

**University of Kentucky  
College of Agriculture**

**ANIMAL SCIENCES**

**Strategic Plan  
2004-2006**

**5/04/04**

## **MISSION AND VISION ANIMAL SCIENCES**

### **Who We are**

Production efficiency, sustainability, environmental concerns, and food safety have profound impacts on animal agriculture today, and these issues represent challenges to the Department of Animal Sciences. Through the study of whole animal biology, molecular mechanisms, and food processing and handling, knowledge and technologies are being developed to address these issues through the advancement of animal biology and production systems. Multidisciplinary approaches address the interaction between animals and the environment. Instructional efforts provide science-based education and the application of this knowledge to animal production and to the processing, preservation, and improvement of human foods. Extension programs advance sustainable agricultural and food systems and help our youth develop the character traits to be successful citizens.

### **Our Vision**

As a part of the Land Grant system, our teaching, research and extension programs strive to make a positive difference in people's lives.

### **Our Mission**

The mission of the Department of Animal Sciences is to:

- develop, improve, and promote sustainable animal production systems;
- improve the health and well-being of animals in food and non-food production systems;
- enhance the quality, utilization and safety of food products;
- facilitate life-long learning through:
  - creative research and discovery
  - challenging and encompassing education
  - effective technology transfer

## **Goal I: Reach for National Prominence**

Within the University of Kentucky land-grant institution, the Department of Animal Sciences offers access to knowledge and learning for citizens and students throughout the Commonwealth. Agriculture, food, and environmental systems are key components of Kentucky's economic future, and the Department is playing a prominent role in those areas with its research, teaching, and outreach programs. The Department seeks to increase its recognition as one of the top departments of its kind in the nation.

### Objectives:

1. The Department will enhance the national prominence and impact of its research-based scholarship.
2. The Department will recruit, educate, and graduate students who become outstanding leaders and scholars that are recognized statewide, nationally, and internationally.
3. The Department will enhance its national prominence in outreach, service, and extension missions.
4. The Department will continue to improve access to infrastructure resources for its personnel and information technology resources for its clientele.

### Strategies:

1. Pursue increased resources and funding for high-quality research, instructional, and service programs.
2. Strengthen links between funding decisions, plans, and results.
3. Modernize management, information technologies, and business operations for more effective support of Departmental programs.
4. Strengthen research, teaching and extension partnerships with other units on campus, and remain responsive to changing issues and needs.
5. Engage key constituencies to help the Department achieve its objectives.

### Key Indicators - By 2006 the Department will have:

1. Documented that the Department's research program ranks in the top 20 or the top quartile of Animal Science Departments.
2. Documented that the Department's teaching program is of high caliber through appropriate curriculum revision, reduced time towards graduation, and through placement of students in quality positions in the work force.
3. Documented that the Department's extension program ranks among the top 10 Animal Sciences Departments in the nation.
4. Increased its total endowment by 10%.

## **Goal II: Attract and Graduate Outstanding Students**

The Animal Sciences Department takes pride in offering an educational program that provides students with a solid base of information and concepts related to animal products, production, performance, and well-being. This includes providing appropriate advising to assist students in achieving their academic goals in a timely manner, extracurricular activities to complement coursework and facilitation of internship opportunities and other interactions with the animal industry.

### Objectives:

1. The Department will recruit and retain students with potential for professional achievement.
2. The Department will provide a learning environment to facilitate students' understanding of and ability to respond to issues in animal agriculture and the food industry.

### Strategies:

1. Provide the best possible learning environment for students, supported by dedicated faculty, instructors, advisors and staff.
2. Foster student participation in personal and professional development opportunities beyond the classroom.
3. Monitor the experience of incoming students and use those findings as a part of the process driving curriculum changes.
4. Monitor the career path of graduates and use those findings as a part of the process driving curriculum changes.
5. Seek additional support for scholarship and recruiting programs.
6. Increase recognition of faculty for academic and extracurricular advising.

