



WYOMING AGRICULTURAL EXPERIMENT STATION
STRATEGIC PLAN
2018-2022



Agricultural
Experiment Station

VISION

Lead the University of Wyoming's relevant research enterprise that stimulates profitability and diversification of the agricultural economy and the betterment of the environment, ecosystems, and society.

MISSION

Support fundamental and applied research on agricultural, natural, and community resource issues related to the current and future needs of Wyoming, the region, the nation, and the world.

VALUE STATEMENT

RESEARCH — Relevant and Excellent Service Empowered by Accountable and Responsive Collaborations resulting in High-impact

GOAL ONE

Research Enterprise

Enhance the college's research enterprise and portfolio

- Incentivize pursuit of external research funding opportunities
- Create centers of excellence emphasizing strengths among the college's researchers
- Provide opportunities for faculty to support quality research experiences for undergraduate and graduate students

Increase research engagement

- Strengthen a research-first culture at the Research & Extension (R&E) Centers
- Diversify research partners with mutual interests
- Increase research that is integrated with other college mission areas
- Continue to update and expand the Wyoming Production Agriculture Research Priorities (PARP)

Diversify collaborative research

- Formalize collaborations with universities that have common interests
- Promote intra-, inter-, multi-, and transdisciplinary research teams
- Strengthen relationships with other university units and community colleges

MEASURING SUCCESS

Goal 1: Increase the research enterprise to serve the people and communities of Wyoming, the nation, and the world.

| Performance Indicators | Baseline | 2022 Target |
|---|---|--|
| Grantsmanship training and procurement of external funds | 3-year average of ~\$14.4M in external funds/year | Average \$16M in external funding/year |
| Submission of grants requiring centers of excellence | None | 2 |
| Participation by undergraduate and graduate students gaining research experience at R&E Centers | 15 research assistantships, 1 graduate fellowship, and 16 research internships | 20 research assistantships, 5 research fellowships, and 30 research internships |
| Number of PIs and research projects performed | 107 studies recorded in Study Area Research Request Application (SARRA) and 141 primary authors on 96 Field Days Bulletin (FDB) reports | 120 studies recorded in SARRA and 160 primary authors on 110 FDB reports |
| Percentage of resources utilized at the R&E Centers | 20,071 acres planted to crops, grasses, pasture, other in 2017 (approx. 59% of total acreage 33,905 acres); animal studies = 9 | Increase total acreage use to 70% and double the number of animal studies |
| Research projects conducted at the R&E Centers that have strong educational components | SARRA projects 2017 with activity type “Extension”, “Extension, Instruction, Research,” “Extension, Research,” or “Instruction” = 50 | 60 SARRA projects with strong educational components |
| Input received and utilized to revise Wyoming Production Agriculture Research Priorities (PARP) | Individuals contributing to PARP = 300 | Conduct new listening sessions in Northeast and Western Wyoming |
| Increase participation in multistate activities | 13% of AES faculty research FTE officially registered multistate research participants | 16% of AES faculty research FTE officially registered multistate research participants |
| Projects involving more than a single investigator | Greensheet 3-year average = 34 [includes student co-PIs]; Faculty update pubs 3-year average = 125 [includes student co-PIs] | 40 greensheets and 150 publications |

GOAL TWO

Service to the State

Enhance research relevance to the state

- Better alignment and emphasis on PARP recommendations

Increase economic development and community engagement

- Actively participate in Chamber of Commerce and Economic Development groups
- Service to community as a representative of the University of Wyoming Agricultural Experiment Station (AES)
- Contribute to local economies in Wyoming

Expand outreach and communications

- Improve marketing and promotion
- Consider rebranding AES and the R&E Centers



MEASURING SUCCESS

Goal 2: Be involved throughout the state to provide service to farmers, ranchers, consumers, and communities.

| Performance Indicators | Baseline | 2022 Target |
|--|---|---|
| Grants requiring stakeholder involvement | 3-year average Western SARE proposals = 4 | Increase the 3-year average to 10 |
| Membership and involvement | 4 of 6 are chamber members and 3 of 6 are involved with economic development groups | All AES units |
| Memberships on Associations, Boards, Councils, Task Forces, Working Groups, etc. | AES system employees participating on 50 of these functions | Increase participation level to 60 |
| Employment opportunities throughout the AES system | Inventory of permanent and seasonal employees | Fully staff and hire temporary employees as needed |
| Amount of business transactions conducted in R&E Center areas and throughout Wyoming | R&E Center business 3-year average: County \$539,156; State \$633,956 | \$580,000 in counties and \$700,000 throughout Wyoming |
| Recognition as a source of research-based information and educational programs | 3-year average annual field day attendance was 415 for the system; Web page analytics: “Publications” average pageviews over 3 years = 755/yr.; AES website pageviews 3-year avg. = 27,037; “Research” pageviews 2-year avg. = 1,062; Facebook: past quarter = 95 pageviews; Twitter 3-year avg. pageviews = 24 | 500 attending the annual field days; double usage of webpage and social media |

