STRATEGIC ACTION PLAN

2020-2025

PRAIRIE VIEW A&M UNIVERSITY

COLLEGE OF AGRICULTURE AND HUMAN SCIENCES

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MESSAGE FROM THE DEAN

This plan represents the culmination of the efforts, ideas, and engagement of a broad cross-section of the College and key stakeholders over many months. As such, it represents the collective ambition and vision of where we are headed and, more importantly, how we get there. Building on our rich history and land grant traditions, our exciting journey toward excellence will require us to overcome obstacles and cultivate a landscape that yields bountiful opportunities for the bold transformations that will transport us to our destination. We invite you to join us on this journey of discovery, to help fuel our thirst for wisdom, hunger for knowledge, and the drive to transform the lives of students and the clientele we serve in ways that power our voyage into the bright and promising future to which we aspire. It's our time to shine; let's make it better, make it matter, and accomplish it together.

Gerard D'Souza, Ph.D.
Dean and Director of Land Grant Programs

EXECUTIVE SUMMARY

The College of Agriculture and Human Sciences (CAHS) is in the midst of exciting growth and transformation. With the motto "Ag is back: Making It Better, Making It Matter," we are uniquely positioned to make the greatest positive impact on the students, communities and the clientele we serve. Our Strategic Action Plan is motivated by the current challenges we face in Texas, including food deserts and food insecurity. As a result of COVID-19, we are experiencing first-hand, the vulnerabilities of the food supply chain. We understand the opportunities these challenges create for us in our role as a land grant university. The College of Agriculture and Human Sciences is dedicated to honoring our responsibility to uplift our underserved clientele. We are not only a foundational college of the great Prairie View A&M University but also the only comprehensive agricultural college in the greater Houston area. Our geographical location is a major advantage, because Houston is the fourth-largest city and one of the fastest-growing cities in the U.S. Addressing the identified challenges will require optimum effort and the need to deploy approaches that are thoughtful, innovative, and impactful. Our solutions necessitate an even more integrated approach among all three mission areas inherent in a land grant university: teaching, research, and extension. Maximized integrated efforts will be necessary to ensure interdisciplinary collaboration among experts across all mission areas. This is vital because of the complex nature of problems we must overcome, and also because of the dynamic nature of the communities where we work and live.

For the College to continue to be resilient and true to our mission, it is necessary for us to be nimble and resilient, capitalize on opportunities, and invest in our infrastructure. This strategic plan began with a renewed vision of hope, a firm belief in the resolve of people, and a commitment to excellence. It builds on the strengths of a legacy of endurance and the fresh ideas of a new generation. The mission has been amplified, the goals clarified, and the opportunities magnified with measurable evaluation criteria.

This intentionality, over the next five years, from 2020 to 2025, will bring forth the possibilities that are inherent in the culture of a unified teaching, research, and extension tripartite organization. Strategies were formulated to reflect a contemporary approach to short-term and long-term solutions. The mission of its most influential supporters guided this strategic approach. Those supporters are PVAMU administration, the USDA National Institute of Food and Agriculture, the Greater Houston Partnership, and stakeholder focus groups, as well as the historical undertakings of the CAHS. Promising trends and events are on the horizon from 2020 to 2025 in the CAHS.

OUR CHALLENGES

Societal Challenges: Poverty, lack of educational access, workforce challenges, rapid rate of urbanization, changing demographics, social unrest, growing population.

Environmental Challenges: Climate changes, sustainability, loss of farmland, and resource insecurity, including vulnerability to disease and weather-related disasters.

CAHS Internal Challenges: A climate that limits interdisciplinary collaborations and communication, declining infrastructure (both facilities and technology), a shortage of professional development opportunities for faculty and staff to stay current with rapidly changing technology, underutilization of our university farm, over dependence on capacity funding to the detriment of growth and diversity of the funding base, lack of diversified curricula including graduate curricula, and the constraints to expand research, teaching, and extension farm-use activities.

OUR OPPORTUNITIES

Areas needed by our clientele to grow and develop present advantages and opportunities for the CAHS:

All health and wellness advantages are consistent with the Texas A&M University System Chancellor's new Healthy Houston initiative, part of the existing Healthy Texas initiative. Through this funded initiative the College will play a major role in educating Houston's underserved communities.

There is growing recognition of the role of food-based solutions to improve health and wellness problems, including nutrition education, diet composition, better nutrition information, and gardening practices. The CAHS has the opportunity to address these issues by developing technology-intensive solutions in the areas of food, health, and wellness that would lead to the advancement of underserved communities and society as a whole.

Through increased development of sustainable agriculture and local food systems, including urban agriculture and community gardens, the CAHS has the opportunity to make an impact on generations to come. Increased demand for niche crops such as microgreens, table grapes and orchids, as well as hemp, allow the CAHS to be on the cutting edge of research that also leads to growth of intellectual property and brings novel solutions to our clientele.

CAHS SOLUTIONS
For Our Future

OVERVIEW

The CAHS is the apex of agriculture at the University, with resources and capabilities that implement the land grant mission in teaching, research, and extension. The CAHS has the largest research staff on campus, and it is the only college with an outreach component to serve the community.

Restructuring the College of Agriculture and Human Science's 770+ acre farm with an eye toward revenue enhancement and cost- and risk-minimization as well as future research, extension, and academic use possibilities will better serve the needs of the Academic, Extension, and Research programs. The farm serves as a platform for high-quality, practical, hands-on teaching; impactful and novel research; and effective and engaging extension programs. To serve as a high-quality platform, the farm engages in beef cattle production, dairy and meat goat production, forage production, natural resources management, and horticultural crop production in both field and greenhouse settings. These enterprises serve as foundational resources for research, extension, and teaching needs and therefore create opportunities for the dissemination of research data through academic courses and extension demonstrations.

