

Management Planⁿ 2005-2010

University of Arkansas
Division of Agriculture

AND

Dale Bumpers College of Agricultural, Food and Life Sciences
University of Arkansas, Fayetteville

UofA
UNIVERSITY OF ARKANSAS
DIVISION OF AGRICULTURE


UNIVERSITY of ARKANSAS
1871
DALE
BUMPERS COLLEGE
of AGRICULTURAL, FOOD AND LIFE SCIENCES

The University of Arkansas follows a nondiscriminatory policy in programs and employment.

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Foreword

Combined, the Division of Agriculture and the Dale Bumpers College of Agricultural, Food and Life Sciences encompass the three-fold mission of research, teaching, and service that makes the land grant university system the envy of the world. Nearly every Arkansas resident is touched by our programs in some way.

The Division and College have made remarkable progress in the past five years despite federal and state budget constraints. We remain fiscally sound, our stakeholders are more supportive than ever before, and our three functions are better integrated than at anytime in our history. Even with the economic downturn, the Division and College were major partners in the Campaign for the 21st Century that attracted over \$98 million in private support as part of a successful billion dollar campaign.

Over the past five years, research funding nearly doubled; research capacity was enhanced in key areas such as biotechnology, environmental science, nutrition and food safety; and sustainable agriculture and some critical infrastructure needs were addressed.

The College remains on track to meet our 2010 enrollment and quality goals; a College Honors Program was established, international experiences were enhanced, and our academic programs better reflect our changing student demographics and future careers.

During the past five years, the University of Arkansas Cooperative Extension Service has increased county financial support and involvement through uniform funding, reorganized its districts to reflect regional and geographic programmatic needs, and successfully sought federal and private grants and gifts. Extension has impacted agricultural production and sustainability through myriad programs, such as its verification programs; through effective relationships in the agricultural community; and through task forces that

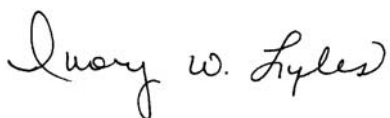
quickly respond to potential crises in agriculture, such as the Division's early response team that confronted the emergence of rust in soybean production in collaboration with our Experiment Station partners. Extension's 4-H and Youth Development program continues to teach Arkansas youth the skills and values that will carry them forward into lives that are productive and rewarding, and it has initiated timely opportunities, such as the 4-H Tech Team, that address today's challenges.

Through its Family and Consumer Sciences (FCS) Program, Extension was the first southern extension service to launch the popular Body Walk program, a model of the human body that teaches elementary-age children about human anatomy and how nutrition and lifestyle choices impact their health and well-being. Other Extension FCS programs address issues such as: obesity, diabetes, nutrition, food safety, estate planning, family life, and child development.

The Extension Service established a Public Issues Education Center to work with communities and has reorganized its Community Development programming efforts to effectively work with rural communities throughout Arkansas. The Extension Service, through grants and community partnerships, has also taken the lead in educating producers, city and town leaders, and homeowners about practices that preserve the quality of Arkansas' watersheds.

In order to continue to move forward, it is imperative that the Division of Agriculture and the Dale Bumpers College develop a strategic vision and management plan that take into account future trends as well as future challenges and opportunities. Our current planning process has been the most inclusive in our history. During a series of listening sessions, over 650 Arkansans shared their thoughts and concerns and provided suggestions on how the Division and College can better serve Arkansas' needs. Writing teams synthe-

sized these contributions and integrated them into a broad strategic plan for the Division of Agriculture built upon the five theme areas used by the land grant community. With the completion of the strategic plan, we were challenged to develop a management plan that set specific goals and objectives to address these broad issues. The management plan was built on the collective input from our faculty, staff, students, and unit heads. Everyone had the opportunity to share their thoughts through an on-line survey process. In a retreat setting with our unit managers and a cross section of our faculty, this information was compiled and used to develop an integrated management plan for the College and Division. The management plan was built



Ivory W. Lyles, Associate Vice President
for Agriculture-Extension

upon the five theme areas in the strategic plan as well as four additional cross-cutting areas: marketing, infrastructure, resource development, and academic programs. Each section of the management plan has measurable accomplishments so that we can monitor our progress towards the completion of those goals. It is our intention to annually track our progress and to make changes in the plan as needed.

This management plan represents the collective thoughts of the Division of Agriculture and the Bumpers College faculty, staff, and student body. We trust that it provides the necessary blueprint for change and improvement as we move forward over the next five years.



Gregory J. Weidemann, Dean and
Associate Vice President for Agriculture
September 15, 2005

Vision, Mission, and Values

University of Arkansas
Division of Agriculture
Cooperative Extension Service
Agricultural Experiment Station

and

Dale Bumpers College of Agricultural, Food and
Life Sciences

Vision

The University of Arkansas Dale Bumpers College of Agricultural, Food and Life Sciences and the Division of Agriculture's Agricultural Experiment Station and Cooperative Extension Service will be leaders in education, research, extension, service and transfer of knowledge in the agricultural, food, life, and environmental sciences to help Arkansans improve their economic well-being and the quality of their lives.

Mission

The mission of the Dale Bumpers College of Agricultural, Food and Life Sciences, the Arkansas Agricultural Experiment Station, and the Cooperative Executive Service is to improve the quality of life for all Arkansans through excellence in education, research, extension, service, and transfer of knowledge. This mission will be accomplished by:

1. providing exemplary educational opportunities that will prepare students to contribute to a dynamic, diverse, and global society and to pursue lifelong learning;
2. improving individual, family, and community well-being through the discovery and dissemination of knowledge in the agricultural, food, life, and environmental sciences;
3. using the research and technical base of the University System to meet the needs of Arkansas' residents;
4. conducting field trials to further expand research-based information into practical applications for Arkansas' farmers;
5. providing knowledge in the biological, physical, and social sciences necessary to optimize the profitability, sustainability, and productivity of the state's agricultural resources while fostering enhanced stewardship of natural and human resources;
6. providing experiential learning opportunities for the state's youth to help in their growth and development of citizenship, leadership, and life skills;
7. fostering individual, organizational, and community development to maximize the leadership potential of Arkansans;
8. promoting and developing benefits for Arkansas as a viable part of the global economy.
9. supporting and strengthening the role of the family as the fundamental basis of the community and society at large;
10. increasing the awareness and knowledge of healthy choices among youth, adults, and families throughout Arkansas; and
11. developing an awareness of practices in agriculture, in homes, and in communities that protect Arkansas' natural beauty.

Values

We honor the land grant tradition and respect the many values composing the fabric and the heritage of the Bumpers College, Agricultural Experiment Station, and Cooperative Extension Service. The following traditions and values guided us in forming our Mission and Vision statements. They have also served as the basis for identifying priorities and setting goals that provide the foundation for our strategic plan and this management plan.

- Education:** We are committed to the pursuit of scholarship and dedicated to helping students achieve their full potential. As the educational outreach arm of the University System, we are committed to improving the quality of life and livelihood of Arkansas' residents through non-formal education.
- Accountability:** We are dedicated to programs that are outcome-oriented and accessible to all Arkansans.
- Diversity:** We embrace diversity among people, ideas, and perspectives.
- Efficiency:** We are committed to the most efficient use of available resources in the pursuit of our mission.
- Ethics:** We are dedicated to ethical conduct in all aspects of our professional activities.
- Excellence:** We are dedicated to excellence in education, research, and service.
- Quality of Life:** We are dedicated to stewardship of natural and human resources for an improved quality of life locally, nationally, and globally.
- Research:** We are committed to the advancement of knowledge and its application to benefit society through teamwork, innovation, creativity, and dedication.
- Adaptability:** We strive to be sensitive to change and to respond in a positive, proactive manner with dynamic and innovative programs.
- Service:** We are responsive to the needs of our stakeholders and dedicated to dissemination of timely, accurate, and relevant information.
- Leadership:** We are committed to leadership in research, education, extension, and service.
- Technology:** We use advanced technology and information systems to deliver information and educational programs more effectively, to provide greater access to information resources, and to demonstrate technology that will enable our clientele to be more effective and productive.
- Lifelong Education:** We are dedicated to the value of lifelong non-formal education and the positive impacts it can have on Arkansans' livelihoods and quality of life.
- Involvement:** We are committed to engaging local citizens in setting priorities for educational programs in their counties and communities.
- Volunteerism:** We are committed to empowering people, to supporting their development as leaders and volunteers in Extension and in local communities through their involvement in the democratic process.
- Partnerships:** We are committed to building strong, lasting relationships and partnerships with counties, communities, community organizations, leaders, other higher education institutions, K-12 schools, associations, and others to achieve our mission and vision.

