

RESEARCH

Goal 1: Research – Increase research focus, productivity, and value

Program Objective: To examine theories, test models, and integrate best practices within the research priority areas of the department and those of our stakeholder groups and collaborating partners

Strategy 1

Communicate systematic planning efforts across the field of study focusing on research priorities and individual academic areas.

Measure: 2010-2015: creation of a database-driven departmental web interface to communicate our mission, stakeholders, priorities, and research problem areas

Strategy 2

Seek and secure funds to advance focused research priority areas

Measure: 2010-2015: communicate funding sources and due dates; number of submitted proposals and funded projects; 20% increase in proposal submissions over the five- year rolling average, 2004-2009

Strategy 3

Collaborate with agencies, organizations, and individuals to enhance and extend focused additive research efforts for stakeholders

Measure: 2010- 2015: web-based database; increase collaborative projects by 20% over the five-year rolling average, 2004-2009

Strategy 4

Report impacts of research among agencies, organizations, stakeholder groups and individuals

Measure: 2010- 2015: web-based database; post measures of impact as return on investment; increase research outputs by 10% over the five-year rolling average, 2004-2009

Goal 2: Research - Transforming ALEC Research Knowledge Base for a Changing World

Program Objective: To examine the knowledge base against dynamic global environments to better create, design, and deliver systems for life-long learning for today's target audiences, including state, national and international programs at the elementary, middle school, high school, post-secondary, collegiate, and industry settings

Strategy 1

Engage in persistent strategic planning to reinvent learning and teaching for today's target audiences

Measure: 2009-2013: minutes of workgroup discussions; stakeholder opinions; descriptive research tools; working drafts of curriculum frameworks

Strategy 2

Align undergraduate degree plans to prepare practitioners with diverse experience for careers that apply science, technology, leadership, education, communications, and human performance systems in the global context of food, natural resources, and environment

Measure: 2009-2013: minutes of workgroup discussions; stakeholder opinions; descriptive research tools; working drafts of curriculum frameworks; evaluation of integration of science, technology, leadership, education, communications, and human performance systems within the field of study

Strategy 3

Align master's degree plans to prepare specialists to integrate science, technology, leadership, education, communications, and human performance systems in the global context of food, natural resources, and environment

Measure: 2009-2013: minutes of graduate faculty discussions; stakeholder research; descriptive research tools; working drafts of curriculum frameworks; evaluation of integration of science, technology, leadership, education, communications, and human performance systems within the field of study

Strategy 4

Align doctoral degree plans to prepare social scientists to examine theories, test models, and integrate best practices within high priority research initiatives in the global context of food, natural resources, and environment.

**Department of Agricultural Leadership, Education, and Communications
2015-2019 Strategic Plan**

Measure: 2009-2013: minutes of graduate faculty discussions; stakeholder research; descriptive research tools; working drafts of curriculum frameworks; evaluation of integration of science, technology, leadership, education, communications, and human performance systems within the field of study

Strategy 5

Publish an annual “State of the Transformation” to document the transformation process

Measure: 2009-2013: white paper by each departmental workgroup describing a SWOT analysis of progress in the transformation of ALEC research for a changing world.

SCHOLARSHIP ENGAGEMENT

Goal 3: Scholarly Engagement - To identify and encourage scholarly engagement. Scholarly engagement arises from service to and with our clientele and the public; this engagement results in discovery, integration, translation, and application of knowledge; the results must be documented, communicated, and validated by peers in order to meet the definition of scholarly engagement.

Program Objectives:

By workgroup:

- Identify three ongoing scholarly engagement activities by August 31 of each year
- Define four potential collaborative partners for the coming academic year
- Identify four engagement activities, with collaborative partners, which will lead to scholarship

Strategy 1

Add to impact statements collaborative partnerships and scholarly engagement.

Measure: Annual report documenting scholarly engagement activities will be generated from collective impact statements and published on the ALEC website.

Strategy 2

Identify, produce, and share collaborative scholarly engagement projects.

Measure: Utilize department meetings to share scholarly engagement partners and projects by having each workgroup report out to the ALEC group to encourage cross-workgroup collaboration.