The continued restructuring of the University farm will enhance efficiency, as well as promote visibility and encourage further utilization. New technologies such as remote sensing, ground sensing, robotics, drones, smartphone apps (e.g., VetLink/goat health technology) are being incorporated. New construction projects, including a USDA Slaughter Facility/Meat Science Laboratory, specialized greenhouses, a Veterinary Treatment Facility, and renovation of the existing poultry facilities, are in various stages of completion and planning. Also, a GrowSafe residual feed intake (RFI) system is in place that automatically detects the amount of feed consumed by individual animals through electronic identification tags, thereby allowing for identification of superior genetic lines through feed efficiency. Finally, the International Goat Research Center (IGRC) continues to use goats as models in the study of animal and human conditions, strengthening interdisciplinary collaborations.

In the Cooperative Agricultural Research Center (CARC), opportunities await with a new signature program in Integrated Food Security (the first of its kind in Texas) and the accompanying Feed Security Center, as well as in fortifying existing signature programs such as the IGRC and medicinal plants. New crop trends, including industrial hemp, provide opportunities for CARC to carry out novel research that impacts our community. Building on existing strengths in areas such as water security, soils, biodegradable polymers, and agricultural and biomedical applications allow for a well-rounded research base and increased opportunities for collaboration. Additionally through split appointments, we will be better able to utilize our considerable scientific and technical expertise for the betterment of students, youth, families and communities, and greatly enhance outreach and impact.

In the Cooperative Extension Program (CEP), new programs include mental health and wellness, hurricane recovery, ag robotics, childhood obesity, food insecurity, homeless veterans, community gardens, small farm livestock profitability, and nutrition peer mentoring. CEP also hired a regional specialist to reform the evaluation strategies, measure programming impacts, and fulfill the data analysis and reporting functions of an expanding department. As we increase our presence in more counties, we must collect and analyze data (including big data) to inform our decision-making processes and suggest ways to improve our programming based on current and emerging needs of each county.

Under our mission integration initiative, the creation of a new technology unit, the Agro-Innovation & Technology Center (AITC), was formed to better harness artificial intelligence (AI) and other technological advances, to integrate data and big data analytics, and to promote better dissemination of results. Additionally, the AITC is in

the process of creating a user-friendly online interactive farm enterprise resource planning (ERP) platform with real-time plot status, project goals, and opportunities. The goal of the AITC is to facilitate outreach and technology transfer for the greatest impact in underserved communities and better manage the computer technology needs of the college, including academic, extension, and research units.

The new Information and Impact Center (IIC) replaced the outdated Media and Communications unit with a view to intensify awareness of our many contributions on a multifaceted stakeholder audience (that includes not just students and underserved communities, but also commodity groups, other 1890 institutions, legislators, policy makers, government agencies and nongovernmental organizations) with robust content and innovative application of current technology using data-driven decision-making tools. Also its goal is to create avenues for clientele groups to provide feedback to the College. This will help build relationships to streamline and enhance information dissemination to promote community outreach and communicate the impact of the College of Agriculture and Human Sciences' four pillars (academics, research, extension, and the farm) for the most significant impact. These efforts will support an increase in external and internal collaborations and partnerships.

The strategic addition of new faculty and staff into the CAHS brightens the future and raises the bar for innovation that will better assist the underserved citizens across the state of Texas. Particularly in the areas of food and nutrition, water resource management, medicinal plants, geographic information system, and remote sensing, we are positioning ourselves to collaborate with other forward-thinking and solution-driven institutions.

The newly inducted Operational Leadership Team (OLT), comprised of mid level College managers and leaders, will essentially focus on the operational and implementation-level recommendations and decision-making and simultaneously foster greater communication and coordination across the College for the smooth implementation and assessment of the strategic plan.

The Executive Leadership Team (ELT), with a focus more on higher-level strategy and policy issues, will guide us into the future exemplifying ambition, dedication, organization, and commitment to do whatever it takes to make good on our shared vision. They display a solid portfolio of decision-making for the long-term greatness of the College and the work ahead. They inspire others through excellence, hard work, sacrifice, and integrity.
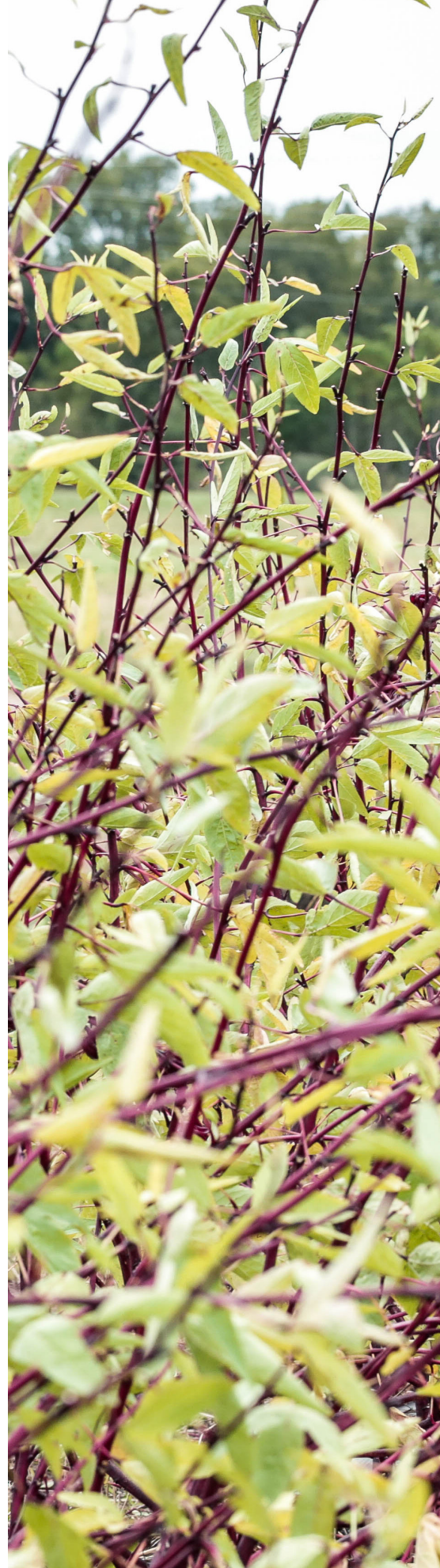
CORE VALUES