**MAKING ARKANSAS AGRICULTURE COMPETITIVE
IN A GLOBAL ECONOMY**

DATE

**MAKING ARKANSAS AGRICULTURE COMPETITIVE
IN A GLOBAL ECONOMY**

ISSUE 1. (TRADE) POLICIES THAT IMPACT GLOBAL COMPETITIVENESS OF ARKANSAS AGRICULTURE

DESCRIPTION: Arkansas agriculture is directly tied to competing in domestic and international markets and marketing value-added products. Agriculture’s future prosperity with a market-oriented farm policy is dependent on growth in demand and a level playing field in the international trade markets.

GOAL 1.1. Evaluate marketing and trade policy opportunities and constraints.

Objective 1. Establish a working group for marketing and trade policy. (CES/AES)

Measurable Accomplishments:

- Name a chair and task force members. (Year 1) (Assoc. VP’s)
- Develop a charge to the task force and timeline for reporting. (Assoc. VP’s)
- Plan of work developed for the task force. (Year 2) (Chair)

Objective 2. Enhance communication on marketing and trade policy with stakeholders, agribusiness, and policymakers. (Year 2-5) (CES/AES)

Measurable Accomplishments:

- Develop and implement a marketing and communication plan for stakeholders, agribusiness, and policymakers. (Agricultural Economics and Agribusiness Unit Head)
- Benchmark communication with external audiences and impact. (Agricultural Economics and Agribusiness Unit Head)

ISSUE 2. TECHNOLOGY DEVELOPMENT AND APPLICATION

DESCRIPTION: Technology development and application drive Arkansas agriculture. New production technologies and other innovations (e.g. biotechnology, precision agriculture, genetic advances), changing demographics, agricultural policy, public perception, and competition for space are all factors in agriculture’s sustainability.

GOAL 2.1. Increase capacity to develop and apply agricultural technologies.

Objective 1. Enhance research and extension programs that focus on development and application of agricultural technologies. (Ongoing) (AES/CES)

Measurable Accomplishments:

- Identify targeted areas for Arkansas agriculture that would benefit by enhanced technological innovation. (AES/CES Administration, Unit Heads)
- Conduct an internal assessment of needs and opportunities. (AES/CES Administration, Unit Heads)
- Increase faculty capacity and direct resources towards identified priority areas. (AES/CES Administration)

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GOAL 2.2. To enhance technology development and adoption by producers, industry groups, commodity groups, and regulatory agencies.

Objective 1. Improve collaboration with industry groups, commodity groups, and producers to enhance technology development. (Ongoing) (AES/CES)

Measurable Accomplishments:

- Increase measures of technology development and adoption such as new patents, license agreements, startups. (AES Associate Director)

Objective 2. Conduct educational programs to facilitate the adoption of developed technologies. (Ongoing) (CES)

Measurable Accomplishments:

- Incorporate adoption of identified agricultural technologies within plans of work. (CES – Associate Director, Programs)
- Document adoption of new technology by target audiences. (CES – Associate Director, Programs)

ISSUE 3. PUBLIC AWARENESS OF THE IMPACTS OF AGRICULTURE

DESCRIPTION: Agriculture continues to be a major industry in Arkansas, ranking 12th nationally in agricultural production. The agricultural sector in Arkansas makes up more than 12% of the Gross State Product and one out of every 5 jobs is related to agriculture. Fifteen percent of Arkansas wages are generated by agriculture or agriculture-related jobs. Despite these impressive numbers, many Arkansans are unaware of the major impact agriculture makes on their daily lives. Public awareness must be emphasized because agricultural systems and environmental stewardship are significant public issues.

GOAL 3.1. Expand the public’s level of agricultural awareness and the level of awareness of available careers in agriculture.

Objective 1. Develop and conduct a uniform agricultural awareness program targeting both traditional and nontraditional audiences. (Year 1-2) (CES/CAFLS)

Measurable Accomplishments:

- Form a working group to identify target audiences and to develop a standard agricultural awareness action plan to reach both traditional and nontraditional audiences. (Associate Dean/Associate Directors)
- Develop educational materials for each targeted audience. (Working Group)
- Document the number of educational programs delivered. (Working Group)
- Conduct post-delivery assessments on the impact of the educational programs. (working group)

Objective 2. Include agricultural awareness course in statewide educational curricula. (Year 2-5) (CES/CAFLS)

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<p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Produce course materials and present to the Department of Education for inclusion in state curricula that match statewide curricular goals. (Associate Dean/Associate Directors/AEED) • Document the number of schools utilizing the agricultural awareness materials, number of teachers trained, and number of students reached. (AEED) <p>Objective 3. Provide in-service training to CES faculty, support personnel, and 4-H volunteer leaders on innovative agricultural awareness programs. (Year 2-5) (CES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Number of in-service trainings for agents. (CES – Associate Director, Program) • Number of 4-H volunteer leaders, support personnel, and other agency personnel trained. (State Leader – 4-H Youth Development) <p>Objective 4. Establish presence at educational association meetings. (Year 1-5) (CES/AES/CAFLS)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Start an informational LISTSERV for agricultural awareness news and updates. (AEED Unit Head) • Number of teachers reached at educational meetings. (AEED Unit Head) • Number of educational association meetings where agriculture is represented. (AEED Unit Head) <p>Objective 5. Develop and conduct a uniform agricultural career awareness program (including careers in agriculture, family and consumer sciences and 4-H youth development) targeting both traditional and nontraditional audiences. (Year 2-5) (CES/AES/CAFLS) (Ag and Extension Education, School of Human Environmental Sciences, Agricultural Communication Unit)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Increase awareness of careers in agriculture, family and consumer sciences, and 4-H youth development. (Unit Heads and State Leaders) • Develop a standard action plan to reach both traditional and nontraditional audiences. (Year 1) (Unit Heads) • Number of educational programs delivered. (Year 2–5) (Unit Heads) • Number of media campaign projects. (Year 2–5) (Ag. Communication) 		

ISSUE 4. SUSTAINABLE AGRICULTURAL PRODUCTION SYSTEMS

DESCRIPTION: Agricultural producers seek economic success for the well-being of their families. Sustaining agriculture requires management alternatives that are environmentally and economically viable. Sustainability must be perceived as a benchmark for evaluating every aspect of agricultural systems from policy implications to production inputs and marketing.

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GOAL 4.1. Develop effective and sustainable agricultural systems.

Objective 1. Utilize systems approach to develop economically viable and environmentally sound production systems. (Ongoing) (AES/CES)

Measurable Accomplishments:

- Assess production system trends and identify research needs to improve sustainable production systems. (Associate Directors/Unit heads)
- Prioritize research efforts to improve production systems. (Associate Directors/Unit heads)
- Identify any capacity deficiencies needed to address priority research efforts. (Associate Directors/Unit Heads)
- Identify funding opportunities to enhance research on priority needs. (Associate Directors/Unit Heads)

Objective 2. Develop sustainable production systems for niche markets such as specialty crops, organically grown products. (Ongoing) (AES/CES)

Measurable Accomplishments:

- Identify market opportunities for specialty crops and organic production. (Associate Directors/Unit Heads)
- Form multidisciplinary teams to address research and educational needs. (Associate Directors)
- Prioritize research needs and opportunities. (Teams)
- Identify funding opportunities to enhance research and education based on priority needs. (Associate Directors/Unit Heads)

Objective 3. Enhance multidisciplinary research and extension teams to create and fine-tune best management practices for regionally specific production systems. (Ongoing) (AES/CES)

Measurable Accomplishments:

- Identify a team leader and members of multidisciplinary teams by commodity. (Associate Directors)
- Teams meet annually to identify priorities for research and education and to identify best management practices for regional production systems. (Team Leaders)

GOAL 4.2. Enhance the Division of Agriculture’s capacity to acquire and disseminate science-based information for development of regulatory policy.

Objective 1. Conduct assessment studies to enhance the information base regarding impacts of agriculture on the environment. (Year 1-2) (AES/CES)

Measurable Accomplishments:

- Prioritize environmental issues impacted by agriculture that require additional research. (Environmental Task Force)
- Identify information gaps that require additional research. (ETF)
- Create research teams and identify funding opportunities to address priority research areas. (ETF)

Initiated	Ongoing	Completed

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Objective 2. Expand collaboration, communication, and education with regulatory agencies. (Year 1-5) (AES/CES)

Measurable Accomplishments:

- Create an interagency forum to enhance communication and collaboration. (AVP's)
- Forum to meet twice annually to identify information gaps and share information. (AVP's)
- Research teams formed to address information needs identified. (Associate Directors)

Objective 3. Provide educational opportunities to producers for implementation of regulations and best management practices. (Ongoing) (CES)

Measurable Accomplishments:

- Identify priority public education needs for implementation of new regulations and BMP's. (CES Associate Director – Programs)
- Prepare print media, web sites, educational programs, or other educational materials to address identified needs. (Ag. Communication)
- Conduct post-delivery assessments of targeted audiences. (Unit Heads)

GOAL 4.3. Become a leading resource for comprehensive education in sustainable agricultural systems.