Examples:

Partner	Project	Productivity
Proven		
Rodeo Austin	Market Research on Rodeo Austin Attendance	Nine Undergraduate Thesis Four manuscripts for journal publication Money for undergraduate scholarship
Potential		
Lincoln Electric	Develop Ag Mechanics Curriculum	Scholarly publication regarding needs assessment on Ag mechanics class equipment Cross-collaborative research (Ag Science and Ag Com) in marketing curriculum Cross-collaborative research (Ag Science and Ag Leadership) in leading curriculum work-teams

TEACHING

Goal 4: Teaching - Attract and retain students with high potential who represent diverse backgrounds and experiences

Program Objective:

Develop sustainable student enrollment by major/minor at a level that manageable by FTE ALED: adjust to 500 student majors (FY '13-588 [459 FY '12])

- ALED: 400 student majors (FY'14-537, FY'13-588, FY'12-459)
- AGSC: 175 student majors (FY'14-141, FY '13-128, FY '12-133)
- AGCJ: 300 student majors (FY'14-303, FY '13-317, FY '12-255)
- USAL-LED: 250 student majors (FY'14-248, FY '13-101, FY '12 -133)
- Minors: capacity appropriate:
 - AGCJ FY'15 25 students**
 - EXED FY '16 implementation 30 students**
 - IDAG FY'15 50 students**
 - LDAG FY'15 100 students**

Strategy 1

Recruit, retain, and graduate high quality students in all undergraduate programs

Measure A: Continue recruiting activities to meet program objective goals by seeking internal/external transfers, guest lecturing in introductory courses, providing accurate information on the website, and through representation at conferences and conventions.

Measure B: Ensure high quality student enrollment through GPA, essay, and other indicators of quality and interest in the major

Measure C: Recruit high quality students that illustrate goal of meeting Texas demography

Measure D: Select Aggie Reps who represent Texas population; recruit students involved in 4-H and FFA; recruit graduate students through professional conference activities as well as communicating with peer institutions; continue recruitment via research and academic programs, and other avenues for reaching diverse, high quality students; develop recruitment materials, such as major pagers.

Measure E: Retain 85% of freshman admits

Measure F: Successful student progression to degree completion (% accumulating 90 hrs in 3 years, 59.26% fall 2011)

Measure G: Timely graduation of students as measured by university key indicators.

First time Full time students: Target 60% in 4 years (54.17% 2010), 80% in 5 years (68.42%, 2009)

Strategy 2

Increase teaching capacity (FTEs and graduate assistant support) in high need areas relative to the program areas

Measure A: Ensure that all new positions are advertised and recruited in such a way as to attract top quality applicants who represent a diverse population reflective of the general population

Measure B: Support and promote faculty recognition through university, state, national, and international teaching and advising awards

Measure C: Increase number of faculty participating in teaching professional development activities to 50% attending at least 2 activities, including Peer Review of Teaching

Measure: Maximum course load should follow university guidelines to ensure proper balance between teaching and research

Strategy 3

Provide high quality advising for students at all levels in all programs

Measure: Ensure advisors are adequately and properly trained; adjust advising load based on student numbers in degree programs so that the maximum ratio is 200 students/FTE advisor; increase advisors in ALED/USAL-LED to reflect a ratio is 200 students/FTE advisor

Department of Agricultural Leadership, Education, and Communications 2015-2019 Strategic Plan

Strategy 4

Develop and integrate active research (scholarship) programs based on student recruitment/retention (advising) issues

Measure: Program area or faculty-initiated research programs focused on student recruitment and retention issues, that are externally funded, provide graduate teaching assistantships, contribute to the body of knowledge, and validate ALEC as the world leader in agricultural leadership, education, and communications are needed in all programmatic areas

Strategy 5

Develop program area curriculum that meets professional standards and career competencies and generates engagement in life-long learning.

Goal 5: Graduate Teaching - Improve teaching effectiveness and learning excellence in graduate programs

Program Objective: Enhance ALEC graduate degree programs

Strategy 1

Identify research competencies in each of the graduate programs, and realign competencies into a required sequence of ALEC research courses.

Measure: Include identification and description of research courses in graduate faculty handbook.

Strategy 2

Clarify criteria for graduate admission

Measure: Graduate Admissions requirements are in the graduate faculty handbook accessible online.

Strategy 3

Examine Joint Doctorate of Education at a Distance (Doc@Distance) Program to establish minimum enrollment.

Measure: Program enrollment and retention have become a concern. Cohort V has 3 students, Cohort VI has 4 students, and we are currently recruiting for Cohort VII. Discuss and establish minimum enrollment targets with the Joint Faculty during upcoming meetings. Establish a distribution of the DE Enhancement Fee to address faculty incentives and O&M of the program.

Strategy 4

Offer graduate certificates in Leadership and E-Learning

Measure: Continue offering certificates; recruit students from other departments for certificate programs as appropriate

Strategy 5

Recognize Graduate and Undergraduate Research Teaching in the ALEC teaching load calculations to encourage broader participation in the research enterprise.

Measure: Work with the Department Head to develop an equitable recognition of Graduate and Undergraduate Research teaching (491/691/692/693) in calculating ALEC faculty teaching load and/or Merit.