1. EXCELLENCE

We openly express our pride in the 141-year history of our beloved College, a foundational College of PVAMU, steeped in the land grant tradition of teaching, research, and service.

The integrity of our programs is founded on an environment in which our students, staff, and faculty thrive personally and intellectually.

We commit to a first-class experience for all students, faculty, and staff by investing in their lifelong intellectual development. We will instill confidence in our students by promoting their success academically, personally, and professionally.

We strive to become one of the top five HBCU ag programs by 2025. (*currently ranked 10) *https://hbcu-colleges.com/agriculture

2. SERVICE AND COMMUNITY

Our greatest asset is our people. We consider it our duty to make a difference in their lives by empowering them with solutions that are customer-driven.

Accessibility and transparency will be our tools to foster collegiality, engagement, diversity, and collaboration among our stakeholders including our students, faculty, and staff, as well as the people connected to us through our local community, the state of Texas, our nation, and the world.

3. MENTORSHIP

We believe in the power of personal development and empowerment to help individuals progress through education, inspire them to believe in themselves, and boost their confidence.

We will ask questions and challenge future leaders while providing guidance and encouragement in order to explore new ideas with confidence. These leaders will examine current issues and opportunities and instill enthusiasm in scholarly endeavors.

4. SUSTAINABILITY

We believe everything that we need for our survival and well-being depends on the delicate balance of our natural environment. Through innovation and discovery, we will assist our community to create and maintain the conditions under which people and nature can exist in productive harmony for present and future generations against a backdrop of challenges that include pandemics, land use and climate changes, urbanization, and natural disasters.

5. STRATEGIC ADVANTAGES

a. CAHS is the ONLY comprehensive agricultural college in the Greater Houston area, the fourth-largest city in the USA.

b. It is part of the flagship Texas A&M System, yet an autonomous 1890 land grant university.

c. It is in close proximity to a major port and to Latin American destinations.

d. An approximately 770-acre farm not only located on campus, but also adjacent to a major highway and a large city.

e. Because both food and wellness are represented in our portfolio of expertise, we have the ability to play an even greater role in pandemic mitigation and prevention.
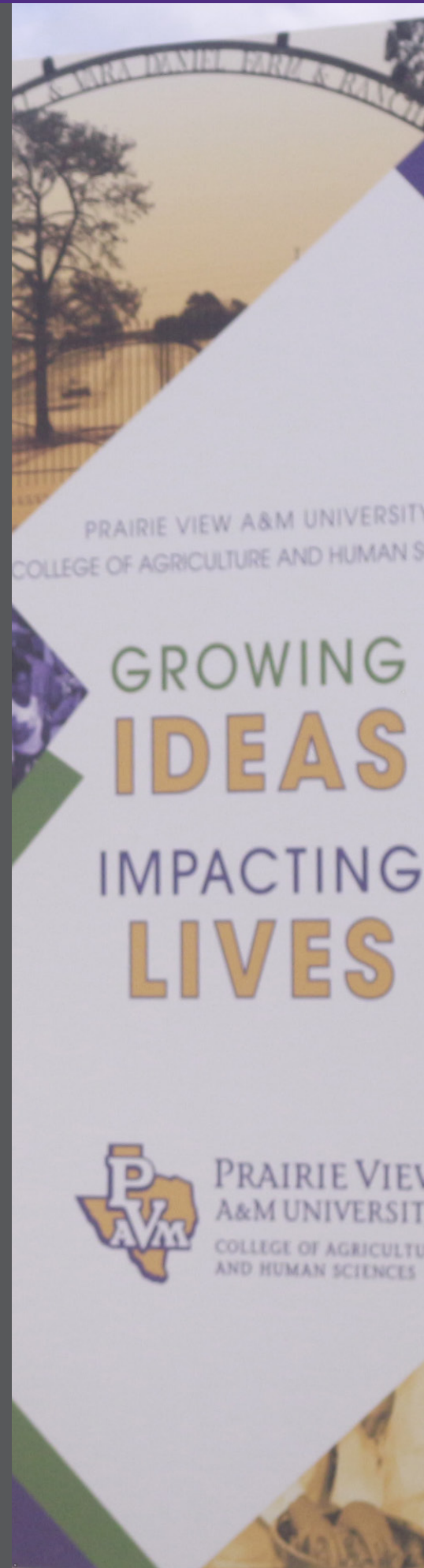
MISSION AND VISION

MISSION

The CAHS is the primary advocate in the state of Texas for underserved and underrepresented populations and limited-resource clientele. We are committed to academic excellence, promoting health and wellness, and enhancing economic opportunities through academia, research, education, and farming. Agriculture and human sciences is the platform and landscape on which we thrive.