Objective 1. Develop and implement undergraduate and graduate curricula in sustainable agriculture. (Year 1-3) (CAFLS)

Measurable Accomplishments:

- Review current curricula to identify gaps in sustainable agricultural education. (Unit Heads)
- Revise course content or develop new courses as necessary to address identified gaps. (Unit Heads)

Objective 2. Develop and implement continuing education programs for industry personnel and producers in sustainable agriculture. (Year 1-3) (CES/AES)

Measurable Accomplishments:

- Identify training and outreach needs in sustainable agriculture. (Associate Director – Programs and Unit Heads)
- Develop targeted programs for industry and producers. (Associate Director – Programs and Unit Heads)
- Determine audience reached and program impacts. (Associate Director – Programs and Unit Heads)

	DATE		
	Initiated	Ongoing	Completed
<p>Objective 2. Expand collaboration, communication, and education with regulatory agencies. (Year 1-5) (AES/CES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Create an interagency forum to enhance communication and collaboration. (AVP's) • Forum to meet twice annually to identify information gaps and share information. (AVP's) • Research teams formed to address information needs identified. (Associate Directors) <p>Objective 3. Provide educational opportunities to producers for implementation of regulations and best management practices. (Ongoing) (CES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Identify priority public education needs for implementation of new regulations and BMP's. (CES Associate Director – Programs) • Prepare print media, web sites, educational programs, or other educational materials to address identified needs. (Ag. Communication) • Conduct post-delivery assessments of targeted audiences. (Unit Heads) <p>GOAL 4.3. Become a leading resource for comprehensive education in sustainable agricultural systems.</p> <p>Objective 1. Develop and implement undergraduate and graduate curricula in sustainable agriculture. (Year 1-3) (CAFLS)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Review current curricula to identify gaps in sustainable agricultural education. (Unit Heads) • Revise course content or develop new courses as necessary to address identified gaps. (Unit Heads) <p>Objective 2. Develop and implement continuing education programs for industry personnel and producers in sustainable agriculture. (Year 1-3) (CES/AES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Identify training and outreach needs in sustainable agriculture. (Associate Director – Programs and Unit Heads) • Develop targeted programs for industry and producers. (Associate Director – Programs and Unit Heads) • Determine audience reached and program impacts. (Associate Director – Programs and Unit Heads) 			

**SAFETY AND SECURITY OF
ARKANSAS FOOD AND FIBER**

DATE

SAFETY AND SECURITY OF ARKANSAS FOOD AND FIBER

ISSUE 1. BIOSECURITY

DESCRIPTION: Arkansas is highly vulnerable to the introduction of foreign and emerging (exotic) animal and plant diseases. Disease outbreaks (accidental or intentionally introduced agroterrorism) could result in crop and animal quarantines or destruction that would severely impact the state’s economy. Educating producers, conducting emerging disease research, and updating Arkansas crop and livestock producers with best available biosecurity practices should help in reducing risk of disease outbreaks and potential impacts on the Arkansas economy.

GOAL 1.1 Reduce the impact of disease and pests on Arkansas agriculture.

Objective 1. Reduce the potential impact of agroterrorism on Arkansas Agriculture. (CES)

Measurable Accomplishments:

- Prepare anti-agroterrorism informational and training materials for country agents. (Year 1) (Unit Heads)
- Conduct anti-agroterrorism training for specialists and county agents. (Year 2) (Unit Heads)
- Conduct anti-agroterrorism educational activities on local, regional, and state level. (Year 3-5) (Unit Heads)

Objective 2. Enhance exotic and foreign disease and pest prevention and control in Arkansas livestock and crops. (AES, CES)

Measurable Accomplishments:

- Prepare a white paper on known exotic and foreign diseases and pests that may potentially be a threat to Arkansas animal and crop agriculture. Include a likely course of action to control or eradicate the disease or pest. (Year1) (Unit Heads)
- Conduct Division of Agriculture annual (or as needed) staff education and training on potential exotic and foreign diseases and pests. (Year 2) (Unit Heads)
- Establish animal and crop task forces for the purposes of monitoring and quickly responding to any exotic or foreign disease or pest outbreak threatening Arkansas agriculture. (Year 3) (AES, CES) (Associate Directors)

Objective 3. Ensure that agriculture majors receive adequate education in animal and crop diseases and pest prevention.(CAFLS)

Measurable Accomplishments:

- Review and update course syllabi as appropriate to make certain students are receiving education in animal and crop diseases and pests. (Year 1) (Unit Heads)
- Utilize the Veterinary Diagnostic Laboratory, the Plant Disease Laboratory, and the Arkansas Plant Board as appropriate in the education of students about animal and crop diseases and pests. (Year 1) (Unit Heads)

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Initiated	Ongoing	Completed

DATE

GOAL 1.2. Reduce Biological, Physical, and Chemical Hazards in Agricultural Products.

Objective 1. Ensure the Division of Agriculture has appropriate research and extension efforts to develop and utilize rapid detection and control methods for biological, physical, and chemical hazards. (AES,CES)

Measurable Accomplishments:

- Inventory Division of Agriculture programs for research and extension programming in rapid detection and control methods for biological, physical, and chemical hazards. (Year 1) (Associate Directors and Unit Heads)
- Prioritize and enhance research and extension programs as needed. (Year 2-5) (Associate Directors and Unit Heads)

GOAL 1.3. Enhance the communication of best management practices and regulations concerning agricultural production, product storage, handling, and processing.

Objective 1. Ensure that the Division of Agriculture has an effective means of disseminating national and state regulatory information regarding agricultural production, product storage, handling, and processing. (CES)

Measurable Accomplishments:

- Develop a Division of Agriculture Web site for communicating best management practices and regulations for agriculture. (Year 1) (Unit Heads)
- Develop a listserv to notify interested parties of updates and changes to the best management practices Website. (Year 2-5) (Unit Heads)

ISSUE 2. FOOD SAFETY/PREVENTING FOOD-BORNE ILLNESS

DESCRIPTION: Ensuring a safe and wholesome food supply for citizens of Arkansas and the United States remains a major, if not elusive, goal for university scientists and educators. Arkansas, home to several major food production and distribution companies, is in an influential position to contribute toward attaining this goal. The University of Arkansas Division of Agriculture will be expected to produce novel and effective research and educational programs that engage citizens, corporate leaders, and policy makers to facilitate the development of safe food production and marketing systems. University research and education will encompass the farm-to-table spectrum, will include production management systems that prevent pre-and post-harvest contamination, and will improve diagnostics, antimicrobial agents, computer modeling of risks, and the social/economic aspects of safe food production.

Initiated	Ongoing	Completed

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GOAL 2.1. Reduce the incidence of food-borne illnesses in Arkansas.

Objective 1. Enhance food safety education and training for food service and hospitality industry personnel. (CES)

Measurable Accomplishments:

- Provide biannual statewide educational conferences for food service and hospitality professionals. (Year 1-5) (Poultry Science Unit Head and State Leader – Family and Consumer Sciences)
- Assess the need for food safety certification for food service and hospitality workers in Arkansas. (Year 1) (State Leader – Family and Consumer Sciences)
- Assess the need for an Extension Specialist in Food Science/Food Safety. (Year 1) (State Leader – Family and Consumer Sciences)

Objective 2. Provide food safety education and training to the general public. (CES)

Measurable Accomplishments:

- Inventory and update educational materials in food safety. (Year 1) (State Leader – Family and Consumer Sciences)
- Develop and translate materials for Spanish-speaking audiences. (Year 2-3) (State Leader – Family and Consumer Sciences)

Objective 3. Enhance food safety research and education. (AES, CAFLS)

Measurable Accomplishments:

- Enhance the Division of Agriculture’s research and education base in food safety. (Year 2-5) (AES, CAFLS) (Associate Director and Associate Dean)

Initiated	Ongoing	Completed

**IMPROVING THE HEALTH AND NUTRITION
OF ARKANSANS**

IMPROVING THE HEALTH AND NUTRITION OF ARKANSANS

ISSUE 1. NUTRITION FOR OPTIMAL HEALTH

DESCRIPTION: Four of the ten leading causes of death in Arkansas are related to diet (heart disease, cancer, stroke, and diabetes). Obesity, a risk factor for major chronic diseases, has reached epidemic proportions in Arkansas, where 14-26 percent of children 0-5 years and 38 percent of school-aged children in grades K-12 are overweight or at risk for becoming overweight, and 61 percent of adults are overweight or obese. Annual medical expenditures related to obesity in Arkansas are ~\$663 million. More than half of these dollars come from state and federal government sources. Better health through improved nutrition will enhance Arkansas’s quality of life, productivity, and learning abilities while reducing health care costs.