Strategy 6

Realign graduate curriculum, course offerings, and rotation of courses to meet student needs, and increase enrollment in ALEC Graduate courses.

Measure: The graduate faculty should meet periodically to discuss courses for redevelopment or elimination, propose new courses, and course rotations; course rotations should be posted two years in advance if possible.

Strategy 7

Teach international agricultural development courses in the rotation; document the international agricultural development graduate emphasis area; continue to internationalize and globalize the graduate curriculum.

Measure: Publish a Graduate Advising Guide for international agricultural development emphasis area; Identify collaborative partners to join with the Borlaug Institute in advancing departmental initiatives; identify and secure faculty to teach graduate courses in international agriculture through special appointments.

Strategy 8

Develop and integrate active research (scholarship) programs based on graduate teaching effectiveness and learning excellence.

Department of Agricultural Leadership, Education, and Communications 2015-2019 Strategic Plan

Measure: Faculty initiated research and development programs that are externally funded, provide graduate research assistantships, contribute to the body of knowledge, and validate ALEC as the world leader in teaching and learning, communications and leadership are needed in all program areas.

Goal 6: Teaching - Improve teaching effectiveness and learning excellence in undergraduate programs

Program Objective: Enhance flexibility of courses; ensure students are engaged in quality programs

Strategy 1

Increase number of faculty participating in teaching professional development activities

Measure: Currently less than 30% participate; increase to 50% attending at least 2 activities, including Peer Review of Teaching

Strategy 2

Improve curriculum, course offerings, and rotation of courses to meet student needs

Measure: Each workgroup should meet periodically, to discuss courses, propose new courses, course rotations, and core competencies of programs; course rotations should be posted two years in advance if possible

Strategy 3

Protect faculty load of assistant professors

Measure: Maximum course load should follow university guidelines to ensure proper balance between teaching and research

Strategy 4

Enhance internships, clinical experiences, study abroad, and professional preparation programs

Measure: Develop cooperative relationships for quality new and diverse internships; foster existing relationships

Strategy 5

Increase participation in undergraduate research projects

Measure: Encourage student and faculty participation in undergraduate research projects as appropriate

Strategy 6

Develop and integrate active research (scholarship) programs based on undergraduate teaching effectiveness and learning excellence

Measure: Workgroup or faculty initiated research programs focused on teaching effectiveness and learning excellence, that are externally funded, provide graduate teaching assistantships, contribute to the body of knowledge, and validate ALEC as the world leader in undergraduate education are needed in all programmatic areas

ORGANIZATIONAL DEVELOPMENT

The Strategic Plan for the Organizational Development Unit reflects the vision and mission for the unit as it supports Texas AgriLife Extension Service and the Department of Agricultural Leadership, Education, and Communications in the areas of teaching, research, extension, and service. Imbedded in scholarly work are strong commitments to the preparation of students to become future employees, the development of new Extension employees, and continued support for those professionals currently employed by AgriLife Extension. Innovation, cutting-edge educational techniques, excellence, customer service, and the sharing of our work are our core values.

**Department of Agricultural Leadership, Education, and Communications
2015-2019 Strategic Plan**

Employee Development

Imperative

AgriLife Extension will provide employees with relevant employee development to enhance their ability to provide quality, relevant outreach, and education programs and services to the citizens of Texas.

Goal 1: Employee Development - AgriLife Extension will provide a work environment along with resources that will promote new employee satisfaction, effectiveness and retention.

Strategy

AgriLife Extension will implement a coordinated strategy to onboard new employees.

Measure A: Organizational Development will work in partnership with administration and mid-management in resource development for new employees.

Measure B: AgriLife Extension will conduct two face-to-face trainings (Program Excellence Academy) with advanced subject matter for new County Extension Agents who have previously attended Extension Foundations.

Goal 2: Employee Development - AgriLife Extension will provide a work environment along with resources that will promote tenured employee satisfaction, effectiveness and retention.

Strategy

AgriLife Extension will implement a purposeful strategy for tenured employee development.

Measure: Organizational Development will work in partnership with administration and mid-management in resource development for tenured employees.

Goal 3: Employee Development - AgriLife Extension will create a system where new employees can benefit from the experience and wisdom of tenured employees.

Strategy 1

Organizational Development will work in partnership with administration, county programs, and mid-management to develop, conduct, and evaluate an effective statewide mentor program.

Measure: Provide annual training for identified tenured employees in becoming new mentors within Extension.

Strategy 2

Organizational Development will work in partnership with administration, county programs, and mid-management to develop, conduct, and evaluate mentor update trainings for existing mentors bi-annually providing tips and techniques.