VISION

Uplift our underserved audiences in ways that provide: (a) well-rounded educational experiences and career-ready graduates who are at the forefront of their disciplines, and (b) an integrated team working collectively to produce relevant research-based knowledge and impactful outreach to address the pressing challenges of the day, including food insecurity, natural resources management, stewardship of our assets and the natural resource base, climate adaptation, genomics, nutritional education, youth, adult and workforce development, mental health, and family well-being to create a better world and more sustainable future.

THEMATIC GOAL:

"DOUBLE IN FIVE"

STRATEGIC AREAS OF THE COLLEGE:

ACTIVITIES, METHODS, AND EVALUATIONS

Academic Degree Programs in the College of Agriculture and Human Sciences

Cooperative Extension Program

Cooperative Agricultural Research Center

Gov. Bill & Vara Daniel Farm & Ranch

VISION
A

COLLEGE WIDE INTEGRATION

GOAL 1

Create a highly integrated college (with academics, extension, research, and the farm) and has seamless interaction that creates symbiotic and mutually beneficial relationships.

OPPORTUNITY 1

Revamp academic programs, concentration areas, and course curricula to align with signature programs and current relevant research areas that support outreach while better utilizing the demonstration farm.

OPPORTUNITY 1 | ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 1

1.

Establish a curriculum development task force comprised of internal and external subject area experts.

Task force Purpose: To examine industry and economic trends and academic programs at top agriculture universities to modernize the CAHS academic programs, concentration areas, and course curricula to include problem-based learning in line with Research and Extension work. The updated offerings will consist of opportunities for students to be involved in community outreach programs and experiential learning opportunities at the farm.

TIME FRAME:

Four weeks to establish a task force comprised of internal and external subject area experts

RESOURCES REQUIRED AND ACCOUNTABILITY:

Curriculum Development Task Force, Fiscal, HR

HOW DO WE MEASURE SUCCESS? The Results

a. New or updated academic programs, concentration areas, and course curricula including more graduate curricula

b. Identification of industry partners with strategies for CAHS and students to stay current with market and industry trends and opportunities

c. Increase the number of integrated projects among strategic areas in college

2.

Develop other career-oriented, self-supporting, and relevant undergraduate and graduate programs with curricula that are relevant to the industry to provide impactful experiential learning opportunities. Implement new policies based on data that will strengthen the graduate program.

TIME FRAME:

Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Curriculum Development Task Force, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Obtain qualitative and quantitative data from exit surveys on student workforce preparation and other related experiential learning opportunities

b. Track number of students hired through campus career fairs and within six months after graduation to determine if curriculum prepared them for their career

c. Enrollment and completion rates

3.

Conduct student focus group (freshmen, sophomores, juniors, and seniors) discussions to gain their perception, knowledge, and experience about Task Force directed changes. Follow up to determine if changes were implemented and in which courses those changes were made.

TIME FRAME:

Eight regular term semesters

a. Second semester: Conduct student focus group discussions (ex. Spring semester)

b. Fourth semester: Analyze data and create change based on data (ex. Summer-Fall semester)

c. Eighth semester: conduct final evaluation

RESOURCES REQUIRED AND ACCOUNTABILITY:

Operational Leadership Team members from all areas, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Documented changes in the program of study

b. Increased number of students participating in the focus groups and completing surveys

c. Increased student satisfaction with program area of study, courses and experiential learning opportunities

d. Increased integration between strategic areas in college

e. Pre- and post-surveys to measure student experiences with Task Force-based changes (taken during first and third semesters per time frame).

4.

Establish a technology task force to implement a robust technological presence in the College including a new focus in distance education. Give the faculty, staff, and students the necessary tools to incorporate technology into instruction and day-to-day operations.

TIME FRAME:

Four weeks to establish a task force comprised of representatives from faculty, scientists, staff, and students. Conduct evaluation at the end of every semester.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Technology framework for the College, Agro-Innovation & Technology Center, Fiscal, Information and Impact Center.

HOW DO WE MEASURE SUCCESS? The Results

Design and conduct surveys to determine the percent of technology adoption and use the Office 365 Insight tool for data analytics.

OPPORTUNITY 2

Conduct investigations to support Academic and Extension content that provides science-based evidence on emerging needs, critical issues, and relevant applications on the farm.

OPPORTUNITY 2

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 2

1.

Research Scientists will have split appointments that benefit Academic and/or Extension areas.

TIME FRAME:

Six months to one year.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Executive Leadership Team, Human Resources, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in collaborations among CAHS strategic areas
b. Increase in opportunities for grant funding
c. Implement pre- and post-evaluation survey to measure effectiveness of split appointments

2.

Each year, CAHS grant applications will increase 20% in all areas (CARC, CEP, and Academics), with at least one interdisciplinary grant per academic year.

TIME FRAME: Each year, each Research System should increase grant applications by 20%.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Evaluation Specialist, all researchers, Research Administrators

HOW DO WE MEASURE SUCCESS? The Results

a. Increase opportunities for student participation in research
b. Increase in number of grant application submissions and grant awards
c. Increase in professional publications
d. Increase in opportunities for internal and external collaboration
e. Increase in integration between strategic areas of the college

3.

Faculty and staff will submit proposals to present at research conferences and seminars as well as submit manuscripts to peer-reviewed journal publications.

TIME FRAME: Evaluate annually

RESOURCES REQUIRED AND ACCOUNTABILITY:

All academic and research staff

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in professional development contributions by 20% per year
b. Increase number of faculty/staff/student research project collaborations
c. Number of students included as co-authors
d. Number of publications and presentations as author and co-author

OPPORTUNITY 3

Faculty and staff from Academics and the farm will be added to the CAHS Plan of Work and Accountability team. It will allow an increased integration of efforts to clarify and develop goals, strategies, and action steps to serve the people of Texas and determine opportunities for experiential learning opportunities for students.