GOAL 1.1 The Division of Agriculture will provide leadership to research and educational programs that contribute to improving the nutrition and nutrition-linked health of Arkansans.

Objective 1: Strengthen organizational capacity to plan and implement effective research and outreach programs in nutrition and health. (AES, CES)

Measurable Accomplishments:

- Assess the need for additional research and extension capacity and targeted areas for enhancement. (Year 1) (Nutrition Task Force, Division Administration)
- Add targeted positions in human nutrition as funding is secured for hiring new faculty. (Year 2-3) (Division Administration)
- Enhance nutrition and health education grants, publications, and presentations. (Year 3-5) (Affiliated Faculty)

Objective 2: Identify and implement appropriate, sustainable strategies that will effectively improve nutrition and health practices of targeted populations. (AES, CES)

Measurable Accomplishments:

- Division task-force established. (Year 1) (Division Administration)
- Appropriate program strategies along with coordination, implementation, and impact assessment plans established. (Year 1-2) (Task Force)
- Secure funding for developing and implementing strategic project(s). (Year 3-4) (Task Force)
- Strategic projects implemented. (Year 3-4) (Task Force)
- Document improvement of nutritional and health practices of targeted populations. (Year 4-5) (Task Force)

Initiated	Ongoing	Completed

DATE

Objective 3: Enhance statewide communications between professionals associated with nutrition and health research, teaching and extension programs (e.g. Symposium, listserv, Web site, collaborations). (AES, CES, CAFLS)

Measurable Accomplishments:

- Coordinator selected and planning committee established. (Year 1) (Division Administration)
- Nutrition listserv, Web-site and state-wide communications established and maintained. (Year 1-5) (Coordinator)
- Symposium organized and conducted. (Year 2-4) (Coordinator, committee)
- Symposium proceedings published and distributed. (Year 3-5) (Coordinator)
- Division professionals (AES, CES) are knowledgeable of state-wide programs and collaborate to improve nutrition and health status of Arkansans. (Year 5) (Coordinator)

Objective 4: Improve competence of Arkansas educators through science-based knowledge of foods, nutrition, health, and effective lifestyle interventions. (CES)

Measurable Accomplishments:

- Continuing education workshops/core competency training on nutrition and health designed and conducted for nutrition and health educators. (Year 1-5) (State Leader – Family and Consumer Sciences)
- Educators utilize current information and skills to plan, implement, and assess community-based food, nutrition, and health education programs. (Year 1-5) (State Leader – Family and Consumer Sciences)
- Educators concentrate/specialize in areas of food/nutrition or health. (Year 3-5) (State Leader – Family and Consumer Sciences)

Objective 5: Enhance research and programming efforts in nutrition, food science, and agriculture on health-promoting substances in foods. (AES)

Measurable Accomplishments:

- Enhance funding and research on health-promoting substances. (Year 1-5) (AES Associate Director)

Objective 6: Enhance research and multidisciplinary, funded projects and programming efforts on the effects of production, processing, and handling on the nutritional quality and health benefits of foods. (AES)

Measurable Accomplishments:

- Enhance research and funded multidisciplinary projects. (Year 1-5) (IFSE)
- Enhancement communicated to peers, educators, and general public through a variety of methods. (Year 3-5) (IFSE)
- Implementation of production, processing, and handling practices by food industry and consumers. (Year 3-5) (IFSE)

Initiated	Ongoing	Completed

Objective 7: Enhance research and education on foods and food ingredients designed for promoting health of Arkansans. (AES, CES)

Measurable Accomplishments:

- Program coordinator, participating Division professionals and food industry stakeholders identified. (Year 1) (Division Administration)
- Multidisciplinary projects planned and proposed. (Year 2-3) (Program Coordinator)
- Current science-based information on benefits and safety of fad foods and diets, nutrient supplements, GM-foods, and related food and nutrition subjects of popular interest communicated to community educators and the public. (Year 1-5) (Program Coordinator)
- Effective method of informing community educators established. (Year 1) (CES State Leader – Family and Consumer Sciences)

DATE

Initiated	Ongoing	Completed

**CONSERVING AND SUSTAINING
ARKANSAS' NATURAL RESOURCES**

DATE

CONSERVING AND SUSTAINING ARKANSAS' NATURAL RESOURCES

ISSUE 1. NATURAL RESOURCE MANAGEMENT

DESCRIPTION: Arkansas is well recognized for its natural resources. Promoted as the "Natural State," regional economic and population growth have become significant challenges to protecting that image. The state boasts hundreds of lakes and streams, the Ozark-St. Francis and Ouachita National Forests, and many state and national wildlife management areas. Independently of these public lands, privately held industrial and non-industrial lands provide the overwhelming natural environment for air, forest, land, water, and wildlife resources. Arkansas faces increasing conflict over the use of its natural resources.

GOAL 1.1 The University of Arkansas' Division of Agriculture will assume a significant role in conserving and sustaining all natural resources present in Arkansas.

Objective 1.1. The University of Arkansas Division of Agriculture will develop the research, teaching capacity, and educational programs and materials necessary to aid citizens, farmers, and natural resource managers. (AES, CES)

Measurable Accomplishments:

- Establishment of a structure within the Division of Agriculture that promotes regular, identifiable, and effective communication across disciplines and missions to address programs in Natural Resource Management. (Year 1) (Environmental Task Force [ETF])
- Establish formal mechanisms to communicate with environmental regulatory agencies and citizen organizations. (Year 1) (ETF)

ISSUE 2. WATER QUALITY AND QUANTITY

DESCRIPTION: Many Arkansas waterbodies have been classified as impaired or threatened and the state is under court order to develop TMDLs (Total Maximum Daily Loads) to address their declining quality. Increasing demands have stretched the capacity of Arkansas' extensive ground and surfacewater resources. Groundwater "Critical Water Use Areas," the formation of irrigation districts, and the expanding range of rural water supply systems are escalating competition among municipal, agricultural, industrial, and recreational water use rights and priorities. Water quality concerns now cross state borders, involving "downstream" states in Arkansas' water-quality management decisions. Increased costs of water-quality and -quantity management are leading to changes in the perception of who should pay to use and protect the resource. Societal concerns for protection of the state's water resources threaten long-held perceptions of private property rights and use priorities. Stakeholders identified a number of concerns important to protecting water quality and quantity.

Initiated	Ongoing	Completed

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GOAL 2.1. The University of Arkansas Division of Agriculture will develop and adopt science-based, community- and site-specific BMPs, research, and educational products that would lead to the reduction of impaired waterbodies and adoption of appropriate BMPs.

Objective 2.1. The Division of Agriculture and Bumpers College will implement actions to enhance the capabilities of both entities to address water quality- and quantity-related issues.

Measurable Accomplishments:

- Increase coordination and integration between Division programs directed at agricultural production and programs related to water conservation and quality. (Year 2) (ETF)
- Assess capacity in terms of both human capital and laboratory facilities to meet increasing demands and to address priority issues related to agricultural and ecological systems. (Year 4) (AES, CES Associate Directors)
- Assess the need for an identifiable system entity focused on conflict resolution in managing water use and quality. (Year 3) (ETF)

ISSUE 3. NATURAL RESOURCES POLICY AND REGULATION

DESCRIPTION: Public policy and government regulation play pivotal roles in natural resource management. Fragmented and overlapping areas of authority exist among different local, state, and federal agencies. Agricultural and natural resource management are greatly influenced by this circumstance. Increasingly, concerns are raised about the cost of regulation and the equitable distribution of that cost to a demanding society.

GOAL 3.1. The University of Arkansas Division of Agriculture, through research and education, will help citizens develop “functioning” policy networks to aid in the building of consensus and dialogue.

Objective 1. The Division of Agriculture and Bumpers College will implement actions to enhance the capabilities of both entities to address natural resources policy and regulation issues.

Measurable Accomplishments:

- Evaluate the Division of Agriculture’s capacity presented by past successes of the Environmental Task Force to create and communicate a science-based foundation for Natural Resource Policy. (Year 1–5) (AES, CES Associate Directors and FRC Director)
- Establish formal mechanisms to communicate and dialogue with environmental regulatory agencies and citizen organizations. (Year 1) (AES, CES Associate Directors, ETF)
- Create and charge a rapid response team of policy, legal, environmental, and production management expertise that can respond efficiently and effectively to priority natural resource management policy issues. (Year 3) (ETF)

Initiated	Ongoing	Completed

DATE

ISSUE 4. EMERGING NATURAL RESOURCES CONCERNS

DESCRIPTION: Arkansas’ natural resource managers are faced with numerous emerging concerns that demand attention. Advances in technology bring both new opportunity and potential unintended consequence. Scientific knowledge is often lacking as a guide to associated resource management decisions and policy development.

