables is a growing challenge for rural and urban communities alike. The K-State College of Agriculture works across the value chain, from seed to store, from the development of genomic traits to the latest advancements in processing technology to the economic processes affecting the food system.

Communities and key industries power Kansas, and K-State has been a trusted partner in the research, extension and learning needed for our communities and industries to continue to grow. As the Agriculture Innovation Initiative brings nine new or renovated facilities to K-State, it will unlock incredible opportunities for applied learning, interdisciplinary research and private industry collaboration as we look to 2030. And as K-State grows its engagement across the state, K-State Research and Extension will work collaboratively with K-State 105 to extend our impact in Kansas communities. This is the beginning. The College of Agriculture will continue to make investments in research, teaching and extension to enable us to fuel innovation and meet the needs of our stakeholders by 2030 and beyond.

## **INVESTING IN RESEARCH**

*that ensures sustainability and adds value.*

The agriculture and natural resource sectors are complex and face myriad modern-day challenges that threaten the global food system and challenge the health of communities. The K-State College of Agriculture and K-State Research and Extension are committed to tackling these challenges head-on and harnessing the opportunities that new technologies provide. **We will create a resilient, sustainable global food system through cutting-edge science – helping producers adapt to climate change, improve the nutritional value of food and succeed economically.**

To meet the grand challenges of our future food system, the College of Agriculture and K-State Research and Extension will:

- » Be a global leader for climate-resilient cropping system development.
- » Ensure the environmental sustainability of Kansas and global agriculture.
- » Advance the economic sustainability of key Kansas industries.
- » Be a global leader in value-added foods, feed and pet food.
- » Invest in human health and nutrition in the global food system.
- » Leverage technologies that enable new innovation and efficiencies in our food system.

- » Be the best location in the world for biosecurity research that identifies, tracks, prevents and mitigates animal and plant threats.
- » Expand services for community well-being to communities in all 105 Kansas counties.

### *Here's how:*

**Sustainability** will underpin all that we do. This includes research and extension investments in water quality and availability, soil health, agricultural productivity, efficiency of crops and livestock, producer and consumer perception and behavior, and more. New faculty brought into the college through future sustainability, water and biomanufacturing cluster hires will enable us to open new frontiers in applied research focused on advancing sustainability in the agriculture and natural resource sectors within the current decade. College of Agriculture faculty and staff will be intricately involved in the interdisciplinary and collaborative pursuits of the university-level Kansas Water Institute. We will embrace and multiply the **enabling technologies** that allow us to gain efficiency and achieve innovation through geospatial, precision and nano technologies. We will take a systems approach to this research, working across disciplines to create integrated approaches and collaborating with university initiatives, including the Institute for Digital Agriculture and Advanced Analytics.

The currently-being-built Agronomy Innovation Center will enable new opportunities into 2030 for research on the latest scientific discoveries to bolster plant growth and health and develop technologies that enable increased productivity for agricultural producers. We will go after opportunities to fund innovative research to advance sustainable and integrated systems in regenerative agriculture and circular bioeconomies. With the Kansas Flint Hills providing the home of one the nation's few remaining **native tallgrass prairies**, we will lead research on sustainability into grassland systems for livestock production, resource conservation and climate change mitigation.

We will invest across the **wheat** value chain to develop more resilient varieties and develop the traits needed to meet changing growing conditions and consumer preferences. This includes advanced research in wheat genetics and genomics, pre-breeding and applied breeding for unique needs across the state, region and world. This research is happening on our campus and at our experiment stations across the state.

Kansas comprises more than 50 percent of total US production of **grain sorghum**. Grain sorghum is an important grain for cattle feeding, but it also represents a more climate-resilient crop that will have increasing importance for our state and our world as climate change impacts growing conditions in water-constrained areas. We will invest in research to grow grain sorghum's production possibilities to ensure global food security and sustainability.

Supporting Kansas' value-added agriculture is essential to our economic growth. The Global Center for Grain and Food Innovation, which will open in 2026, and a revisioning of the Bioprocessing Industrial Value-Added Program (BIVAP) facility, will support interdisciplinary research in food processing technologies that focus on nutrition for people, livestock and pets. Advancing our built environment through updated facilities and equipment will enable new product development and testing with dedicated industry partnerships.