Measure A: Provide bi-annual mentoring update resources for existing mentors.

Measure B: Provide resources for preparing new employees to become effective mentees within the mentoring program.

eLearning

Imperative

eLearning will be utilized as a common educational method for Extension clientele outreach and employee development.

Goal 1: eLearning - Extension will offer employee development courses online.

Strategy

Extension eLearning will contribute to the design and development of online employee development courses for Extension employees in Texas.

Measure: Contribute to the design and development of four or more online employee development courses a year.

Goal 2: eLearning - Extension employees in Texas and nationally will be aware of and educated about eLearning tools and technologies for the design, development, and delivery of online courses.

**Department of Agricultural Leadership, Education, and Communications
2015-2019 Strategic Plan**

Strategy

Varying types of employee development opportunities will be offered to Extension employees in Texas and nationally.

Measure: Provide six or more employee-development opportunities a year on eLearning topics.

Goal 3: eLearning - Extension employees in Texas and nationally will participate in online employee development courses.

Strategy

Extension eLearning will offer assistance and provide mentoring to Extension employees in Texas and nationally to encourage participation in online employee development courses.

Measure: The number of registered users on the employee development site pdc.extension.org will grow.
Benchmark 1400 users Sept 2009

Goal 4: eLearning - Outreach courses for Extension clientele will be offered online.

Strategy

Extension eLearning will contribute to the design and development of online outreach courses for Extension clientele in Texas

Measure: Contribute to the design and development of four or more online outreach courses a year.

Goal 5: eLearning - Extension clientele will participate in online outreach education.

Strategy

Support will be provided to Extension employees and clientele in Texas and nationally to encourage participation in online outreach courses.

Measure: The number of registered users on the outreach site campus.extension.org will grow. Benchmark 2700 users Sept 2009

Evaluation & Accountability

Imperative

AgriLife Extension will provide relevant and meaningful evidence as to the value of Extension to the citizens of Texas.

Goal 1: Evaluation & Accountability - AgriLife Extension will collect, process, summarize, and report customer satisfaction data associated with its educational programs as a matter of accountability and in pursuit of program excellent and continuing improvement.

Strategy

Organizational Development will create positive incentives for participation including use of scanning technology to facilitate data collection and processing, making a variety of scan form templates available, and providing faculty with relevant and accurate results in a timely manner. Tools will be provided to assist appropriate personnel in tracking and managing participation.

Measure A: AgriLife Extension will comply with state-mandated reporting of customer satisfaction data. As baseline measures, the percentage of required counties in compliance was 98% and 100% for FY08 and FY09 respectively.

Measure B: AgriLife Extension will encourage and facilitate active participation of nonrequired counties in collecting and reporting of customer satisfaction data. As baseline measures, the percentage of non-required counties participating in customer satisfaction reporting was 38% and 48% for FY08 and FY09 respectively.

Goal 2: Evaluation & Accountability - AgriLife Extension will increase the capacity of all employees to evaluate and report results associated with their educational programs.

Strategy

For all employees, Organizational Development will update, consolidate, and provide online access to training modules and other evaluation resources. For new employees, Organizational Development will provide introductory and advanced training on evaluation techniques and best practices via online training modules, Extension Foundations, and the Program Excellence Academy.

Department of Agricultural Leadership, Education, and Communications 2015-2019 Strategic Plan

Measure A: Online Extension Evaluation Resource Center for revised training materials and other evaluation resources by December 31, 2010.

Measure B: Each new employee will complete: pre-Foundations online training modules, Foundations, and two sessions of the Academy. Participants in the Academy will show a percent change on knowledge of at least 35% on evaluation topics.

Measure C: Employees will utilize scanning technology, analysis software, Web-surveys, and other technologies/tools in evaluating output and outcome programs.

Goal 3: Evaluation & Accountability - AgriLife Extension will conduct high quality, timely evaluation for selected projects.

Strategy

Organizational Development will design and implement major evaluation projects as opportunities arise—from defining study requirements through writing the final report—for both internal and external clients. Utilize best practices and technologies as appropriate and feasible. Seek subject matter and methodological expertise of other Extension faculty as needed.

Measure: Successful completion of major evaluation projects.

Goal 4: Evaluation & Accountability - AgriLife Extension will meet required federal mandates for evidence of accountability.

Strategy

Organizational Development will work in partnership with administration and mid-management in the development of systems to ensure federal accountability requirements are met in a timely manner.

Measure A: Submit and have accepted the Federal Plan of Work to the National Institute of Food and Agriculture on an annual basis.