GOAL 4.1. Resources of the Division of Agriculture will be used to investigate and address emerging natural resources concerns.

Objective 1. The Division of Agriculture will implement actions to enhance the capabilities of both entities to identify and address emerging natural resources issues.

Measurable Accomplishments:

- Assess the state needs associated with emerging environmental issues and position the Division to appropriately implement a program agenda as needed. (Year 1) (ETF and Associate Directors)

Initiated	Ongoing	Completed

**INCREASING OPPORTUNITIES FOR FAMILIES,
YOUTH, AND COMMUNITIES**

DATE

INCREASING OPPORTUNITIES FOR FAMILIES, YOUTH, AND COMMUNITIES

ISSUE 1. FAMILY CHALLENGES

DESCRIPTION: Families face greater challenges without adequate resources. The combination of new stresses with fewer social, informational, and financial resources presents a serious threat to many families.

GOAL 1.1. Enhance a Family Life outreach program that is recognized for excellence both regionally and nationally.

Objective 1. Assess the capacity of the family life outreach program for becoming nationally recognized.

Measurable Accomplishments:

- A new family life faculty member hired and on board. (Year 1) (CES) (State Leader – Family and Consumer Sciences)

Objective 2. Develop, implement, and update a strategy for the development and implementation of an innovative and effective family life outreach program.

Measurable Accomplishments:

- A written strategy for the development and implementation of an innovative and effective family life outreach program. (Year 2) (CES) (State Leader – Family and Consumer Sciences)
- Begin implementation activities related to the family life outreach program strategy. (Year 2-3) (CES) (State Leader – Family and Consumer Sciences)
- Evaluate and modify, as needed, the family life outreach program strategy on an annual basis. (Year 3-5) (CES) (State Leader – Family and Consumer Sciences)

GOAL 1.2. Strengthen organizational capacity to plan and implement effective educational programming in the area of gerontology.

Objective 1. Acquire resources to create an Extension gerontology program (possibly shared with the School of Human and Environmental Sciences).

Measurable Accomplishments:

- Develop an Extension gerontology program. (Year 1) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences)

Objective 2. Develop and update a strategy and implementation for an innovative and effective gerontology outreach program.

Measurable Accomplishments:

- A written strategy for the development and implementation of an innovative and effective gerontology outreach program. (Year 2) (CES) (State Leader – Family and Consumer Sciences)
- Initiate activities identified in the gerontology outreach program strategy. (Year 2-3) (CES) (State Leader – Family and Consumer Sciences)

	Initiated	Ongoing	Completed

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- Evaluate and modify, as needed, the gerontology outreach program strategy on an annual basis. (Year 3-5) (CES) (State Leader – Family and Consumer Sciences)

GOAL 1.3. Increase organizational capacity to plan and deliver effective educational programs in the area of resource management.

Objective 1. Identify and develop partnerships and collaborative efforts both, internally (e.g., CES and SHES) and externally (e.g., multi-state, multi-institutional, non-profit organizations, schools, etc.), and develop program delivery techniques that will increase the organizational capacity to plan and deliver programs in resource management.

Measurable Accomplishments:

- Identify potential partnerships/collaborative efforts that would increase the organizational capacity for programming in resource management. (Year 1) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences and Director – SHES)
- Establish partnerships/collaborations (Year 1-2) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences and Director – SHES)
- Implement innovative and efficient program delivery techniques for resource management programming (e.g., Web-based instruction). (Year 1-2) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences and Director – SHES)

GOAL 1.4. Develop and improve organizational capacity for delivering a high quality childcare program.

Objective 1. Continue to enhance and extend The Best Care program.

Measurable Accomplishments:

- Materials produced or revised that enhance the Best Care program. (Year 1-5) (CES) (State Leader – Family and Consumer Sciences)
- Additional audiences identified and reached through the Best Care program. (Year 1-5) (CES) (State Leader – Family and Consumer Sciences)

Objective 2. Acquire funding to organize and implement training for professionals and others who work with after-school programs.

Measurable Accomplishments:

- Funds received to conduct training for after-school program providers. (Year 1-5) (CES) (State Leaders – Family and Consumer Sciences and 4-H Youth Development)
- Implementation of after-school provider training program. (Year 1-2) (CES) (State Leaders – Family and Consumer Sciences and 4-H Youth Development)

Initiated	Ongoing	Completed

DATE

GOAL 1.5. Increase the collaborative link between The UA School of Human Environmental Sciences and the Cooperative Extension Service in the areas of applied research and development of Extension professionals.

Objective 1. To identify and implement best opportunities for collaborative efforts between the Cooperative Extension Service and the School of Human Environmental Sciences and develop action plans for the implementation of these efforts.

Measurable Accomplishments:

- The formation of a joint task force to identify the best opportunities for collaborative efforts between CES and SHES. (Year 1) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences and Director – SHES)
- A list of identified best opportunities for collaborative efforts between CES and SHES. (Year 1) (CES, CAFLS, SHES) (State Leader – Family and Consumer Sciences and Director – SHES)
- Initiation of the top identified joint collaborative efforts action plan. (Year 2) (CES, CAFLS, SHES) (Director – SHES)
- Initiation of additional priority-identified internship programs. (Year 3-5) (CES, CAFLS, SHES) (Director – SHES)

ISSUE 2. EFFECTIVE YOUTH DEVELOPMENT

DESCRIPTION: Arkansas’ youth should be lifelong learners, critical thinkers, problem solvers, effective communicators (oral and written), and effective leaders.

GOAL 2.1. Strengthen the Arkansas 4-H Youth Development program by increasing the capacity of the organization to plan and conduct effective youth development educational programs.

Objective 1. Increase staffing capacity to conduct effective 4-H and youth development programs.

Measurable Accomplishments:

- Increased number of 4-H agent positions in counties with populations over 30,000. (Year 1-5) (CES) (State Leader – 4-H Youth Development)

Objective 2. Increase organizational capacity to conduct effective civic engagement and workforce preparation programs for youth.

Measurable Accomplishments:

- Number of new civic engagement and workforce preparation programs developed and implemented. (Year 1-5) (CES) (State Leader – 4-H Youth Development)

Initiated	Ongoing	Completed

DATE

GOAL 2.2. Identify and increase the level of youth development research to provide guidance for Extension youth development programming.

Objective 1. To develop a strategy for the creation and implementation of research efforts to identify priority youth development issues, implement that strategy, and utilize the research findings to identify and address youth development programming priorities.

Measurable Accomplishments:

- Creation of a joint task force with the Cooperative Extension Service and the Bumpers College’s Department of Agricultural and Extension Education to develop a strategy for research to identify priority youth development issues. (Year 1)(CES, CAFLS, AEED Head, and State Leader – 4-H Youth Development)
- Development of a written strategy for research designed to identify priority youth development issues. (Year 1-2) (CES, CAFLS, AEED Head, and State Leader – 4H Youth Development)
- Begin implementation of the youth development research strategy. (Year 2) (CES, CAFLS, AEED Dept.)
- Utilize research findings to identify five (5) Extension youth development priority program areas. (Year 3) (CES, CAFLS, AEED Head, and State Leader – 4H and Youth Development)
- Develop and implement Extension educational programs for the five youth-development priority program areas. (Year 3-5) (CES) (State Leader – 4-H Youth Development)

ISSUE 3. LEADERSHIP, COMMUNITY, AND ECONOMIC DEVELOPMENT.

DESCRIPTION: Individuals can benefit themselves and the communities in which they live by increasing their level of knowledge and skill needed to manage the effects of economic and social change. The Division of Agriculture’s Cooperative Extension Service can and should provide educational programs that increase the knowledge and abilities of leaders to address important community and economic development issues.

GOAL 3.1. Assess the capacity of the Cooperative Extension Service to plan and conduct effective programs that address important community and economic development issues.

Objective 1. Plan and conduct a comprehensive community development program that addresses identified community and economic development needs.

Measurable Accomplishments:

- Completion of comprehensive program assessments for each of the following areas:
 - Leadership training
 - Economic development
 - Community development
 - Public Issues education (Year 1) (CES) (State Leader – CED)
- Implementation of a staffing plan to fill leadership, community,

Initiated	Ongoing	Completed

DATE

and economic development Extension educator positions based on the recommendations of the assessments conducted in year 1. (Year 2-3) (CES) (State Leader – CED)

- Initiate implementation of up to six priority recommendations identified in the year 1 assessments. (Year 2) (CES) (State Leader – CED)

Objective 2. Participate in multi-state and regional partnerships and collaborations that increase the capacity of the UA Cooperative Extension Service to plan and conduct effective programs that address important community and economic development issues.