**Beef cattle production** has a particular opportunity to make considerable gains in increasing the sustainability of the industry while meeting the increasing demand for beef products. To support this industry with the latest research and a well-trained workforce, the College of Agriculture will invest in new feedlot research and teaching facilities, alongside additional academic programming developed in collaboration with the feedlot industry. We will engage in applied research into more sustainable production practices that identify and measure methods to reduce greenhouse gas emissions from cattle. Basic research into new genetic

efficiencies in beef production will also contribute to the sustainability of the industry. Economic research will allow for the characterization of the costs of achieving sustainable production, and behavioral and communication research will increase understanding of the barriers and incentives to adoption of new practices.

Kansas' rapidly expanding **dairy industry**, both in milk production and dairy product processing, offers incredible economic opportunities for the western part of the state, but also presents serious challenges around water use and quality. K-State must be at the forefront of research into the best practices and newest technologies to sustainably grow this industry. In order to do so, by 2030, K-State will invest in new dairy teaching and research facilities on our north farm. This estimated \$40 million investment is critical to support a \$2.2 billion – and rapidly growing – industry in our state.

Throughout these industries, economics research and extension advance our understanding of the market opportunities of a state specialized in agriculture, the role of agribusiness professionals in the commercial viability of agronomic discoveries and the processes that lead to the adoption of crop technologies – at home and, particularly, abroad.

The food system is a global enterprise, and the College of Agriculture recognizes that investing in stronger food systems globally is an advantage to us all. As the global population continues to grow and food and natural resources systems are strained by a changing climate, K-State researchers will invest in the systems and technologies that create a more resilient global food system. The College of Agriculture will be a focal point for international research and engagement that strengthens **global food security**, builds a future customer base, safeguards our food systems from biosecurity threats and fosters more resilient food systems. This includes developing more resilient crop traits and varieties, prioritizing soil health, identifying constraints and opportunities for value-added market systems, ensuring food safety and reducing losses, sustainably managing water resources and utilizing technology to improve decision-making.

The global movement of goods and people and the accelerating impacts of climate mean an increased threat level to our food system as animal, plant and zoonotic diseases and pests move more rapidly from place to place. We will invest in basic and applied research that enables us to identify, understand, track, prevent and treat these threats, locally and globally, as we solidify and grow our position as a global leader in biodefense and **biosecurity**. With the USDA National Bio and Agro-Defense Facility (NBAF) ramping up operations, it offers an inflection point for K-State and Manhattan to be the number one home of, and partner for, biosecurity research, building on our established strengths, including the Biosecurity Research Institute, National Plant Diagnostics Network, and economics of animal health. Our strength and growing investment in sustainability, global food security, and biosecurity put us in an incredible position to be a hub for One Health research and extension that can holistically address the complex challenges of an interconnected global food, agriculture, environment and health system.

As the College of Agriculture advances a research agenda that focuses on sustainability and harnesses innovative technology, we will grow our annual research expenditures to \$150 million by 2030. While bolstering our current excellence in basic and disciplinary research, we will also target large interdisciplinary programs to meet our growth targets in sponsored programs and awards. As federal agencies, industry partners, and other donor organizations increase their investments in sustainability, we are well-positioned to expand our collaborations to meet these sustainability goals. We will increase research proposals for K-State-led research that is interdisciplinary within our college and across the university, as well as by collaborating with other universities and research organizations. We will also target new potential funding streams through direct engagement with an expanded network of federal agencies who are seeking to support cutting-edge research that addresses the impending impacts of climate change and global food security, which are key underlying drivers of political and economic instability. The college will support grant and project



management efforts with more professional staff to successfully conduct interdisciplinary research opportunities, meet program goals, produce high quality research and communicate our work. Many of our research, teaching and extension fields and facilities across the state and on campus are in need of modernization. The college will work creatively to secure the funds needed for those investments through things like targeted grant applications and federal research facility funding opportunities.