OPPORTUNITY 3

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 3

1. **CAHS Plan of Work and Accountability team responsibilities will be included in Operational Leadership Team's portfolio.**

TIME FRAME: Immediately after Executive Leadership Team approves the Strategic Action Plan.

RESOURCES REQUIRED AND ACCOUNTABILITY:
Executive Leadership Team and Operational Leadership Team

HOW DO WE MEASURE SUCCESS? The Results

a. Consensus on the Plan of Work

b. Document meeting outcomes and activities

c. Track progress of Plan of Work implementation and take corrective action as needed to align project/program implementation as per state-defined critical issues in the Plan of Work

d. Collect and analyze qualitative and quantitative outcome data to develop evidence-based success stories and impact reports

OPPORTUNITY 4

Transform the farm into a revenue-generating asset, with state-of-the-art technology, that is utilized by the other three pillars of CAHS (research, extension, and teaching)

OPPORTUNITY 4
ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 4

1. Establish a smart farming task force to develop a plan to implement smart farming technologies through all aspects of the farm and determine best practice strategies to become a technology-driven asset utilized by all facets of CAHS, including students and stakeholders. This is consistent with the USDA strategic plan. Encourage public-private partnerships to generate opportunities and revenue for the College.

TIME FRAME:

75% completion in three years, 100% completion in five years. Progress assessment on a semester basis

RESOURCES REQUIRED AND ACCOUNTABILITY:

Executive Leadership Team, Operational Leadership Team - All Strategic Area Members, Fiscal, Student representatives

HOW DO WE MEASURE SUCCESS? The Results

a. Create strategies, policies, and procedures for the efficient operation of a revenue-generating, state of the art, technology-driven asset utilized by all aspects of the CAHS management system.

b. Wi-Fi hotspot coverage throughout the farm. Increase farm modernization by enhancing network infrastructure and smart farming technologies such as FARM-Enterprise Resource Planning

c. Obtain USDA "Good Agricultural Practice" certification

d. Increase number of internal and external collaborations, including public-private partnerships

e. Increase number of farm integrated projects between strategic areas in college

2. Develop online certification modules including an introduction to smart farming, advanced topics, and agricultural use of spatial technology (GIS, remote sensing, precision farming, drones), and smart farming for small farms.

TIME FRAME:

One year to assess the relevance, create infrastructure and gain approval by the Executive Leadership Team

RESOURCES REQUIRED AND ACCOUNTABILITY:

Smart Farming Task Force, Curriculum Committee, Fiscal, Human Resources, Agro-Innovation Technology Center, Information Impact Center, Compliance

HOW DO WE MEASURE SUCCESS? The Results

a. Executive Leadership Team approves certification modules
b. Certification modules are supported by all required entities
c. Pilot class receives positive evaluation feedback from students and teachers
d. Students are enrolling in certification modules

VISION
B

STUDENT MAGNET

GOAL 1 The CAHS will grow student enrollment strategically by a minimum of 20% each year for the next five years.

OPPORTUNITY 1

The College will actively recruit an increasing number of both undergraduate and graduate students to grow a diverse population of competent Agriculture, Food, Nutrition, and Human Sciences students.

OPPORTUNITY 1	ACTIVITIES AND METHODS
	Summary of steps to accomplish opportunity 1

1. Build a comprehensive inbound marketing strategy. Create a diverse recruitment system that utilizes eligible faculty, staff, and students to increase enrollment.

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Information Impact Center, Human Resources, Recruiter, Executive Leadership Team, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. New strategies with guidelines established and reviewed for the implementation of inbound marketing such as an interactive career exploration tool, a virtual campus tour with conversion points, a comprehensive guide to filing a FAFSA, how to find scholarships that make college affordable, finding the perfect roommate, etc.

b. Existing and previously established guidelines to review for success

c. (e.g., what is available for the recruiter, and the CAHS student ambassadors)

d. Enrollment and retention rates

2. **Revamp the college website and social media to optimize digital search/blogs on college offerings and streamline print media to connect with prospective students, their families, and communities to enhance the recruitment efforts.**

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Information and Impact Center, Recruiter, Executive Leadership Team, Evaluation Specialist, Admissions office, Agro-Innovation Technology Center

HOW DO WE MEASURE SUCCESS? The Results

a. Data from the survey of potential students and their parents will indicate best practices for recruiting, social media platforms, and additional related policies and procedures.

b. Higher search engine optimization rankings

c. Track and analyze the website and social media traffic on a monthly basis

d. Increase in student applicants

OPPORTUNITY 2

The College will improve the retention and graduation rate by 20% each year for the next five years among undergraduate and graduate students.

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 2

1. **Develop a retention tracking process with measurable outcomes to help assess students' academic success.**

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Operational Leadership Team Members from Academics and Research

HOW DO WE MEASURE SUCCESS? The Results

a. Collect qualitative data to determine number of students transferring to other majors at PVAMU or to other universities and reasons for leaving

b. Determine primary reason for student attrition and address that barrier

c. Determine from each program in CAHS whether student learning outcomes are met per standards set

d. Assign a faculty advisor to each student in the student's area of interest to help with curricula development

2.

Continuous contact with alumni beyond graduation, follow up, invite them back, obtain feedback apart from the graduate exit survey and suggestions to determine what can be done to improve programs and job market preparations (tracking student success and alumni accomplishments)

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Recruiter, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Create an alumni database to maintain qualitative and quantitative data. Examples of types of data are: current contact information and relevant job history, market, and workforce preparedness information

b. Increase support and participation from alumni

3.