Measurable Accomplishments:

- An ongoing formal multi-state collaboration between the University of Arkansas, Louisiana State University, and Mississippi State University to enhance leadership, community, and economic development efforts. (Year 1) (CES) (State Leader – CED)

GOAL 3.2. Enhance the capacity of the Cooperative Extension Service to plan and implement effective leadership, community development, and economic development programs by increasing the levels of non-Extension resources in support of these programs.

Objective 1. Develop strategies to enhance existing operating revenue for Extension leadership, community development, and economic development educational programs.

Measurable Accomplishments:

- Implementation of strategies developed to enhance existing operating revenue for Extension leadership, community development, and economic development educational programs by at least 30 percent. (Year 2) (CES) (State Leader – CED)

Initiated	Ongoing	Completed

INFRASTRUCTURE

DATE

INFRASTRUCTURE

ISSUE 1. COLLABORATION

DESCRIPTION: Promoting internal collaboration among faculty, staff, and administration at the University of Arkansas, Division of Agriculture, and Bumpers College is important to maintain and improve information exchange, morale, and overall effectiveness.

GOAL 1.1. Foster better collaborative relationships within and among departments and units and strengthen those relationships throughout the organization.

Objective 1. Identify interdisciplinary, multidisciplinary, and multi-institutional collaborative efforts. (CES, AES)

Measurable Accomplishments:

- Develop strategies and benchmarks on integrated/collaborative research and programs and charge them with increasing the research and program efforts. (Year 1) (Associate Directors)
- The Division of Agriculture will publish a report of collaborative efforts. (Year 2-5) (Ag. Communication)

ISSUE 2. TECHNOLOGY

DESCRIPTION: Acquisition, integration, and maintenance of new and essential technology is required to achieve excellence in teaching, research, and extension.

GOAL 2.1. Strategically position the Division of Agriculture for the future in cutting edge technology to better deliver programs and conduct research by acquiring, integrating, and maintaining the necessary technology to achieve excellence in teaching, research, and extension.

Objective 1. Identify current hardware/software needs across the Division and the Bumpers College.

Measurable Accomplishments:

- Inventory existing equipment. (Year 1) (CES, AES, CAFLS) (Associate Directors for Finance and Administration and Unit Heads)
- Conduct hardware/software needs assessment. (Year 1) (CES, CAFLS) (Associate Directors for Finance and Administration and Unit Heads)
- Establish guiding principles for replacement/upgrades of equipment and software. (Year 2) (CES, AES, CAFLS) (Associate Directors for Finance and Administration and Unit Heads)
- Evaluate the issue of laptop computers/software applications for all new students. (Year 1) (CAFLS) (Associate Dean and Unit Heads)
- Establish a CES technology committee. (Year 1) (AVP CES)

	Initiated	Ongoing	Completed

DATE

Initiated	Ongoing	Completed
<ul style="list-style-type: none"> • Charge the Chairs of the AES Computer Advisory Committee and the CES Technology Committee to identify priority technology needs in the Division of Agriculture and propose a plan of action to Division administrators to address these needs. Complete assessment. (Year 2) (Chair of Committees) 		
<p>Objective 2. Create a task force to review and interpret the Distance Education report (July 2004) and propose future efforts related to that effort. (Year 1) (CAFLS (Associate Dean)</p>		
<p>Measurable Accomplishments:</p>		
<ul style="list-style-type: none"> • Complete assessment. (Year 2) (Associate Dean) 		
<p>Objective 3. Create a task force/working group to determine the most effective format(s) for delivering educational programs. (CES, AES, CAFLS)</p>		
<p>Measurable Accomplishments:</p>		
<ul style="list-style-type: none"> • Task force formed and chair named. (Year 1) (AVPs) • Complete assessment. (Year 2) (Task Force) 		
<p>Objective 4. Develop a strategy for statewide technology support to include Research & Extension centers, stations, and county offices. (CES, AES)</p>		
<p>Measurable Accomplishments:</p>		
<ul style="list-style-type: none"> • Strategy developed and implemented. (Year 2) (Associate Directors for Finance and Administration) 		
<p>Objective 5. Survey CES faculty and staff to determine technology training needs.</p>		
<p>Measurable Accomplishments:</p>		
<ul style="list-style-type: none"> • Implement a technology training strategy. (Year 2-5) (CES IT Unit) 		
<p>ISSUE 3. EFFICIENCY</p>		
<p>DESCRIPTION: A variety of strategies are proposed to assess and improve organizational efficiency and effectiveness of the UA Division of Agriculture’s internal communications and organizational and geographic structure.</p>		
<p>GOAL 3.1. Assess and improve organizational efficiency/effectiveness.</p>		
<p>Objective 1. Develop strategies to better communicate internal information. (CES, AES, CAFLS)</p>		
<p>Measurable Accomplishments:</p>		
<ul style="list-style-type: none"> • Conduct in-service training for faculty and staff on communication techniques. (Year 2) (Ag. Communication) 		

DATE

Objective 2. Determine feasibility of integrated database management reporting system to capture continuous faculty performance indicators. (AES)

Measurable Accomplishments:

- Establish task force to investigate pros and cons of such a system. (Year 1) (Associate Director for Finance and Administration)
- Make recommendations for action. (Year 2) (Associate Director for Finance and Administration)

ISSUE 4. FACILITIES

DESCRIPTION: Excellent facilities are necessary for Division of Agriculture and Bumpers College personnel to effectively conduct research, extension, and teaching activities. By addressing both current and future facilities and space needs of faculty, staff, and students, the Division and College will promote higher morale and higher program productivity and quality.

GOAL 4.1. Develop excellent facilities for research, teaching, and extension.

Objective 1. Set priorities for program growth alternatives. (CES, AES, CAFLS)

Measurable Accomplishments:

- Administration will assign a Division of Agriculture task force to do a space assessment and report the issues and propose recommendations of how to address future space needs within the Division. (Year 1) (AVPs)
- Based upon the task force proposed recommendations and in concert with the strategic plan, Administration will make determination of the adequacy of current space needs and plan for future space needs of the Division. (Year 2) (AVPs)

Initiated	Ongoing	Completed

MARKETING

DATE

MARKETING

ISSUE 1. INTERNAL COMMUNICATIONS

DESCRIPTION: Internal communication in every organization is paramount to its continued success and effectiveness. Modes and methods of communication must change with available technology, needs of the audience and needs of management. AES and CES faculty are separated by distance and by the very nature of their missions. Effective internal communications promote teamwork and collaboration between AES and CES faculty. AES and CES personnel can also provide front door opportunities to engage many youth in Arkansas who might be interested in careers in agriculture, family, and consumer sciences and 4-H youth development.

GOAL 1.1. Effective and efficient internal communication to market the Division of Agriculture and the Dale Bumpers CAFLS and present a unified message to audiences and potential audiences.

Objective 1. Appoint a Task Force to analyze current internal communications efforts and needs to include processes and tools. (AES, CES, CAFLS)

Measurable Accomplishments:

- Appoint task force. (Year 1) (AVPs)
- Complete audit of current internal communication mechanisms. (Year 2) (Task Force)

Objective 2. Develop and initiate plans, based on needs assessment, for communicating internally so employees are provided consistent, timely information system-wide. (Year 2) (CES, AES, CAFLS)

Measurable Accomplishments:

- Develop communication strategies that address the strengths and the weaknesses inherent in the current organizational structure. (Ag. Communication)
- Develop effective communication tools and processes to use in supporting internal communications. (Ag. Communication)
- Develop and implement methods to evaluate effectiveness of internal communications. (Ag. Communication)

Objective 3. Improve intra-unit communication to encourage collaborations among units. (CES, AES, CAFLS)

Measurable Accomplishments:

- Conduct biennial conferences to facilitate ongoing communication and collaboration among CES, AES and CAFLS. (AVPs)
- Develop a strategy to strengthen communication. (Year 2) (AVPs and Associate Directors)
- Conduct biennial Unit Head retreat starting in Fall. (Year 2) (Associate Directors)

Initiated	Ongoing	Completed

DATE

Objective 4. Division of Agriculture personnel will assist in the identification and recruitment of undergraduates for the Dale Bumpers CAFLS. (Year 1) (AES, CES, CAFLS)

Measurable Accomplishments:

- Provide information on careers, majors, and undergraduate opportunities to Extension and Experiment Station faculty. (Year 1) (Associate Dean)
- Include Extension and Experiment Station personnel in county and regional recruiting activities. (Ongoing) (Associate Dean)
- Extension faculty provides College recruiting personnel with names and addresses of potential students who may be interested in various majors offered by the College. (Ongoing) (Associate Dean and Associate Directors)

ISSUE 2. EXTERNAL COMMUNICATIONS

DESCRIPTION: The Division of Agriculture and Bumpers College are the primary purveyors of agricultural and life sciences research-based information and assistance in problem solving in Arkansas. The Division and College are well known to their traditional audiences. New opportunities are abundant among potential non-traditional audiences. New technology places reliable as well as inaccurate information in the areas of expertise of the Division and College literally at the finger tips of every citizen. The Division and College must establish themselves as the primary and foremost source of reliable and science-based knowledge in the state and region.

