

2020-2025 Strategic Plan

UF/IFAS DEPARTMENT OF
AGRICULTURAL EDUCATION AND COMMUNICATION



OUR VISION

We strive for a world in which individuals, leaders, schools, organizations, and communities learn and make decisions about agriculture and natural resources to enhance the greater good.



We engage in exemplary scholarship designed in collaboration with our stakeholders to positively impact emerging agriculture and natural resource issues. We promote social change through innovation in our teaching, research, and Extension programs.

OUR MISSION

OUR VALUES

WE ARE ONE TEAM

We are proud of the positive influence we have in the lives of our team members (faculty, staff, and students) and stakeholders. With societal impact as our guiding focus, we act with respect, integrity, trust, and transparency in pursuit of our mission. We elevate others through positivity, encouragement, and support. We celebrate the contributions of each person in our quest to deliver results.

WE DEVELOP PEOPLE

We provide an environment that fosters personal development and professional growth in our team and our stakeholders. We want to see our team members and those we serve grow and acquire new skills and knowledge to become forces for good.

WE BUILD RELATIONSHIPS

We connect with our stakeholders and each other to drive success. We communicate honestly and respectfully. We share information, openly address mistakes, and celebrate victories. We bring passion and energy to our work, knowing that active participation is essential to solve problems and meet the needs of our stakeholders. We value listening carefully, speaking thoughtfully, and encouraging and respecting diversity of thought.

WE COLLABORATE ENTHUSIASTICALLY

We are hard-working individuals who reach great heights when we come together with our team members and stakeholders to solve some of the most pressing challenges facing agriculture and natural resources today.

WE LEAD WITH INTEGRITY

We hold ourselves to high standards and expect the same from others. Integrity is the defining quality of our people. We strive to be the model department for the profession.

WE ACHIEVE THE EXTRAORDINARY

We seize the opportunity to make a real difference in the lives of those we serve, with lasting and positive impacts. We believe anything is possible when we focus our talents, passion, and commitment to excellence. We create growth and innovation through learning and taking bold action. We seek creative, evidence-based solutions for problems affecting ANR.

AREA 1

GOAL

Strengthen formal and informal faculty networks within and across expertise areas to enhance our research program.

KEY OUTCOME

AEC faculty lead the development of new initiatives that expand existing collaborative networks throughout Florida and beyond.



KEY METRICS/MEASURES OF SUCCESS

- 1** Increase the number of individual and team research awards and recognition earned by AEC faculty and graduate students.
- 2** Expand networks as measured by social network analysis tools (e.g., mean network size of individual ego-centric networks).
- 3** Increase number of cross-specialization teams with awarded external funding, peer-reviewed publication, &/or delivered Extension programming.
- 4** Increase AEC faculty mean “Most recent 5-Year” h-index.
- 5** Increase the number of times AEC faculty peer-reviewed publications are cited.
- 6** Increase the number of multi-institutional grant teams led by AEC faculty.

ACTION STEPS

- Identify and/or host professional development opportunities for AEC faculty focused on (1) increasing cross-specialization collaborations, and (2) grantsmanship.
- Establish an AEC Awards and Recognition Committee to proactively nominate AEC personnel for appropriate awards.
- Establish the Program Evaluation Faculty Network of faculty across UF/IFAS who work in program evaluation.
- Encourage faculty to participate, when appropriate, in writing workshops tailored to scholarly publications and grants.
- Establish a team to conduct a social network analysis for AEC faculty.
- Develop a system to collect and analyze AEC faculty h-index and citations of work.
- Develop an “AEC Seed Fund” to support cross-specialization, multi-disciplinary, and multi-institutional projects.
- Encourage faculty to apply for active “Seed Fund” grants within UF/IFAS and UF.

AREA 2

GOAL

Enhance and expand educational programming to focus on the needs of stakeholders.

KEY OUTCOME

Key competencies and supporting resources are coordinated and enhanced across the spectrum of ANR audiences.