Involve alumni in the development of a freshman mentorship program. Match each freshman with an alumnus who preferably has a career in the student's field of interest to facilitate interest and grounding in the program.

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Advisory Board, Operational Leadership Team, Academics, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Collect data to determine how many alumni-freshman pairings occur each semester.

b. Assess both alumnus and student perceptions about the mentorship.

4.

Increase financial support revenue for students.

TIME FRAME: Each year, each Research System should increase grant applications by 20%

RESOURCES REQUIRED AND ACCOUNTABILITY:

Public-Private Partnership, Advisory Board, Information and Impact Center, USDA Liaison, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Assess increases in the amount of financial support available to both undergraduate and graduate students.

b. Measure the amount of financial support available per semester and the number of students who apply for and are awarded financial support.

c. Determine whether students have financial support advisers to guide them before and during applications process.

5.

Create a useful CAHS New Student app that incorporates relevant communication platforms and connects students to resources within the college.

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Operational Leadership Team, Information and Impact Center, Agro-Innovation Technology Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Collect quantitative data about the app to determine the number of downloads, usage, and general acceptance of the app.

OPPORTUNITY 3

Establish a student-operated training farm to supply needed hands-on experience.

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 3

1. Create a student-operated training farm program with standard operating procedures

TIME FRAME: Six months to determine best practices and create operating procedures. Evaluate with a pilot training program for an academic year to determine unforeseen challenges and barriers. Evaluate each semester afterward for effectiveness.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Smart Farm Task Force, Evaluation Specialist, Compliance

HOW DO WE MEASURE SUCCESS? The Results

a. The student-operated training farm program approved and implemented
b. Effectiveness of program based on data from student and farm staff feedback
c. Increase in hands-on experiences for Agriculture majors

VISION
B

STUDENT MAGNET

GOAL 2 The CAHS will improve the four-year graduation rate among its undergraduate students by 10% each year.

OPPORTUNITY 1

Advance the academic success and personal development of students.

<table>
<tr><td>OPPORTUNITY 1</td><td>**ACTIVITIES AND METHODS**
Summary of steps to accomplish opportunity 1</td></tr>
</table>

1. Support students at their academic level. When students are on a probationary status or are academically challenged, provide additional academic support resources, for example tutorials or an academic mentoring program.

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Task force of Operational Leadership Team members from Academics, Research and the Farm, Evaluation Specialist, Academic Support

HOW DO WE MEASURE SUCCESS? The Results

a. Evaluate resources and support provided or needed for students who are struggling academically
b. Use the data to create additional opportunities for assistance and support
c. The number of students transitioned from probationary to regular academic status
d. The number of students whose overall GPA is above 2.0

2. **Improve instruction and student learning by using up-to-date syllabi that adhere to high academic standards and eliminate redundancy to help with degree completion. In curricula, for example, include Grammarly, Turnitin, class presentations, and class projects on related literature, and use Taskstream to track written projects at the undergraduate senior and graduate levels for technical assistance.**

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

Task force of Operational Leadership Team members from Academics, Research and the Farm, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Establish best practice policies and guidelines for curricula and course syllabus review.

b. Conduct periodic evaluations of the effectiveness of best practices, policies and guidelines for curricula and course syllabus review. The content and materials are focused on the pathways, knowledge, skills, and experiences needed by students to be workforce ready, as well as contain applications such as Grammarly, Turnitin, and Taskstream and class assessments to hold students accountable.

3. Create strategies that increase faculty development opportunities for continuous professional education through attendance at conferences, workshops, and seminars on innovative and effective pedagogical strategies/methods to enhance student learning.

TIME FRAME: Evaluate progress each semester

a. First semester: Conduct student focus group discussions (e.g. Spring semester)

b. Second semester: Analyze the data and create change based on data (e.g. Summer-Fall semester)

c. Third semester: Assess modifications made (e.g. Spring semester)

RESOURCES REQUIRED AND ACCOUNTABILITY:

Executive Leadership Team, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

d. Determine how many faculty attend professional development programs (conferences, seminars, workshops, training), and submit follow-up reports.

e. Evaluate faculty who implement lessons they learned from these programs in their pedagogy or research work to enhance their scholarly work and student learning.

4. **Hire, retain, train, and build faculty capacity to expand the utilization of technology to reach millennial generation students. Technology may include but is not limited to video conferencing, virtual team collaborations, instant messaging, virtual polls, surveys, quizzes, statistical data analysis platforms, quantitative and qualitative evaluation analysis, special technologies, remote/ virtual desktops applications, simulation labs, drones, robotics technologies for classroom teaching, research, and extension program delivery.**

TIME FRAME: Evaluate progress each semester

RESOURCES REQUIRED AND ACCOUNTABILITY:

CAHS HR, University HR, Information and Impact Center, Evaluation Specialist, Research Statistician

HOW DO WE MEASURE SUCCESS? The Results

a. Determine number of faculty in the college who have obtained PVAMU's Full Distance Learning Instructor Certification.

b. Survey faculty and students' experience and feel about the type of technology in working and learning, respectively.

VISION C

CARC will be among the top 20% of all 1890 land grant institutions in receipt of external research grants and public and private partnerships.

GOAL 1

Increase basic and applied research in the areas of CARC: Plant, Animal, Food, Natural Resources and Environmental Sciences, and Social Sciences.

OPPORTUNITY 1

CARC will increase grant applications funded by external agencies and public and private corporations that support research by CARC staff by 20% per year.

ACTIVITIES AND METHODS

OPPORTUNITY 1

Summary of steps to accomplish opportunity 1

1.