## **ADVANCING LEARNERS**

*through applied and alternative programs that serve community and industry needs.*

The College of Agriculture is grounded in the industries that drive Kansas' economic growth, and we believe strongly in our mission to develop learners that meet their needs. Creating tomorrow's workforce includes building foundational skills in critical thinking, communication and inquiry, as well as technical skills, to develop citizens that will lead and support our industries and our communities. To enhance and expand learning opportunities and experiences for K-State students, the College of Agriculture will:

- » Develop new learning modalities and programs that meet the needs of learners and industry.
- » Ensure applied learning experiences for every student.
- » Improve educational facilities to support technologically enabled collaborative and diversified learning.
- » Provide support to students that ensures retention.
- » Grow graduate student enrollment through strategic undergraduate recruiting.

### ***We will do this by:***

Seeking to reach and attract new types of learners. This includes developing the first ever Bachelor of Applied Science in diversified agriculture, which will expand opportunities for online learning in the college. K-State also plans to partner with the City of Garden City, Finney County and Garden City Community College to establish a physical learning center and modified academic programs that enable minority and underserved students in southwest Kansas to earn a four-year degree without leaving their region.

To meet industry needs, the College of Agriculture will introduce a new associates degree program in food and feed manufacturing. Due to the unique nature of applied learning facilities on our campus that include an industrial size feed mill, K-State is the only Kansas institution that can offer this program. The new degree program will provide the industry with the well-trained workforce they require and provide learners with multiple avenues into the food and feed industries.

These new opportunities represent the beginning of dedicated efforts to reach learners where they are. In 2025, 15 new learning opportunities will come on-line, and we will build additional opportunities based on the needs of learners through 2030.

We will also work to keep students engaged and on-track throughout their time as students. We will emphasize the first-year experience to ensure the best advising and student support that is critical to starting students on the right path. We will evaluate our student success and advising practices, looking across the academic landscape at alternative models for student success. An updated strategy will be developed by 2027, to be reevaluated and amended as needed by 2030.

We will grow our graduate student population by building a recruitment pipeline for high-performing undergraduate students from our own K-State pool, as well as other universities nationally and internationally. We will leverage the competitive collaboration of programs like the Agriculture National Graduate Institutional Name Exchange. We will build professional development of both undergraduate and graduate

students through mentorship and skill development programs for graduate students and facilitated undergraduate-to-graduate student mentoring.

Applied learning has been central to the College of Agriculture's student learning opportunities, and we will grow those opportunities for students through applied research, study abroad and internship opportunities. Updated teaching facilities that will become available through the Agriculture Innovation Initiative and additional future investments will provide unmatched access to applied learning, using immersive, creative and technologically enabled learning tools that foster collaboration and improve remote education. The Agronomy Innovation Center will expand learning facilities co-located with K-State research plots on the north farm, and the Global Center for Grain and Food Innovation will enable access to premier laboratories that will further strengthen opportunities for applied learning and undergraduate research, ensuring that every student has at least one applied learning experience under their belt when they graduate. We will continually seek resources to update additional teaching and training facilities both on and off-campus through grant funding, donor support and industry co-investment.

## GROWING EXTENSION

*and meeting changing community needs.*

Since the creation of the cooperative extension service in 1914, K-State has delivered the outcomes and impacts of our research to Kansas communities. In turn, our relationships with stakeholders have helped identify critical research needs. As Kansas has evolved, so too have the needs of our communities, extending to critical needs such as rural healthcare, childcare, affordable housing, internet connectivity and economic development. K-State Research and Extension, in partnership with K-State 105, will become a pivotal partner that continues to provide the traditional extension educational resources that our communities expect in youth development, health and nutrition, agriculture, natural resources, ornamental horticulture and others, while expanding services to ensure **community health and well-being** across the state.

Food security is a central issue for underserved communities in our state. To address food security at a local level, we will continue to champion programs, such as Urban Food Systems and Local Food Systems, to feed and educate a changing consumer base, better reach underserved communities in our state and support more resilient local and regional food systems. Through partnerships with local governments, civil society, education providers and small businesses, we will serve our communities in all corners of the state with tailored community vitality programs and nutrition and food access programs, from our urban Kansas City stakeholders to under resourced rural communities in the southeast and western regions of Kansas. We will utilize our research and extension network across the state to seek input from and provide services to producers and consumers where they live and advance research in food safety, nutrition and controlled environment agriculture to meet consumer needs now and in the future. This will include programs that support market development of local food production and processing for specialty crops and small-scale production.