GOAL 2.1. Reinforce a strong, positive image of the Division and College as the leader in agricultural and life sciences information for traditional and new clientele stakeholders, decision makers, students, and other audiences.

Objective 1. Identify traditional and potential target audiences and audience segments, and develop audience priorities. (CES, AES)

Measurable Accomplishments:

- Develop lists of audience segments at state and county level. (Year 1) (All Counties and Units) (Ag. Communication)
- Determine audience priorities at county and state levels and on a program-by-program basis. (Year 2) (All Counties and Units) (Associate Directors and Ag. Communication)

Objective 2. Identify key marketing messages for each audience based on needs and desires. (AES, CES, CAFLS)

Measurable Accomplishments:

- Develop messages that communicate Division/College benefits, role, scope, and importance to key audiences. (Year 4) (Ag. Communication)
- Measure and evaluate impact of messages. (Year 5) (Ag. Communication)

Initiated	Ongoing	Completed

Objective 3. Establish a Division of Agriculture brand identity that also takes advantage of its family of brands. (AES, CES)

Measurable Accomplishments:

- Develop communicable brand identity for the Division of Agriculture. (Year 2) (Ag. Communication)
- Use results of focus groups and surveys conducted to develop campaign to build brand identity. (Year 3) (Ag. Communication)
- Develop a strategy to market the Division of Agriculture brand identity and its family of brands. (Year 3) (Ag. Communication)
- Evaluate impact of branding efforts. (Year 4) (Ag. Communication)

DATE

Initiated	Ongoing	Completed

RESOURCE DEVELOPMENT

DATE

RESOURCE DEVELOPMENT

ISSUE 1. PUBLIC RESOURCES

DESCRIPTION: The dollar amount of public resources needs to be increased and public sources expanded for funding to support the programmatic goals of this management plan.

GOAL 1.1. To increase public funding to adequately support programs to better serve our clientele.

Objective 1. To increase public fund support above the cost of living annually. (AES, CES)

Measurable Accomplishments:

- Track number of communications/programs that communicate to stakeholders programs of excellence and the diverse set of programs available. (Ongoing) (Ag. Communication)
- Track number of communications/programs that target a clearly defined message for grassroots clientele. (Ongoing) (Ag. Communication)
- Track percentage of revenues attributed to public funds. (Ongoing) (AVPs)

ISSUE 2. GRANTS AND CONTRACTS

DESCRIPTION: The dollar amount and the number of grants and contracts need to be increased to support the programmatic goals of this management plan.

GOAL 2.1. To increase grant and contract awards to support and enhance programs to better serve our clientele.

Objective 1. To increase grant and contract award amounts by an average of 10% annually. (AES, CES)

Measurable Accomplishments:

- Include a session on grants and contracts in the new faculty orientation programs each year. (Associate Directors and Associate Dean)
- Conduct one grant-writing workshop each year. (Associate Directors)
- Track external grant/contract awards by faculty each year. (Associate Directors for Finance and Administration)
- Track the success of internal grant programs in leveraging external funds each year. (Associate Directors)

ISSUE 3. PRIVATE FUND-RAISING

DESCRIPTION: The dollar amount and the number of contributors from private sources need to be increased to support the programmatic goals of this management plan.

	Initiated	Ongoing	Completed
<p>RESOURCE DEVELOPMENT</p> <p>ISSUE 1. PUBLIC RESOURCES</p> <p>DESCRIPTION: The dollar amount of public resources needs to be increased and public sources expanded for funding to support the programmatic goals of this management plan.</p> <p>GOAL 1.1. To increase public funding to adequately support programs to better serve our clientele.</p> <p>Objective 1. To increase public fund support above the cost of living annually. (AES, CES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Track number of communications/programs that communicate to stakeholders programs of excellence and the diverse set of programs available. (Ongoing) (Ag. Communication) • Track number of communications/programs that target a clearly defined message for grassroots clientele. (Ongoing) (Ag. Communication) • Track percentage of revenues attributed to public funds. (Ongoing) (AVPs) <p>ISSUE 2. GRANTS AND CONTRACTS</p> <p>DESCRIPTION: The dollar amount and the number of grants and contracts need to be increased to support the programmatic goals of this management plan.</p> <p>GOAL 2.1. To increase grant and contract awards to support and enhance programs to better serve our clientele.</p> <p>Objective 1. To increase grant and contract award amounts by an average of 10% annually. (AES, CES)</p> <p>Measurable Accomplishments:</p> <ul style="list-style-type: none"> • Include a session on grants and contracts in the new faculty orientation programs each year. (Associate Directors and Associate Dean) • Conduct one grant-writing workshop each year. (Associate Directors) • Track external grant/contract awards by faculty each year. (Associate Directors for Finance and Administration) • Track the success of internal grant programs in leveraging external funds each year. (Associate Directors) <p>ISSUE 3. PRIVATE FUND-RAISING</p> <p>DESCRIPTION: The dollar amount and the number of contributors from private sources need to be increased to support the programmatic goals of this management plan.</p>			

GOAL 3.1. To increase private funding to support and enhance programs to better serve our clientele.

Objective 1. To increase private fund support by an average of 10% annually. (AES, CES, CAFLS)

Measurable Accomplishments:

- Include an explanation of the Division’s fund raising philosophy and activities in new faculty orientation each year. (Directors of Development)
- Conduct an annual fund raising awareness workshop each year to explain the Division’s philosophy and activities to Division personnel. (Directors of Development)
- Develop a system to promote stewardship of donors and communicate the impact of fund development on our programs to selected sets of stakeholders. (Directors of Development and AVPs)

DATE		
Initiated	Ongoing	Completed

ACADEMIC PROGRAMS

DATE

ACADEMIC PROGRAMS

ISSUE 1. ACADEMIC INFRASTRUCTURE

DESCRIPTION: To enhance the learning environment and prepare society ready graduates for the future, state-of-the-art teaching and research facilities, including cutting-edge educational technology and faculty and staff resources, are needed to support growth areas in the college.

GOAL 1.1. Maintain the current and increase the number of available modern classrooms and labs. (CAFLS)

Objective 1. Continue the Classrooms for Tomorrow Campaign until all teaching and laboratory facilities are upgraded. (Development/Dean)

Measurable Accomplishments:

- Complete renovations of two new identified classrooms. (Year 1)
- Develop a prioritized list of additional classrooms and laboratories in need of renovation and identify potential donors. (Year 2) (Dean, Department Heads)

Objective 2. Create endowments to address upgrade issues related to teaching facilities. (Development/Dean).

Measurable Accomplishments:

- Secure endowments sufficient to support classrooms renovated under the Classrooms of Tomorrow campaign. (Year 3)

Objective 3. Modify all facilities to meet ADA compliance standards. (Dean, Academic Units).

Measurable Accomplishments:

- Identify facilities that do not meet ADA compliance standards. (Year 1) (Dean, Department Heads)
- Complete renovations of facilities not in compliance. (Year 5) (Dean)

Objective 4. Develop structure for efficient facility management. (AFLS Administration).

Measurable Accomplishments:

- Dean's office develops and implements facility management plan for College facilities. (Year 2)

GOAL 1.2. Provide appropriate faculty/staff, facilities, and technology to adequately support growth areas in the Bumpers College. (Dean, Department Heads)

Objective 1. Establish a process to effectively allocate resources within growth areas. (Dean, Department Heads)

Measurable Accomplishments:

- Annually, Dean determines priority areas for resource allocation.

Initiated	Ongoing	Completed

DATE

ISSUE 2. MARKETING OF DALE BUMPERS COLLEGE PROGRAM

DESCRIPTION: Recruiting quality students to the Bumpers College will insure that the demand for future graduates in the food and fiber sectors is fulfilled.

GOAL 2.1. Bumpers College will achieve and maintain an enrollment of 10% of undergraduate student enrollment and 15% of graduate student enrollment at UA.

