

# Department of Agricultural Leadership, Education, and Communications Texas A&M University 2021-2025 Strategic Plan

## Vision

*To be a state, national, and world leader in building human capacity to transform individuals, organizations, communities, and society.*

## Mission

*To enhance the positive societal impact of agriculture and life sciences through the development of leaders and the discovery and application of new knowledge.*

## Strategic Goals

### **Goal 1: Build a culture of respect, engagement, collaboration, and innovation.**

*Key Outcome: A healthy department culture that supports a positive workplace climate for all.*

#### Action Steps:

1. Conduct a biannual study on departmental culture and climate.
2. Hold workshops, seminars, and retreats (e.g., True Colors, StrengthsFinder, etc.) to increase understanding of self and others.
3. Establish a mini-grant program to encourage new collaborations within the department.
4. Hold periodic events to celebrate the collective achievements of the department.

#### Measures of Success:

- 25% positive gain of culture and climate (current vs ideal) during this strategic planning period.
- 1 workshop, seminar, or retreat held each fall and spring with 90% participation.
- Guidelines for mini-grant program developed and adopted by December 15, 2021.
- At least 1 celebratory event sponsored by the department each fall and spring semester.

#### Feedback Loop:

Team leader report at designated fall and spring faculty meetings.

### **Goal 2: Increase the value and impact of the department in the college and state.**

*Key Outcome: ALEC viewed as an essential unit by those in the college and externally.*

#### Action Step:

1. Update faculty expertise areas in university level portals and our website to increase visibility when searching for social and behavioral scientists.
2. Increase extramural funding to support and train more PhD students and postdoc researchers.

3. Create a community of engagement across the college, campus, state, and beyond.
4. Enhance visibility, needs-based programming, and relationships with key stakeholder groups.

Measures of Success:

- 80% of full-time faculty have updated profiles in researcher databases by December 2022.
- 50% of full-time faculty with active grant sub-account as PI or Co-PI.
- 10% increase in outreach using USAID and Extension metrics to measure the impact on communities and beneficiaries added into our APR by December 2022.
- Five-year stakeholder engagement plan developed and activated by September 2022.
- Increasingly positive reviews of the department and its faculty by college administrators in the next five years.

Feedback Loop:

Team leader report at designated fall and spring faculty meetings.

**Goal 3: Strengthen faculty capacity and expertise.**

*Key Outcome: An ALEC faculty team that is well prepared to address current and future internal and external needs and opportunities.*

Action Steps:

1. Identify skill sets and expertise needed by faculty that would increase our impact by contributing to college priorities and initiatives and supporting interdisciplinary grant collaborations.
2. Engage faculty in targeted professional development activities (e.g., peer-to-peer learning, faculty forums, invited lectures) to expand perspectives and expertise that enhance our impact.
3. Develop and incentivize a process for existing faculty to share new knowledge, skills, and abilities that support team efforts.
4. Develop new faculty position priorities and approaches for securing approval.

Measures of Success:

- Matrix of current and ideal areas of faculty expertise created by May 2022.
- Document new/expanded collaborations with faculty in human sciences and other areas on an annual basis.
- 2 professional development activities completed by all faculty each semester.
- Documentable gains in faculty capacity (numbers and expertise) over the next five years.
- Develop a department process for facilitating knowledge and data sharing by May 2022.
- New faculty position priorities and approval strategies developed by December 2021.

Feedback Loop:

Team leader report at designated fall and spring faculty meetings.

**Goal 4: Increase research funding, productivity, and impact.**

*Key Outcome: The collective ALEC research enterprise with high visibility and impact.*

Action Steps:

1. Establish a social and behavioral translational science evaluation office.
2. Establish scholarship expectations for faculty, graduate students, and professional research staff commensurate with position responsibilities and promote interdisciplinary collaboration.
3. Establish formal collaborations with AAU institutions in the U.S. and top tier institutions around the world.
4. Review current sources, gaps, and new opportunities for research funding of all types.
5. Encourage the formation of intradepartmental teams to conduct research that establishes expertise which can be leveraged to secure federal funding.

Measures of Success:

- Translational science evaluation office established and active by May, 2022.
- Department scholarship expectations developed with faculty and graduate students annually.
- Percent of faculty engaged in interdisciplinary research collaborations.
- Development and acceptance of a plan for reviewing funding opportunities annually.
- 10% growth of ALEC faculty research networks from Academic Analytics over next three years.

Feedback Loop:

Team leader report at designated fall and spring faculty meetings.

**Goal 5: Enhance the quality and relevancy of ALEC academic programs.**

*Key Outcome: Dynamic, well administered ALEC academic programs that effectively prepare graduates for success in entry-level and advanced positions.*

Action Steps:

1. Update graduate job placement data (sectors, careers, jobs) to assess current and potential degree utility.
2. Define and apply quality indicators to each current academic program. Address gaps with improvement initiatives.
3. Align undergraduate and graduate courses with industry needs and faculty expertise.
4. Analyze the advantages and disadvantages of each undergraduate minor and graduate certificate program.

Measures of Success:

- Conduct a survey of graduates regarding career placement and degree utility for the next academic program review.
- Develop and adopt program quality indicators by May 2022.
- Conduct an academic program alignment review by September 2022 for implementation in Fall 2023.

- Cost-benefit analysis of undergraduate minors and graduate certificates by May 2022.

Feedback Loop:

Team leader report at designated fall and spring faculty meetings.

(Adopted by the ALEC faculty on October 22, 2022)