“21st Century” College through a Strategic Planning Process

DRAFT

FALL 2019
Purpose:

To prepare and advance the human potential for a lifetime of impact in agricultural education, agricultural technology and innovation within formal and nonformal settings.

The unit contributes to the College’s unique functional role as a leader in the University’s land-grant mission by providing an array of programs in formal undergraduate and graduate instruction, research, and service to enable the people of Arizona, the nation, and beyond to improve the quality of their lives.

The strength of the Department is firmly grounded in its dynamic and market-centered curriculum created and delivered by nationally recognized faculty, who in a positive and proactive manner, are committed to educational excellence and to addressing the challenges and opportunities presented by the current climate of change within the College, the University, the nation, and the world.

2025 Vision:

We engage the leadership of the future in Agricultural Education, Technology and Innovation by providing a better quality of life through a knowledge base in agricultural technology management, formal and non-formal education, and leadership for our students, the people of Arizona, and society.

Mission:

Serving a diverse population through teaching, application, integration, and discovery in agriculture, education, and applied science and technology leading to successful careers in agricultural education, technology and innovation, and related businesses and industries.

Shared Values: We are student-centered, market-driven, and value:

- Trust and transparency
- Teamwork and open communication
- Mutual respect and accountability
- Commitment to lifelong learning
- Diversity and inclusivity
- Excellence in teaching and student advising
- High standards of professionalism, performance, and practice
- A positive learning environment for students, staff, and faculty
- Resiliency among faculty, staff, and students

Departmental Goals:

1. To prepare thoughtful, informed, marketable individuals for careers in agricultural education, technology, innovation and related fields (Graduates)
2. To prepare individuals to plan, and deliver and advance agriculture, food, natural resources, and related content (Curriculum Area)
3. To advance knowledge of and competencies in agricultural technology and systems through implementation, maintenance, and management (Curriculum Area)
4. To be the principle platform in CALS for entrepreneurial leadership and innovation to include students, faculty, and community stakeholders. (Curriculum Area)
5. Contribute to the knowledge base in the agricultural education, technology and innovation profession (Research)
6. To generate sufficient resources to sustain and advance program goals (finance)
STRATEGIC GOAL I:

TO PREPARE THOUGHTFUL, INFORMED, MARKETABLE INDIVIDUALS FOR CAREERS IN AGRICULTURAL EDUCATION, TECHNOLOGY, INNOVATION AND RELATED FIELDS.

A. **Current situation** (i.e. problem to overcome/opportunity to capitalize on) and **gap between current situation and desired situation:**

<table>
<thead>
<tr>
<th>Current</th>
<th>Gap</th>
<th>Desired</th>
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</thead>
<tbody>
<tr>
<td>• Agricultural education teacher shortage</td>
<td>• An increased number of students in each option area</td>
<td>• An increased number of students in each option area</td>
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<tr>
<td>• The Department has the only preparation program in the state.</td>
<td>• Concentrated efforts on recruitment and retention</td>
<td>• Concentrated efforts on recruitment and retention</td>
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<tr>
<td>• Alternative certification options are failing. They are a temporary solution.</td>
<td>• Increased financial support for students in all option areas</td>
<td>• Increased financial support for students in all option areas</td>
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<tr>
<td>• Aging agricultural leadership</td>
<td>• Expanded experiential opportunities</td>
<td>• Expanded experiential opportunities</td>
</tr>
<tr>
<td>• Non-traditional student backgrounds</td>
<td>• Enhanced facility resources</td>
<td>• Enhanced facility resources</td>
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<tr>
<td>• Unrealized career opportunity</td>
<td>• Increased graduation rate</td>
<td>• Increased graduation rate</td>
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<tr>
<td>• Low student numbers</td>
<td></td>
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<tr>
<td>• High tuition cost</td>
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<tr>
<td>• Limited scholarship opportunity</td>
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<tr>
<td>• Curriculum (content) changes</td>
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B. **Strategy/ies to achieve goal** (list if more than 1):

1. Establish a recruitment and retention plan to increase student enrollment and retention.
2. Create and deliver a high quality, market-informed competency-based curriculum
3. Integrate technology and environmental changes in curriculum revision
4. Enhance student services and learning experiences
5. Seek nominations for awards and honors

C. **Actions**

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</table>

- Prepare and develop recruitment/retention plan
- Engage industry, alumni, and education partners
- Partner with UA and CALS units for curriculum needs
- Hire a recruitment/retention/development officer

D. **Inputs needed to achieve the goal** (do not limit to financial inputs)

- One recruitment/retention/development officer
- Faculty and student engagement
- Two graduate teaching assistants
- Stakeholder and advisory group input and collaboration
- Marketing and promotion materials
E. **Objective Metrics that will be used to track progress towards attaining goal.**

- To increase total undergraduate enrollment in Agricultural Education, Technology and Innovation by 50% in five years; 75% in 10 years; 100% in 15 years.
- To increase total graduate enrollment in Agricultural Education, Technology and Innovation by 30% in five years; 50% in 10 years; 75% in 15 years.
- To increase the retention rate of undergraduate and graduate students by 50% in five years; 75% in 10 years.