As the K-State Office of Engagement grows its collaboration with our cooperative extension service, we will maximize university-level opportunities to expand extension education and service to our diverse stakeholder base across the state and integrate with university engagement priorities. This includes increasing the number of extension specialists in other colleges.

We will grow and build partnerships at all levels, from local to international, that will enhance our teaching, research and extension impact. This will include growing our annual extension educational contacts to 725,000 direct and 6.7 million indirect by 2030 to meet the metric set in the K-State Next-Gen strategic plan. We will characterize and grow the economic impact of our work to the state of Kansas. We will continue



to strengthen our relationships with industry and employers to ensure we are providing relevant degrees and non-degree opportunities for learners in the agriculture and natural resource industries. Providing a well-equipped workforce is critical to the sustainability of our industry and our college will be a key partner in providing and equipping talent.

## SUPPORTING EXCELLENCE

*being a place people want to work and grow.*

At all levels of K-State there are people who make it run, who make it excel and who make it the place we want to be. It is the place where we want to learn, where we want to work, where we want to grow and where we want to be exceptional. In order to achieve this, the College of Agriculture and K-State Research and Extension must make dedicated investments in its people. A culture of excellence is a process of continuous improvement that requires the highest caliber faculty and staff constantly evolving to meet the dynamic needs of the institution. Becoming an employer of choice in Kansas and in higher education will require reconfiguring competitive incentives, regularly recognizing excellence and providing opportunities for professional growth. To do this, we will:

- » Grow endowed chairs and professorships through targeted fundraising efforts that enable the recruitment and retention of the best faculty.
- » Develop a new college recruitment and retention strategy that aligns market-rate salaries and builds in professional development opportunities, career progression and rewards for excellence.
- » Invest in the sustainable future of our built environment, using all aspects of philanthropic, facilities and administrative stewardship.
- » Modernize our financial, administrative, information technology and academic services systems to strengthen security and transparency. Establish unified policies and systems that will increase efficiency in our operations.
- » Strengthen our internal and external communication strategies to increase collaboration and knowledge sharing across the college, university and with our stakeholders.

## THE PATH AHEAD

The College of Agriculture and K-State Research Extension together represent the tri-part mission of our land-grant university: teaching, research and extension. We have a long history of applied research that meets the needs of our Kansas communities, as well as tackling global challenges. We also have a strong track record of basic research driving fundamental discoveries that push the boundaries of knowledge and lead to future impacts. We do this work in partnership with Kansas communities, public and private partners and other stakeholders. We are a diverse group of faculty, staff and students that touch all aspects of the food, agriculture and natural resources sector. We are proud of our history, but we are more excited about the path in front of us to meet the challenges and opportunities of the future. We are up to this task, but it will require that we elevate at all levels of operation. We must empower our team so that we can achieve our vision to be a top-tier nationally and internationally recognized college that produces top-notch graduates, research and engagement programming that serves the people of Kansas, the nation, and the world.

# *Appendix*



## **STRATEGIC PLANNING WORKSHEET**

FOR COLLEGES AND MAJOR UNITS

COLLEGE OR MAJOR UNIT: COLLEGE OF AGRICULTURE

### **MISSION**

The mission of the College of Agriculture is to advance agriculture, protect natural resources, increase economic prosperity, and improve lives across Kansas, the nation and the world through education, research, extension and engagement.

**IMPERATIVE ALIGNMENT**

K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS What we expect to happen in three (3) years.	2030 OUTCOME TARGET What we expect to happen by 2030.
<p><b>IMPERATIVE 1: GROW ENROLLMENT TO 30,000 TOTAL LEARNERS</b></p>	<p>Grow student and learner enrollment.</p> <p>Develop new learning opportunities* that reach a diverse set of learners, including degree-seeking, credit-bearing and alternative credential-seeking learners.</p> <p>Build pipelines to recruit graduate students, both by retaining high-performing K-State undergraduates and recruiting nationally and internationally.</p> <p><i>*Learning opportunities can include both credit bearing and alternative credential programs, including new degree programs.</i></p>	<p>Stabilize enrollment in programs showing declines.</p> <p>Identify new effective programs to grow learners, such as Extension-associated dual credit programs and credentialing of master volunteer programs.</p> <p>Positive growth in graduate student enrollment (targets to be determined).</p>	<p>Increase enrollment in programs currently showing declines.</p> <p>Increase dual credit or credentialed programming to include 5,000 learners.</p> <p>Positive growth in graduate student enrollment (targets to be determined).</p>
<p><b>IMPERATIVE 2: IMPROVE RETENTION AND GRADUATION RATES FOR ALL STUDENT POPULATIONS</b></p>	<p>Continuously strengthen programs, faculty advising, and student support, especially for first-year students, to ensure success in retention and graduation rates.</p>	<p>Increase first- to second-year retention rate by 1% through consistent advising for incoming students.</p> <p>Increase four-year graduate rate by 2%.</p>	<p>Increase first- and second-year retention rate 2% and 4% for 2030 by using improved advising, adoption of Kansas Board of Regents retention strategies and more flexible degree programs.</p>