GOAL THREE

Efficient and Strategic Operations

Enhance research facilities and resources

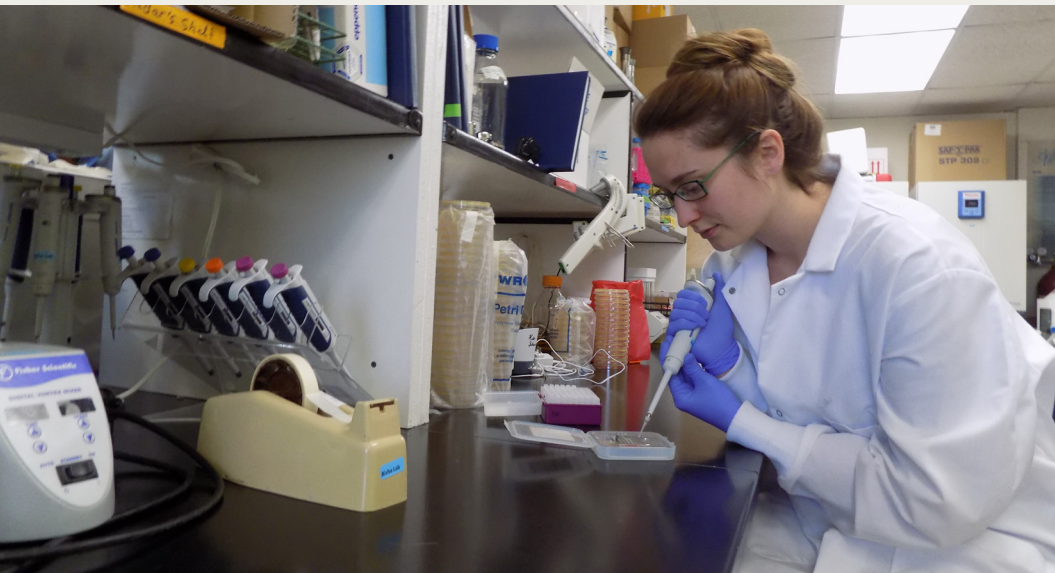
- Renovate and modernize Laramie-based campus
- More efficient use of government surplus
- Encourage investments in existing AES enterprises before considering expansion

Promote AES system integration

- Rethink budget (as a system not as individual units)
- Share existing resources among centers

Expand AES research and educational impact

- Embrace the culture of research-first at centers
- Develop innovative and creative degree and certificate programs
- Investigate the potential to expand AES locations
- Encourage faculty and staff to view themselves as part AES
- Consider relocating faculty to R&E Centers



MEASURING SUCCESS

Goal 3: Assure the long-term strength and viability of the Wyoming Agricultural Experiment Station by maintaining or enhancing our system and impact.

| Performance Indicators | Baseline | 2022 Target |
|---|---|--|
| Facilities improvements | Many LREC facilities are 30-40+ years old, Animal Science is listed as a priority in Phase 2 of the science initiative, the Agriculture building was commissioned in 1949 | Modernization and expansion of LREC, design plans for ASMB, feasibility study for Ag building |
| Acquisition of government property | Limited Federal Excess Personal Property | Increase inventory as opportunities arise |
| Ensure base-level staffing and infrastructure at all units | Staff, Faculty, Facilities, Equipment, Instrumentation, Land base | Make existing AES enterprises whole |
| Produce a business and operation plan | Crop income is retained by individual R&E Centers; Inventory existing resources | Centralize income for annual budgeting purposes; Share inventory where it makes sense |
| Recognize the importance of production agriculture endeavors in supporting research on the centers and encourage ways to enhance that support | Production may be prioritized creating the impression of being profit centers | Change impressions about the primary function of the centers |
| Degree and certification programs led by the AES system | None | At least one accelerated BS and MS program and one certificate program |
| Facilities expansion | None of these exist: SW Wyoming Range Research and Engagement Center; Policy Center; Food Innovation Center; Agriculture Products Center, Relocate WRRC | Feasibility reports |
| Create an AES and/or R&E Center faculty affiliate designation | Include statements in offer letters; reach out to existing faculty and extension educators; offer relocation options to campus-based faculty | At least half of AES-funded faculty and extension educators designated as affiliates. Relocate or place 4 faculty members at each R&E Center |

