



## **2015-2020 Strategic Plan: Building Our Future on the Land-Grant Legacy**

### **The Strategic Planning Process**

Dean Nancy Cox issued a call in August 2014 for volunteers to create a dynamic vision of the College of Agriculture, Food, and Environment (CAFE) for the next five years. A diverse group of 35 faculty, staff, and students were chosen to be members of the CAFE Strategic Planning Leadership Team.

Beginning in November 2014 and led by Mitchen Leadership and Organizational Development, the strategic planning team gathered data from CAFE faculty, staff, current and prospective students, and university leaders, as well as alumni, community stakeholders, and members of state and local governments. More than 15 listening sessions were held on campus and across the state. Team members also conducted surveys and met individually with many stakeholders, culminating in collaboration with more than 1,830 people producing more than 1,000 pages of public comment. The team analyzed the results, identified common themes, and drafted the plan based on the analysis of this public input.

This initiative was funded by the UK Provost at the start of Nancy Cox's appointment as the dean of the college in January 2014.

### **Our Vision**

The College of Agriculture, Food and Environment will build on its legacy of fulfilling the land-grant promise of educational excellence, civic leadership, transformational research, and shared knowledge serving the common good.

### **Our Mission**

The College of Agriculture, Food and Environment serves the people of the Commonwealth and across the world through education, outreach, service, and research by finding solutions to improve lives today and creating a sustainable future.

We do this by:

- educating current and future leaders
- producing and disseminating knowledge through creative research and discovery
- promoting lifelong learning and strengthening Kentucky communities through applied knowledge

## **Our Values**

We respond to the needs of society through:

- engaging and listening
- collaboration, innovation, and application of knowledge

We foster creativity and discovery by:

- accepting challenges and taking risks
- investigating complex issues
- being inclusive and open-minded to new ideas

We strive for the highest quality in all we do by:

- encouraging personal accountability and high ethical standards for all employees and clientele
- promoting continual improvement to ensure high-level results
- encouraging pride for and commitment to the college

We pursue the development of people and places by:

- encouraging leadership and service
- providing opportunities through education and training
- valuing and listening to employees and respecting diverse perspectives

We promote teamwork and a supportive work environment by:

- open-minded, encouraging, and supportive leadership
- adaptive work assignments to support collaborative opportunities
- respectful and open communications

## **Our Foundation**

We integrate teaching, research, and extension in our work.

We recruit, retain, and graduate students who are competent, responsible, and workforce ready.

Our research is cutting-edge and relevant to the scientific community, students, partners, communities, and families.

Our Cooperative Extension programs are engaged in Kentucky's 120 counties, identifying and addressing needs in agriculture, natural resources, 4-H and youth development, and family and consumer sciences.

Strong relationships bind us to community groups, farmers and commodity organizations, private industries and businesses, alumni, and governmental entities.

We provide a positive work environment for faculty and staff.

## **Our Strategic Plan Goals**

- Prepare highly motivated and culturally adaptive graduates who are competitive in a global economy and support societal values.
- Build and nurture relationships with the people of the Commonwealth and across the world.
- Recruit, develop, and retain exceptional faculty and staff who are leaders in expanding knowledge to improve the quality of life and sustainability of the human and physical environment.
- Show CAFE commitment to diversity and inclusion to attract and retain students, staff, and faculty, and provide a culturally aware environment for successful engagement in a global society.
- Produce innovative solutions through multidisciplinary collaborations.
- Build state-of-the-art facilities equipped with cutting-edge technology.

## **Our Strategic Plan Macro and Micro Goals**

### **1. Prepare highly motivated and culturally adaptive graduates who are competitive in a global economy and support societal values.**

**Goal 1A:** By June 2016, a task force will be appointed to design and implement a system that ensures both undergraduate and graduate student success through recruitment, advising, student success initiatives and programming, and enhancements to the student life cycle.

**Goal 1B:** Starting in 2016, track perceptions and assessments of College graduates' preparation to be competitive in a global economy.

**Goal 1C:** By 2020, the diversity of undergraduate students recruited to CAFE will increase by 12 percent. The diversity of each class will be maintained through graduation.

**Goal 1D:** Triple the number of distance-learning courses at the undergraduate level by 2018, and by 2020 quadruple the number of distance learning offerings and implement an online master's degree aimed at Extension agents.

**Goal 1E:** The CAFE Office for Advancement will increase the availability of funding for student enhancement and professional development activities such as scholarships, alumni contact, and an active professional social media presence.

## **2. Build and nurture relationships with the people of the Commonwealth and across the world.**

**Goal 2A:** By 2020, increase awareness of college programs and accomplishments by at least two percent annually.

**Goal 2B:** Develop relationships with nontraditional audiences to increase the organizational clientele base by at least two percent annually.

**Goal 2C:** Nurture existing community relationships, networks, supporters, and partnerships with a goal of 90 percent annual retention.

**Goal 2D:** By 2020, develop a process for identifying and responding to emerging issues in Kentucky through a rapid response team system.

## **3. Recruit, develop, and retain exceptional faculty and staff who are leaders in expanding knowledge to improve the quality of life and sustainability of the human and physical environment.**

**Goal 3A:** By 2017, recommend policies and procedures to promote hiring and retention of high quality faculty and staff.

**Goal 3B:** Full-time faculty and staff will attend at least one professional development, continuing education, or business-procedure training on an annual basis.

**Goal 3C:** Using categories of faculty and staff, annually review compensation for at least one category per year with the goal of completing all by 2020 and repeat the reviews at least once every five years thereafter.

**Goal 3D:** By 2020, enable the CAFE Office for Advancement staff to increase external funding through gifts and endowments by 15 percent, or 3 percent annually.

**Goal 3E:** By 2020, increase grant and contract funding by 20 percent.

**Goal 3F:** Increase international scholarly exchange and collaboration.

#### **4. Show CAFE commitment to diversity and inclusion to attract and retain students, staff, and faculty, and provide a culturally aware environment for successful engagement in a global society.**

**Goal 4A:** By 2020, recruit and retain a diverse staff and faculty population that reflects state demographic distribution.

**Goal 4B:** Foster a college environment of diversity and inclusion through required programs for students, faculty, and staff.

#### **5. Produce innovative solutions through multidisciplinary collaborations.**

**Goal 5A:** By June 2016, a system will be implemented for fostering new collaborative opportunities.

#### **6. Build state-of-the-art facilities equipped with cutting-edge technology.**

**Goal 6A:** Build a new state-of-the-art green, LEED-certified classroom building and event center. Plans and funding will be in place by June 30, 2018, with ground-breaking by 2020.

**Goal 6B:** By 2020, all on- and off-campus facilities will have leading-technology Internet.

**Goal 6C:** By 2017, CAFE will provide funding necessary to resolve 25 percent of priority maintenance needs annually for off-campus facilities.

**Goal 6D:** By 2018, develop a plan for the implementation of certified “green” technologies for all on- and off-campus facilities.