Increase training and guidance opportunities for all potential Principal Investigators on grant writing strategies, including University and CAHS policies and procedures.

TIME FRAME: Bi-annual evaluation

RESOURCES REQUIRED AND ACCOUNTABILITY:

Fiscal, Office of Research Compliance, Office of Sponsored Programs, Human Resources

HOW DO WE MEASURE SUCCESS? The Results

a. Number of training opportunities provided
b. Track number of grant applications submitted after attending training.

2.

Establish funding partnerships with public and private corporations, including sponsorships.

TIME FRAME: Fiscal, Executive Leadership Team, Office of Research, Information and Impact Center

RESOURCES REQUIRED AND ACCOUNTABILITY:

Fiscal, Office of Research Compliance, Office of Sponsored Programs, Human Resources

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in the amount of financial support from various agencies and entities including sponsorships.

3.

Re-evaluate policies and procedures for financial partnerships with public and private corporations, including sponsorships.

TIME FRAME: Annual evaluation

RESOURCES REQUIRED AND ACCOUNTABILITY:

Fiscal, Evaluation Specialist, Executive Leadership Team, Information and Impact Center

HOW DO WE MEASURE SUCCESS? The Results

a. Increased financial support from various agencies and entities, including sponsorships

OPPORTUNITY 2

Update and expand support for high-tech core/research laboratories.

OPPORTUNITY 2 | **ACTIVITIES AND METHODS**
Summary of steps to accomplish opportunity 2

1.

Conduct a needs assessment for high-tech laboratories and implement the determined needs.

TIME FRAME: Three months to evaluate needs. Six months to create a plan to obtain identified needs. Annual evaluation to determine ongoing support needs.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Fiscal, Smart Farm Task Force, Evaluation Specialist, External Subject Matter Expert

HOW DO WE MEASURE SUCCESS? The Results

a. Needs assessment completed and implementation plan created
b. Implementation plan with budget recommendations approved by Executive Leadership Team
c. Evaluation of effectiveness of implementation plan

VISION

D

INCREASE IMPACT, OUTREACH, AND OUTCOMES

GOAL 1

Through educational programs and local advisory committee support, CEP will increase the number of direct contacts and outcomes within our target audience by 20 % each year for the next five years.

OPPORTUNITY 1

Increase CEP social media presence/other program delivery tools at the county level based on analytics and trending platforms.

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 1

1. **Create efficient and effective strategies for increasing county-level programming on social media or other program delivery tools.**

TIME FRAME: Evaluate progress annually

RESOURCES REQUIRED AND ACCOUNTABILITY:

Program Leaders, Extension specialists, Agro-Innovation & Technology Center, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in social media presence
b. Increase in direct and indirect contacts
c. Increase in program delivery options

OPPORTUNITY 2

Increase learning opportunities for emerging and identified county needs through various media outlets.

OPPORTUNITY 2

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 2

1. Conduct periodical needs assessment surveys in the counties to prioritize issues to serve most effectively. Conduct training for trending technologies and social media platforms.

TIME FRAME: Conduct annual needs assessment and learning opportunities on a quarterly basis.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Extension Administration, Information and Impact Center, Agro Innovation & Technology Center, Evaluation Specialist, Agents, Extension Specialists

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in direct, indirect contacts and Impact stories
b. Increase in program delivery options
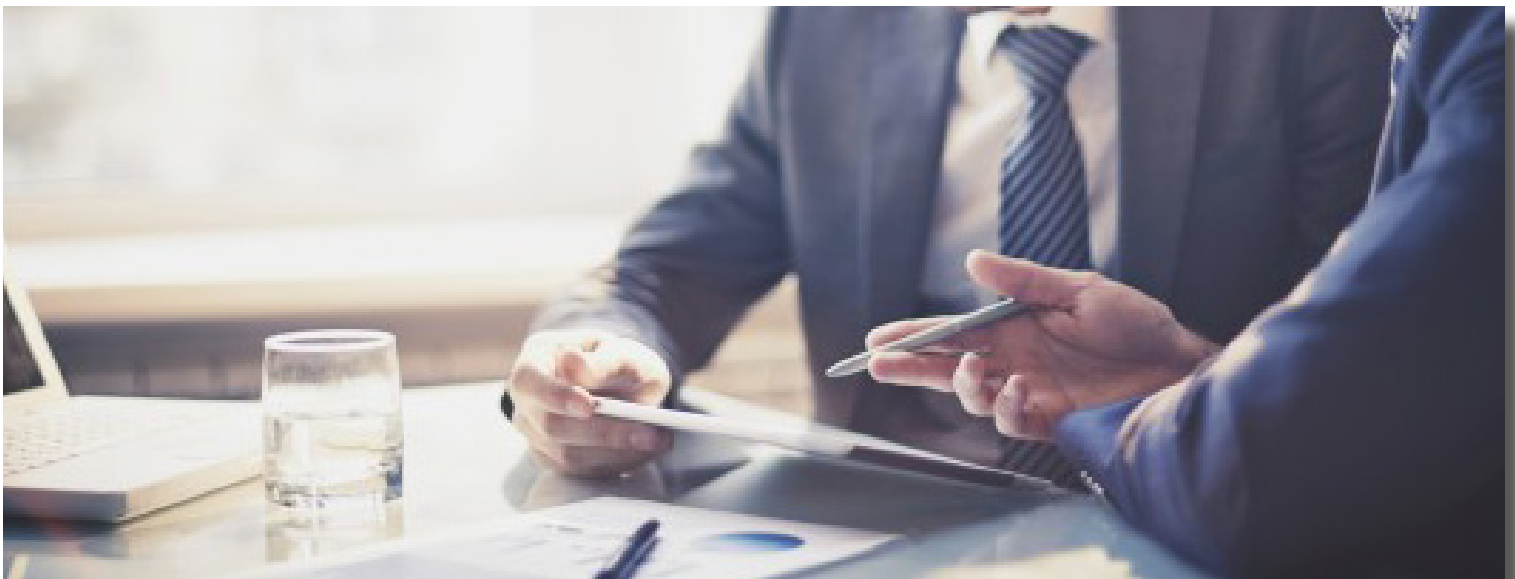
VISION D

INCREASE IMPACT, OUTREACH, AND OUTCOMES

GOAL 2

CEP - Increase traditional and nontraditional financial support and resources for county programming.