**Notes (if any)**

Use 2012 enrollment and retention data as the benchmark metric.
STRATEGIC GOAL II:

TO PREPARE INDIVIDUALS TO PLAN, AND DELIVER AND ADVANCE AGRICULTURE, FOOD, NATURAL RESOURCES, AND RELATED CONTENT.

A. **Current situation** (i.e. problem to overcome/opportunity to capitalize on) **and gap between current situation and desired situation:**

<table>
<thead>
<tr>
<th>Current</th>
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<tbody>
<tr>
<td>• Prepare agricultural education teachers</td>
<td></td>
<td>• Produce an abundant supply of highly qualified SBAE teachers</td>
</tr>
<tr>
<td>• SBAE programs growing in AZ</td>
<td></td>
<td>• Become the premier provider of certifiable SBAE teachers for Arizona and neighboring states</td>
</tr>
<tr>
<td>• Sole SBAE teacher prep program in AZ</td>
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<tr>
<td>• ADE alternative certified short-term solution to the growing need for CTE teachers</td>
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<tr>
<td>• Loss of CTE philosophy for program delivery from alternatively certified CTE teachers</td>
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B. **Strategy/ies to achieve goal (list if more than 1):**

1. Establish curriculum partnerships with academic units in CALS.
2. Integrate current research on teaching and learning within instruction and service.
3. Strengthen connections with formal and non-formal education stakeholders.

C. **Actions**

- Work with the Arizona Department of Education (ADE) teacher certification
- Work with Local Education Agencies (LEAs) and CTE Directors
- Prepare a suite of CTE professional knowledge courses for online delivery
- Increase marketing and awareness of CTE pathways
- Partnership with LEA/ADE/JTED(Joint Technical Education Districts)/Alumni
- Promote and enhance the Accelerated Master’s Program (AMP) for CTE Teacher Certification with other units
- Provide professional growth opportunities for SBAE teachers through induction activities

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D. **Inputs needed to achieve the goal (do not limit to financial inputs)**

- Marketing and promotional materials and venues
- The Career and Technical Education option for administrators is in the process of being approved
- Collaboration with other CALS units, LEA, ADE, JTED, and Alumni,
- Advisory group support
- Marketing and promotion materials
STRATEGIC GOAL III:

TO ADVANCE KNOWLEDGE OF AND COMPETENCIES IN AGRICULTURAL TECHNOLOGY AND SYSTEMS THROUGH IMPLEMENTATION, MAINTENANCE, AND MANAGEMENT.

A. Current situation (i.e. problem to overcome/opportunity to capitalize on) and gap between current situation and desired situation:

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<td>Aging facilities</td>
<td>• Contemporary and multi-functional facilities</td>
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<tr>
<td>Need for equipment repair and replacement</td>
<td>• State of the art equipment and tools</td>
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<tr>
<td>Untapped use of industry and business</td>
<td>• Engage industry and business partnerships</td>
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<tr>
<td>partnerships</td>
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B. Strategy/ies to achieve goal (list if more than 1):

1. Partner with business and industry to remain relevant and contemporary
2. Create a laboratory environment equipped with essential machinery, tools and supplies
3. Identify potential industry partners and establish relationships for internships, post graduate placement, sponsorships and other funding opportunities

C. Actions

- Explore strategic alliances with business and industry to showcase equipment, tools and supplies to students enrolled in AGTM courses
- Apply for UA GreenFunds that aligning with current curriculum competencies
- Develop and maintain a record of potential industry partners who can provide internship, prospective placement occupations, and funding opportunities

   FY 21

D. Inputs needed to achieve the goal (do not limit to financial inputs)

- Faculty and staff
- Collaboration with other CALS units, business and industry partners
- Advisory group support
- Marketing and promotion materials
STRATEGIC GOAL IV:

TO BE THE PRINCIPLE PLATFORM IN CALS FOR ENTREPRENEURIAL LEADERSHIP AND INNOVATION TO INCLUDE STUDENTS, FACULTY, AND COMMUNITY STAKEHOLDERS.