### Key Indicators - By 2006 the Department will have:

1. Increased the first-to-second year retention rate of first-time, full-time, degree-seeking students by 1% per year.
2. Increased scholarship funding awarded to students within the department by 20%.
3. Established a new undergraduate curriculum for students in Animal Science.
4. Increased the percentage of traditional full-time students graduating within a 5 year period from time of first enrollment.
5. Established a database of graduates, suitable for monitoring career paths.

### **Goal III: Attract, Develop and Retain a Distinguished Faculty**

The Department of Animal Sciences will be recognized for its outstanding faculty working in partnership with superior staff at the county and campus levels to discover and disseminate new knowledge. The successful achievement of our mission depends upon commitment to quality, appropriate compensation, recognition of excellence and the building of excellent support for faculty and staff.

#### Objectives:

1. The Department of Animal Sciences will recruit, develop and retain outstanding faculty.
2. The Department of Animal Sciences will develop new, or reallocate existing, resources to support exceptional faculty who bring elevated recognition and leadership to targeted programs in extension, teaching or research.
3. The Department of Animal Sciences will aggressively seek to recognize and reward superior scholarship and outstanding dedication to the University missions by both faculty and staff.
4. The Department of Animal Sciences will improve recruitment, retention and remuneration (as allowed) of technical, clerical and professional staff to ensure the highest quality of support for all programs.

#### Strategies:

1. Develop departmental policies, procedures and incentives that help recruit and retain superior faculty and staff.
2. Seek additional funding to enhance the professional development of staff, possibly through partnerships with industry or other organizations.
3. Encourage the continued professional development of tenured faculty through participation in workshops, leadership activities and sabbatical leaves.
4. Develop and implement a strategy for mentoring new faculty that fosters interaction between new and incumbent faculty and facilitates the success of new faculty in the promotion and tenure process.
5. Develop a formal orientation to business procedures and other important departmental, college and university policies for new faculty.
6. Continue to review and improve evaluation and coaching procedures, with appropriate rewards, that clearly define and match performance expectations for all employees.

#### Key Indicators - By 2006 the Department will have:

1. Increased the percentage of faculty receiving national awards and honors.
2. Increased the percentage of staff receiving recognition at the College or University level.
3. Achieved success in the promotion and tenure of outstanding faculty.

## **Goal IV: Discover, Share, and Apply New Knowledge**

The Department's research activities will be focused on acquiring knowledge related to the biology and management of animals, processing of food products, and interface of animal agriculture with the environment. Increased effort will be made in areas related to the fundamental understanding of biological mechanisms. Research areas that apply such knowledge will be maintained. Future emphases will be placed on animal nutrition, equine sciences, and food sciences and technologies.

### Objectives:

1. The Department will aggressively seek funding opportunities and sources that support fundamental biological research.
2. The Department will increase the proportion of research funding that is derived from federal competitive sources.
3. The Department will seek additional resources to enhance the instrumentation and facilities that are critical for supporting fundamental and application-based research activities.
4. The Department will continue to pursue a name change that reflects the strength and importance represented by the food sciences.
5. The Department will continue to be an important participant in multidisciplinary programs that address broad issues including animal biosecurity, food safety, and nutrient management.

### Strategies:

1. Identify federal sourcing opportunities and promote a culture within the faculty to apply to these programs.
2. Introduce faculty to the concept of using indirect costs as incentive funds for successful grant submission.
3. Identify opportunities to apply salary savings toward research programs and investigator salary.
4. Target, when appropriate, new faculty hires in research areas involving multi-disciplinary fundamental biological mechanisms using animal models.
5. Identify opportunities for extramural equipment funds and encourage faculty to apply to those programs.

### Key Indicators - By 2006 the Department will have:

1. Increased the number of federal research grants by 15% per research FTE.
2. Maintained at least four postdoctoral scholars.
3. Changed name to Department of Animal and Food Sciences.
4. Obtained at least one major equipment grant from extramural sources and/or one major instrument as a component of a standard research grant.
5. Increased patent applications by 10%.
6. Increased the number of doctoral students funded by external monies by 10%.
7. Increased the number of publications per research FTE by 10%.