Objective 1. Create an effective branding program for the Bumpers College. (Ag. Communication Unit, PSRC Committee)

Measurable Accomplishments:

- Program established and operational. (Year 1)
- 75% of units adopt Bumpers College brand identity. (Year 2); 100% (Year 3)

Objective 2. Actively engage with ACTA and other community college partners in recruitment, instruction, and transition to the Bumpers College. (Associate Dean, PSRC Committee, Advising Committee)

Measurable Accomplishments:

- Average 5% annual increase in number of transfer students to Bumpers College over 5 years.

Objective 3. Enhance endowments/scholarships/fellowships and graduate assistantships. (Development, All Departments)

Measurable Accomplishments:

- Increase number of undergraduate scholarships awarded by 15%. (Year 5)
- Increase number of graduate assistantships/fellowships by 5% annually.

Objective 4. Aggressively recruit out-of-state students. (PSRC Committee, All Departments)

Measurable Accomplishments:

- Increase number of out-of-state undergraduates by 25%. (Year 5)
- Publicize out-of-state tuition waivers. (Ongoing)

Objective 5. Develop coordinated recruitment strategies across the College (undergraduate and graduate). (PSRC Committee – All Departments)

Measurable Accomplishments:

- Charge Bumpers College Prospective Student Relations Committee to develop a coordinated recruitment plan. (Year 1) (Associate Dean)

GOAL 2.2. Bumpers College will achieve an enrollment of non-majority students consistent with campus. (CAFLS)

Objective 1. Mount an aggressive, targeted marketing campaign for recruiting and retaining non-majority students. (PSRC Committee – All Units)

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Measurable Accomplishments:

- Develop and implement the campaign. (Year 1).
- Develop materials for Spanish speaking audiences. (Year 4)

Objective 2. Develop financial assistance programs targeting non-majority students.

Measurable Accomplishments:

- Establish 10 new minority-targeted scholarships annually within the College. (Year 4) (Development, Dean)
- Promote Benjamin-Lever tuition for graduate students. (Ongoing) (Associate Dean, Department Heads)
- Promote involvement with campus Carver program. (Ongoing) (Associate Dean, Department Heads)

ISSUE 3. UPDATING THE CURRICULUM

DESCRIPTION: An up-to-date curriculum is needed to prepare society-ready graduates who are technologically competent to function in a global society.

GOAL 3.1. Bumpers College students will be exposed to dynamic and academically relevant programs of study. (Department Heads)

Objective 1. Within each major, develop a sequence of courses with special attention to flexibility in course offerings, reduction of course duplication, and logical sequencing. (Associate Dean, Department Heads)

Measurable Accomplishments:

- Departments submit results of a curriculum study that addresses these issues. (Year 2)

Objective 2. Develop curricula that maintain a focus on career development and opportunities with appropriate specialization. (Associate Dean, Department Heads)

Measurable Accomplishments:

- Use advisory committees to assess career focus of unit curricula. (Year 2)
- Departments submit results of a curricular study that addresses these issues. (Year 2)

Objective 3. Identify opportunities for multidisciplinary courses and other programmatic growth areas. (Administration, Unit Curriculum Committees)

Measurable Accomplishments:

- Establish ad hoc College committee and provide report to Bumpers College Dean. (Year 2) (Associate Dean, Committee)
- Identify and revise existing courses or develop new courses for growth areas in the curricula. (Year 3) (Department Heads)
- Study the need for certification programs, Web-based courses for niche markets. (Year 4) (Committee)

Initiated	Ongoing	Completed

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GOAL 3.2. Bumpers College will offer a wide range of distance education opportunities.

Objective 1. Develop an organizational structure for distance education. (Dean)

Measurable Accomplishments:

- Administration works with distance education task force to implement recommendations. (Year 2)

Objective 2. Determine most effective format(s) for delivering educational programs. (CAFLS Administration)

Measurable Accomplishments:

- Complete assessment. (Year 2)

Objective 3. Develop an incentive program to encourage faculty participation in distance education courses. (Administration)

Measurable Accomplishments:

- Implement a technology fee with a portion of the proceeds returning to the instructor. (Year 2)

Objective 4. Develop distance education programs targeted to off-campus graduate students, clientele in certification and continuing education programs, and community college students. (Associate Dean, All Academic Units)

Measurable Accomplishments:

- Develop and deliver 2 new distance education courses annually.
- Increase enrollment in current distance education classes by 25%. (Year 2)
- Develop Web-based courses for new audiences. (Year 4)

GOAL 3.3. Provide university students greater access to the quality course offerings in the Bumpers College through incorporation into the university core. (CAFLS, All Academic Units)

Objective 1. College Curriculum Committee develops a suite of courses best suited for inclusion in the University Core. (Associate Dean with Curriculum Committee)

Measurable Accomplishments:

- Units provide courses for consideration to Curriculum Committee for inclusion. (Year 1)
- Curriculum Committee presents suite of courses to Bumpers College Dean to secure feedback from University Deans prior to submission to the University Curriculum Committee. (Year 2)

ISSUE 4. STUDENT ENHANCEMENT

DESCRIPTION: Increased opportunities for students to participate in the Honors Program, undergraduate research, internships, and international experiences is needed to broaden the academic experience and to increase student retention.

	Initiated	Ongoing	Completed

DATE

GOAL 4.1. Students will be encouraged to participate in the Honors Program and educational opportunities beyond the classroom. (CAFLS Honors Director)

Objective 1. Create better links with business and industry in the U.S. and abroad for internship and international experiences. (All Academic Units, International Programs Director)

Measurable Accomplishments:

- Units create advisory teams of external stakeholders. (Year 2)

Objective 2. Develop an incentive program for faculty who participate in the Honors Program and provide undergraduate research opportunities (Honors Director and Honor’s Committee).

Measurable Accomplishments:

- Incentive process communicated to Dean and college faculty. (Year 2)
- Implement incentive program. (Year 3)

Objective 3. Educate and graduate highly trained professionals in agriculture, family and consumer sciences, and related technologies. (All Units)

Measurable Accomplishments:

- Increase numbers of students that graduate and are hired in fields associated with new technologies (undergrad and graduate students). (Ongoing) (Department Heads)
- Increase graduate student stipends. (Ongoing) (Dean, Department Heads)
- Increase number of faculty associated with multidisciplinary programs/grants etc. (Ongoing) (Associate Director, Department Heads)

GOAL 4.2. The Bumpers College will maintain a retention rate and 6-year graduation rate above those of the campus. (CAFLS Coordinator of Advising/Retention)

Objective 1. The College Advising Committee will develop retention and 6-year graduation plans in consultation. (Coordinator of Advising/Retention, Advising Committee)

Measurable Accomplishments:

- Retention and 6-yr graduation plans communicated to Dean and college faculty. (Year 2)
- Increase 6-yr graduation rate to 66%. (Year 5)

Objective 2. Enhance the mentoring relationship between faculty advisors and students. (Coordinator of Advising/Retention, Advising Committee)

Measurable Accomplishments:

- Conduct annual mentoring workshops within the Bumpers College. (Ongoing)

Initiated	Ongoing	Completed

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ISSUE 5. FACULTY ENHANCEMENT

DESCRIPTION: Faculty performance can be enhanced through administrative support of instruction and advising and through peer support and recognition.

GOAL 5.1. Faculty will increase their teaching and advising capabilities. (CAFLS Administration, Department Heads)

Objective 1. Engage outside consultant to work with faculty committee to develop a teaching peer support system independent of performance evaluation. (College Administration)

Measurable Accomplishments:

- Peer support system implemented. (Year 3)

Objective 2. Enhance the existing system for recognizing and rewarding outstanding teaching and advising. (College Administration, Department Heads)

Measurable Accomplishments:

- Increase the number and quality of awards presented annually. (Dean, Department Heads)
- Encourage submission to regional and national teaching and advising award programs. (Associate Dean, Department Heads)

Objective 3. Encourage participation in advising workshops. (Ongoing) (CAFLS Coordinator of Advising and Retention)

Measurable Accomplishments:

- Increase the number of advisors participating in advising workshops by 10% annually.

Objective 4. Increase Bumpers College faculty participation in Teaching Support and Resource Centers to encourage the incorporation of effective teaching strategies. (College TRC Directors)

Measurable Accomplishments:

- Increase the number of faculty participating in teaching workshops and seminars by 10% annually.

Objective 5. Create a college-wide faculty mentoring program. (CAFLS Administration)

Measurable Accomplishments:

- Program created and implemented. (Year 3)

Objective 6. Increase incentives and opportunities for professional development (e.g. continuing education, advanced degree programs) and retention. (Dean, Department Heads)

Measurable Accomplishments:

- Increase in number of sabbaticals by faculty and staff.
- Increases in length of service, decreases in faculty and staff turnover.
- Increase in number of staff in advanced degree programs.
- Increase in in-service training opportunities.
- Increase in number of participants in professional development activities.

	Initiated	Ongoing	Completed