K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS What we expect to happen in three (3) years.	2030 OUTCOME TARGET What we expect to happen by 2030.
<b>IMPERATIVE 3: PROVIDE EVERY DEGREE-SEEKING STUDENT WITH APPLIED LEARNING EXPERIENCES</b>	<p>Improve educational facilities to enhance applied learning experiences in our college.</p> <p>Link students with extension programs across the state.</p>	<p>Every graduate will have access to at least one on-campus applied learning experience.</p> <p>Grow applied learning experiences with extension offices (targets to be determined).</p>	<p>Every graduate will have an applied learning experience as a requirement for program completion.</p> <p>Grow applied learning experiences with extension offices (targets to be determined).</p>
<b>IMPERATIVE 4: GROW RESEARCH EXPENDITURES TO \$300 MILLION ANNUALLY AND SPONSORED PROGRAMS AND AWARDS TO \$270 MILLION ANNUALLY</b>	<p>Build internal capacity to apply for and administer more research-focused sponsored programs in the College of Agriculture.</p>	<p>Grow research expenditures from \$110M to \$130M.</p> <p>Grow sponsored programs and awards to \$85M.</p> <p><i>*These targets represent College of Agriculture expenditures and programs. It is not inclusive of research by Agriculture Experiment Station faculty outside of the College of Agriculture.</i></p>	<p>Grow research expenditures to \$150M.</p> <p>Grow sponsored programs and awards to \$100M.</p> <p><i>*These targets represent College of Agriculture expenditures and programs. It is not inclusive of research by Agriculture Experiment Station faculty outside of the College of Agriculture.</i></p>
<b>IMPERATIVE 5: NIMBLY AND PROACTIVELY MEET THE NEEDS OF LEARNERS, EMPLOYERS AND SOCIETY</b>	<p>Develop new learning opportunities that serve industry and community needs across Kansas and specialized agriculture industries.</p>	<p>Implement three (3) new learning opportunities.</p>	<p>Implement five (5) new learning opportunities.</p>

K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS What we expect to happen in three (3) years.	2030 OUTCOME TARGET What we expect to happen by 2030.
<b>IMPERATIVE 6: BUILD PARTNERSHIPS AT ALL LEVELS OF K-STATE</b>	<p>Build statewide partnerships that bring expertise to the state of Kansas through the extension network.</p> <p>Grow international engagements.</p>	<p>Complete survey of local units to better understand routine partnerships.</p> <p>Positive growth in international engagements from baseline to be established in 2025.</p>	<p>Establish at least two new statewide partnerships.</p> <p>Positive growth in international engagements.</p>
<b>IMPERATIVE 7: BE A POSITIVE FORCE FOR THE KANSAS ECONOMY</b>	<p>Build partnerships and programs that will positively impact the Kansas economy.</p> <p>Grow annual Extension educational contacts (direct and indirect).</p>	<p>Positive growth in economic impact from baseline to be established in 2025.</p> <p>Direct (2.5% annual growth): 673,450.</p> <p>Indirect (2.5% annual growth): 6.2 million.</p>	<p>Positive growth in economic impact from baseline to be established in 2025.</p> <p>Direct (2.5% annual growth): 725,000.</p> <p>Indirect (2.5% annual growth): 6.7 million.</p>
<b>IMPERATIVE 8: FOCUS ON OPERATIONAL EXCELLENCE AND BEING ONE K-STATE IN ALL WE DO</b>	<p>Improve efficiency, standardize processes, and create and document business practices.</p> <p>Re-organization of the College of Agriculture's IT organizational chart, enhance IT credentialing among College IT personnel, enhance the relationship with academic departments and University IT.</p>	<p>Standardization and documentation of business and human resource processes.</p> <p>Have robust and well-staffed IT infrastructure and support across the college and K-State Research and Extension.</p>	<p>Excellent business services that support faculty and staff to better understand the resources available to them in a timely manner.</p> <p>A robust and mature IT infrastructure that ensure seamless alignment between the needs of academic departments and central IT policies.</p>