## **Goal V: Nurture Diversity of Thought, Culture, Gender and Ethnicity**

The Department is committed to creating an environment where diversity is valued and all individuals can fulfill their highest potential. Respect for diversity of thought, culture and all human differences is the cornerstone of all our actions. To implement this mission, diversity, fairness, and equity in policies and practices must be an essential part of learning, discovery and engagement.

### Objectives:

The Department will establish structures, implement processes, and focus its resources to:

1. Develop an institutional climate wherein differences of thought, culture, gender and ethnicity are valued.
2. Create an atmosphere where positive social interaction can take place.
3. Create work and learning environments wherein every person has opportunities to achieve their highest potential.
4. Support an inclusive environment where its members are responsive to the needs of all students, staff and faculty with respect to culture, gender and ethnicity.

### Strategies:

1. The Department will adopt and implement the recommendations of the College of Agriculture Diversity Review and Planning Task Force Report.
2. Progress toward implementation of recommendations or objectives set forth by the department will be reviewed annually.
3. A network of partners with the 1890 land-grant universities will be utilized to recruit faculty, staff and students.
4. The Department will utilize the Office of Diversity in support of recruitment of students, staff and faculty.
5. The Department will take advantage of financial resources available for the recruitment and retention of a diverse student body, faculty and staff.
6. Each Departmental Search Committee must actively pursue qualified minority and women candidates when positions are available.
7. The Department should promote and encourage interaction with established diverse disciplines (e.g. African American Studies and Women's Studies programs).
8. Encourage the recognition of scholarly activity that may not fit traditional Agriculture models.

Key Indicators - By 2006 the Department will have:

1. Sought qualified minority candidates for faculty and staff vacancies.
2. Established a diversity-related seminar series that is held at least once yearly as part of the regular departmental seminar series.

## **Goal VI: Elevate the Quality of Life for Kentuckians**

Significant changes in the areas of animal production systems and food technologies, as well as a growing lack of understanding and appreciation among society at large for animal management practices, have led to an unprecedented demand for knowledge and research-based educational programs applicable to the needs of all Kentuckians. Meeting the individual demands of a highly diverse clientele require a vital, progressive, and responsive Department of Animal Sciences.

### Objectives:

1. The Department of Animal Sciences will provide educational programs and resources to improve the economic viability and sustainability of animal and food production systems.
2. The Department of Animal Sciences will help Kentucky's youth develop character traits and life skills through the use of animal and food projects and programs.
3. The Department of Animal Sciences will improve the capacity of consumers to understand production and management practices used in animal agriculture and food production.

### Strategies:

1. Maintain existing Extension programming efforts that are vital to the overall well-being and sustainability of animal agriculture and food production in Kentucky.
2. Increase the number of interdisciplinary and collaborative Extension programming efforts to meet the needs of clientele.
3. Develop and implement a basic animal and food sciences curriculum for new County Extension Agents.
4. Strengthen partnerships with state commodity groups and governmental agencies.
5. Conduct applied research to address problems and issues that have a direct impact on our clientele.
6. Utilize new technologies to disseminate information to clientele.
7. Commit resources (both human and financial) to develop new programs and resources to expose and recruit youth to the fields of animal and food sciences.

### Key Indicators - By 2006 the Department will have:

1. Developed and implemented a basic animal and food sciences curriculum for new County Extension Agents.
2. Developed and implemented, in cooperation with other governmental agencies, a statewide educational program on the U.S. Animal Identification Plan (USAIP) for food animal producers.
3. Developed a comprehensive curriculum for 4-H Agents and Volunteer Leaders to use in educating youth on animal and food sciences.
4. Hosted a Department of Animal Sciences Field Day at the Animal Research Center to highlight and demonstrate the department's research and outreach programs.