KEY METRICS/MEASURES OF SUCCESS

- 1** Increase number of participants in Extension certificate programs.
- 2** Increase stakeholder level of satisfaction with AEC programming (quality and scope).
- 3** Increase the number of online and blended-delivery Extension programs for stakeholders.
- 4** Improve the knowledge and skill levels of agents using mixed delivery systems from emerging to mastery level.
- 5** Improve the intercultural competence of stakeholder groups across the agricultural industry.

ACTION STEPS

- Continue and build upon strong efforts focused on the professional development of county Extension faculty.
- Expand formal and non-formal programming focused on the preparation and professional development of state Extension specialists.
- Clarify goals and refocus plans for the professional development of school-based agricultural educators and education leaders.
- Develop and launch curricular resources for agricultural educators in secondary schools.
- Develop and implement a formal plan focused on increasing the leadership capacity of ANR industry organizations.
- Develop and implement a formal plan focused on increasing the knowledge and skills of communication professionals in ANR industry organizations.
- Develop and implement a formal plan focused on increasing the intercultural competence of stakeholder groups across ANR.
- Develop a system to collect and measure stakeholder needs and satisfaction with AEC programming.

AREA 3

GOAL

Design and deliver innovative and impactful academic experiences.

KEY OUTCOME

AEC students achieve academic standards for learning and actively engage in professional development.



KEY METRICS/MEASURES OF SUCCESS

- 1** Increase the number of undergraduate students who participate in at least one high impact experience/practice.
- 2** Increase the number of graduate students who participate in at least two high impact experiences/practices.
- 3** Increase student satisfaction of degree programs as measured by graduation exit interviews.
- 4** All AEC instructors incorporate multiculturally appropriate content and techniques.
- 5** All AEC instructors will participate in at least one professional development experience related to improving instructional practices.

ACTION STEPS

- Develop and implement a plan to engage more AEC students in high impact practices/experiences.
- Develop and communicate clear goals that align with the strategic learning outcomes developed for each undergraduate and graduate specialization.
- Identify and/or host professional development opportunities for all AEC personnel focused on antiracism.
- Develop innovative communication and engagement solutions for ANR through the expansion of the AEC Orange & New Creative Lab, Streaming Science, and other programming.
- Create a new course or expand a current course focused on increasing the knowledge and understanding of all CALS students around ANR issues.
- Increase undergraduate students' engagement in research and investigate incentives to encourage undergraduate research.
- Develop a standard cycle for internal and external stakeholders to review all undergraduate and graduate courses and curricula and revise as needed.

AREA 4

GOAL

Meet workforce demand for AEC graduates in Florida.

KEY OUTCOME

Increase overall enrollment and diversity of enrollment in academic programming.



KEY METRICS/MEASURES OF SUCCESS

- 1** Increase number of individuals completing AEC undergraduate minors and certificates.
- 2** Increase number of individuals completing AEC graduate certificates.
- 3** Increase the number of AEC teacher education graduates to better meet the state's workforce demands.
- 4** Increase the number of undergraduate students of color in AEC programs.
- 5** Increase the number of graduate students of color in AEC programs.
- 6** Increase enrollment in the AEC online graduate program option.
- 7** Increase the connections of undergraduate students with stakeholders in agriculture and natural resources.

ACTION STEPS

- Develop and implement a marketing plan focused on the distance-delivered degree and nonformal education programs.
- Develop and implement a review of minor and certificate curricula (undergraduate and graduate) to meet industry needs.
- Establish a strategic marketing plan for expanding enrollments in all AEC minors and certificates.
- Establish a new statewide academic program in the Florida Panhandle.
- Develop and implement a marketing plan to recruit under-represented populations to AEC undergraduate and graduate academic programs (majors, minors, and certificates).
- Grow GA funding through diversified sources, including grants, e-Learning, the research and Extension deans' offices, and large enrollment courses.
- Explore the desirability and feasibility of offering an online AEC undergraduate program.
- Develop a system for tracking enrollments in all Extension programs offered by AEC faculty.

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