K-STATE STRATEGIC IMPERATIVES	RELATED GOAL(S) IN YOUR PLAN	2027 OUTCOME TARGETS What we expect to happen in three (3) years.	2030 OUTCOME TARGET What we expect to happen by 2030.
<p><b>IMPERATIVE 9: BECOME AN EMPLOYER OF CHOICE IN KANSAS AND HIGHER EDUCATION</b></p>	<p>Establish new facilities that promote new opportunities for interdisciplinary collaboration.</p> <p>Evaluate new policies and programs to facilitate employee recruitment, increase employee retention and celebrate excellence.</p>	<p>Inter- and transdisciplinary teams in the Global Center for Grain and Food Innovation and other research spaces established.</p> <p>Establish new policies and programs that facilitate employee recruitment, increase employee retention and celebrate excellence. Establish a baseline for measurement.</p>	<p>Transdisciplinary teams are engaged with industry needs, producing content relevant for agriculture stakeholders.</p> <p>Evaluate policies and progress based on progress against the baseline and adjust as needed.</p>
<p><b>IMPERATIVE 10: GROW TOTAL, COMBINED FUNDRAISING TO \$2 BILLION BY 2030</b></p>	<p>Development of a corporate chairs council to generate corporate relationships that benefit faculty, staff, and students through increased revenue and corporate relationships.</p> <p>Develop and implement strategy to increase the number of named professorships.</p>	<p>Develop framework of a corporate chairs council, including operational policies, identifying potential target members, and financial mechanisms for establishing the council.</p> <p>Targeted materials on endowed chairs and professorships developed and deployed for use by the KSU Foundation, department heads and college communication materials.</p>	<p>The chairs council is established and meets with a regular cadence at least twice per calendar year.</p> <p>Number of named chairs and professorships from 17 to 22.</p>

## KEY QUESTIONS

### 1. WHAT ARE 3-TO-5 BOLD STRATEGIES YOU INTEND TO WORK TOWARD BY 2030?

- » Expand the investment for state-of-the-art facilities for research, teaching, and extension.
- » Diversify funding strategies to unlock new funds and capitalize on our strengths.
- » Employee Retention: Assess and recalibrate salaries in line with market standards. Develop a retention strategy and policy update for faculty and staff.
- » Strengthen our internal and external communication strategies to increase collaboration and knowledge sharing across the college, university and with our stakeholders.

### 2. WHAT ARE THE BIGGEST AREAS OF OPPORTUNITY FOR YOU TO ACHIEVE YOUR COLLEGE/MAJOR UNIT'S VISION AND GOALS?

- » Building on the momentum created by the Ag Innovation Initiative to improve additional facilities throughout our college.
- » Diversifying our funding strategy to include thinking more strategically about corporate and foundation relationships and pursuing partnerships that benefit both parties.
- » Continued support by the KSU Foundation and working together to ensure we are aligned in our strategy, goals and vision for philanthropy.

### 3. WHAT ARE YOUR BIGGEST AREAS OF NEED RELATIVE TO ACHIEVING YOUR COLLEGE/MAJOR UNIT'S VISION AND GOALS?

- » In order to build the future of the College of Agriculture and K-State Research and Extension, we must invest in our employees with market-rate salaries, reasonable workload expectations, and a more aggressive retention strategy to retain our best employees.
- » Clear university guidelines on corporate and foundation relationships
- » Modern human resource strategies and policies that reward excellence and prioritize employee well-being and professional development and satisfaction.

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K-State Research and Extension is an equal opportunity provider and employer. Issued in furtherance of Cooperative Extension Work, Acts of May 8 and June 30, 1914, in cooperation with the U.S. Department of Agriculture, Director of K-State Research and Extension, Kansas State University, County Extension Councils, Extension Districts.

October 2024