A. **Current situation** (i.e. problem to overcome/opportunity to capitalize on) and **gap** between **current situation** and **desired situation**:

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B. **Strategy/ies** to achieve goal (list if more than 1):

1. Establish new and expand existing curricular partnerships with academic units within and beyond CALS that are specific to entrepreneurial leadership and innovation skill and knowledge development
2. Grow the number of undergraduate- and graduate-level entrepreneurial leadership and innovation courses
3. Further support the development of the entrepreneurial leadership and innovation capacities of CALS students, faculty, and community stakeholders by expanding offerings through the Innovation Collaboratory
4. Leverage highest quality, low cost training content on entrepreneurial leadership and innovation by offering faculty- and mentor-guided workshops for CALS students, faculty and community stakeholders
5. Prepare and submit funding applications to government agencies and foundations proposing novel approaches to entrepreneurial leadership and innovation education and development.
6. Partner with the CALS Career Center to further embed entrepreneurial leadership and innovation within the college-wide career competencies.

C. **Actions**

- Establish Eco-tourism, Rural Leadership and Renewal option with in the Public and Applied Humanities degree, eco-tourism
- Deliver podcasts, seminar series, various forms of the “virtual incubator” optimized for different audiences
- Plan and coordinate weekend workshops such as the web development workshop, artificial intelligence workshop, etc.

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D. **Inputs needed to achieve the goal** (do not limit to financial inputs)

- Faculty and business staff
- Memorandum of agreements with unit partner to deliver curriculum
- Graduate teaching assistance
- Marketing and promotion materials
E. Objective Metrics that will be used to track progress towards attaining goal.

- Increase the number of students who enroll/graduate in the CTE graduate program by 30% in five years; 50% in 10 years; 75% in 15 years.
- Increase the number of undergraduate students who seek a non-agriculture CTE teacher certification by 20% in five years, 50% in 10 years, and 100% in 15 years.
- Graduate 3-5 non-agriculture CTE teachers within 7 years; 7-10 within 10 years; 14-16 within 15 years.
STRATEGIC GOAL V:

CONTRIBUTE TO THE KNOWLEDGE BASE IN THE AGRICULTURAL EDUCATION, TECHNOLOGY AND INNOVATION PROFESSION.

A. Current situation (i.e. problem to overcome/opportunity to capitalize on) and gap between current situation and desired situation:

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<td>• Not recognized for social science research</td>
<td>• The Department will be known for research in the social sciences</td>
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B. Strategy/ies to achieve goal (list if more than 1):
1. Establish an extensive and dynamic research program among faculty with research appointments
2. Align departmental research initiatives with professional association research priorities
3. Mentor graduate students in planning, implementing, and dissemination of research

C. Actions
- Seek funding for research
- Increase and publish research findings in journals, posters, and papers
- Promote within CALS the published research findings

D. Inputs needed to achieve the goal (do not limit to financial inputs)
- Faculty
- Four graduate research assistants
- Grant assistant personnel

E. Objective Metrics that will be used to track progress towards attaining goal.
- Increase the level of research activity within the department establishing 2-3 research multidisciplinary research teams within the University and nationally within five years.
- Increase the number of referred publications and presentations by 10% within five years and 30% within 10 years.
- Seek extramural funding ($250k) via federal and state grants, as well as private business sponsorships to sustain 3-5 year research projects.
STRATEGIC GOAL VI:

OBTAIN SUFFICIENT RESOURCES TO SUSTAIN AND ADVANCE PROGRAM GOALS.

F. **Current situation** (i.e. problem to overcome/opportunity to capitalize on) and **gap between current situation and desired situation**:

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G. **Strategy/ies to achieve goal (list if more than 1):**

1. Create and implement a 5-year development plan
2. Enhance relationship with alumni and engage alumni in development efforts
3. Pursue revenue generating opportunities through summer, distance, and online instruction
4. Partner with private sectors, non-profit sectors, and/or private foundations in support of teaching, research and outreach
5. Secure financial resources for student scholarships

H. **Actions**

<table>
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</tr>
<tr>
<td>• Promote within CALS the published research findings</td>
<td>FY 21</td>
</tr>
</tbody>
</table>

I. **Inputs needed to achieve the goal (do not limit to financial inputs)**

- Faculty and business staff
- Four graduate research assistants
- Grant assistant personnel
- CALS Foundation assistance

J. **Objective Metrics that will be used to track progress towards attaining goal.**

- Increase the level of research activity within the department establishing 2-3 research multidisciplinary research teams within the University and nationally within five years.
- Increase the number of referred publications and presentations by 10% within five years and 30% within 10 years.
- Seek extramural funding ($250k) via federal and state grants, as well as private business sponsorships to sustain 3-5-year research projects.