Measure B: Submit and have accepted the Federal Report of Accomplishments to the National Institute of Food and Agriculture on an annual basis.

Goal 5: Evaluation & Accountability - AgriLife Extension will meet required state mandates for evidence of accountability.

Strategy

Organizational Development will work in partnership with administration and mid-management in the development of systems to ensure that state accountability requirements are met in a timely manner.

Measure: Submit and have accepted the state LBB quarterly and annual performance measures to the Legislative Budget Bd.

Goal 6: Evaluation & Accountability - AgriLife Extension will provide and maintain a system to collect and document accountability information.

Strategy

Organizational Development will work in partnership with administration, mid-management, specialists, and agents to collect and document accountability information.

Measure A: Implement ongoing reviews of information collection and documentation strategies to ensure effective and efficient operation of the system.

Measure B: Provide ongoing assistance through training, Help Desk support and other strategies in the operation of the system to all levels of agency personnel.

Program Development

Imperative

Education and training on the Program Development Process is paramount to the success of Extension professionals in delivering quality relevant educational programs to the clientele we serve.

Goal 1: Program Development - AgriLife Extension will increase the capacity of new employees to develop quality, relevant educational programs.

Department of Agricultural Leadership, Education, and Communications 2015-2019 Strategic Plan

Strategy 1

Organizational Development will coordinate a Program Excellence Academy for all new employees to fully integrate the Extension Program Development Model into their local programs.

Measure: Each new employee will complete two sessions of the Academy, and will show a percent change on knowledge of selected topics of at least 35%.

Strategy 2

Texas AgriLife Extension will invest time and effort into employee development in an effort to improve teaching effectiveness.

Measure: Organization Development will provide resources and trainings for Extension employees to become more effective educators

Goal 2: Program Development - Create a heightened awareness of the program development process and an understanding of the model across all counties and units within Texas AgriLife Extension.

Strategy 1

Resources will be developed, publicized and distributed agency-wide to better equip faculty in the program development process.

Measure: Revised Program Development publication available to County Extension Agents by September 1, 2010. Publication will be reviewed and vetted with the county Leadership Advisory Board (LAB) and Program Area Committees (PAC) sounding boards prior to publication.

Strategy 2

Organizational Development will increase communication with County Extension Agents, Specialists and Administrators regarding the program development process, and its implementation at the local level.

Measure A: Organizational Development will produce and distribute a *Program Development Briefs* newsletter on a quarterly basis to all Extension employees to include timely tips and topics related to program development and accountability.

Measure B: Website and Blog will be updated and maintained to include the most current information related to program development.

Goal 3: Program Development - AgriLife Extension will increase the capacity of employees to effectively interpret the results of evaluation efforts to market to stakeholders.

Strategy

Organizational Development will continue to provide training to County Extension Agents to increase the quality and effectiveness of outcome summaries to fully describe the local impact of programs.

Measure: A standardized outcome summary format will be developed and followed by County Extension Agents, creating a consistent look of outcome summaries across the State.

Volunteerism

Imperative

Managing volunteers is essential for the future growth and programmatic impact of the Texas AgriLife Extension Service. A volunteer system in the Texas AgriLife Extension Service that adheres to our grassroots mission will be implemented.

Goal 1: Volunteerism - Develop competencies of Extension faculty and provide incentives that allow for more effective volunteer management.

Strategy 1

Strengthen Texas AgriLife Extension Service's commitment and support for a volunteer-driven, Extension-supported delivery approach.

Measure A: Training for County Extension Agents on empowering volunteers and increasing Extension educational program delivery by volunteers.

Measure B: Develop online learning modules for County Extension Agents.

Measure C: Provide training and resources on the fundamentals and basics of Program Area Committees and Leadership Advisory Boards.

**Department of Agricultural Leadership, Education, and Communications
2015-2019 Strategic Plan**

Measure D: Provide training directly to Extension volunteers to enhance volunteer impact.

Goal 2: Volunteerism - Further develop the relationship volunteers have with paid staff in order to maximize Extension's ability to provide excellence in educational programs.

Strategy 1

Define the programmatic function of Extension volunteers.

Measure A: Annually monitor the number of Extension volunteers through the volunteer survey, providing values of volunteer time and interpretation data for use by County Extension Agents.

Measure B: Train County Extension Agents on how to work more effectively with volunteers in urban settings (urban and urban initiative counties).

Strategy 2

Develop a volunteer system that is more representative to address expectations, roles, and responsibilities of today's citizens.

Measure A: Develop strategies for encouraging and enhancing diversity among volunteers.

Measure B: Development/adoption of model for working with episodic (short-term) volunteers in order to expand volunteer opportunities.