OPPORTUNITY 1

Increase financial support for county programming and resources through external organizations, funding agencies, and partnerships by 20% each year for five years.

OPPORTUNITY 1

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 1

1.
Evaluate policies and procedures for gaining financial support and in-kind donations from public and private corporations, including sponsorships for county programming.

TIME FRAME: Evaluate progress annually

RESOURCES REQUIRED AND ACCOUNTABILITY:
Fiscal, Executive Leadership Team, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increased county support for programming
b. Increased direct and indirect contact
c. Increased amount of donations for county programming

2.
Provide training once per semester to County Agents on how to solicit gaining financial support and in-kind donations from public and private corporations, including sponsorships for county programming.

TIME FRAME: Evaluate progress annually

RESOURCES REQUIRED AND ACCOUNTABILITY:
Program Specialists, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increased financial support for county programming
b. Increased direct and indirect contact
c. Increased number of County Agents who attend financial solicitation trainings

OPPORTUNITY 2

Increase volunteer participation in Extension by partnering with organizations and entities that have similar goals and target audiences.

OPPORTUNITY 2 | ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 2

1. Evaluate existing policies for gaining volunteer support and in-kind donations and implement necessary changes.

TIME FRAME: Evaluate progress annually

RESOURCES REQUIRED AND ACCOUNTABILITY:
Program Leaders, Program Specialists, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results
a. Increase in volunteer participation
b. Increase in partnerships and collaborations
c. Increase in direct outreach

2. Review, evaluate, purge and update existing databases of supporters and organizations, agencies and companies to ensure similar interests and missions.

TIME FRAME: Evaluate database annually

RESOURCES REQUIRED AND ACCOUNTABILITY:
Extension Administrator, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results
a. Update support database
b. Increase in volunteer participation
c. Increase in partnerships and collaborations
d. Increase in support of financial resources and in-kind donations
e. Increase in direct and indirect contacts

3. **Provide training once per semester to County Agents on policies and procedures for increasing volunteer support and participation.**

TIME FRAME: Evaluate progress annually

RESOURCES REQUIRED AND ACCOUNTABILITY:

Extension Program Specialists, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increase number of County Agents who attend trainings on gaining volunteer support and participation

b. Increase in volunteer participation

c. Increase in partnerships and collaborations

d. Increase in support of financial resources and in-kind donations

e. Increase in direct and indirect contacts

4. **Create periodic opportunities for the recognition of volunteers and supporters at the college level.**

TIME FRAME: Evaluate recognition opportunities annually

RESOURCES REQUIRED AND ACCOUNTABILITY:

Extension Program Leaders, Program Specialists, Information and Impact Center, Evaluation Specialist

HOW DO WE MEASURE SUCCESS? The Results

a. Increase in volunteer recognition events

b. Increase in volunteer participation

c. Increase in partnerships and collaborations

d. Increase in support of financial resources and in-kind donations

VISION

E

INCREASE INCOME FROM FARM OPERATION

GOAL 1 Earn net revenue of $1 million per year by 2025.

OPPORTUNITY 1

Determine income-generating activities and plan for implementation.

ACTIVITIES AND METHODS
Summary of steps to accomplish opportunity 1

1. Identify current and potential farm-related income-generating opportunities within the farm and across all strategic areas in CAHS.

TIME FRAME: Six months to evaluate existing and potential income-generating opportunities. Six months to formulate an economic plan. One year to implement the plan. Evaluate the program for effectiveness every six months.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Appropriate number and type of farm personnel, Smart Farm Task Force, Fiscal, External Subject Matter Expert

HOW DO WE MEASURE SUCCESS? The Results

a. The plan approved by the Executive Leadership Team approval
b. Plan executed with an increase in income-generating activities
c. Data to verify fiscal compliance
d. Increase in internal and external collaboration

OPPORTUNITY 2

Create a comprehensive fiscal program with strategic budgets to determine the cost and revenue centers as well as plan for future expenses and revenues.

1. **Implement separate farm enterprise accounts to allow for individualized budgets, invoices, and revenue streams.**

TIME FRAME:

a. Year 1: Requirement analysis, design, technology platform selection. 1 month for configuration/set-up of accounts and training. Continual training for users via online modules.

b. Year 2: Pilot site ready, configuration and user training with face-to-face and online modules.

c. Year 3: Final implementation and production site up and running.

RESOURCES REQUIRED AND ACCOUNTABILITY:

Fiscal, Farm, Users from various departments to ensure online forms are user-friendly

HOW DO WE MEASURE SUCCESS? The Results

d. Separate accounts for farm enterprises created

e. Online training for potential users are created and in use

f. Training for potential farm users regarding how to plan for farm use/needs is available

g. A program established whereby the farm is paid for services. (Any unit planning to use the farm submits a request and the farm responds with an invoice to the unit for payment.)

h. Revenue from farm services used to augment development of farm enterprise areas

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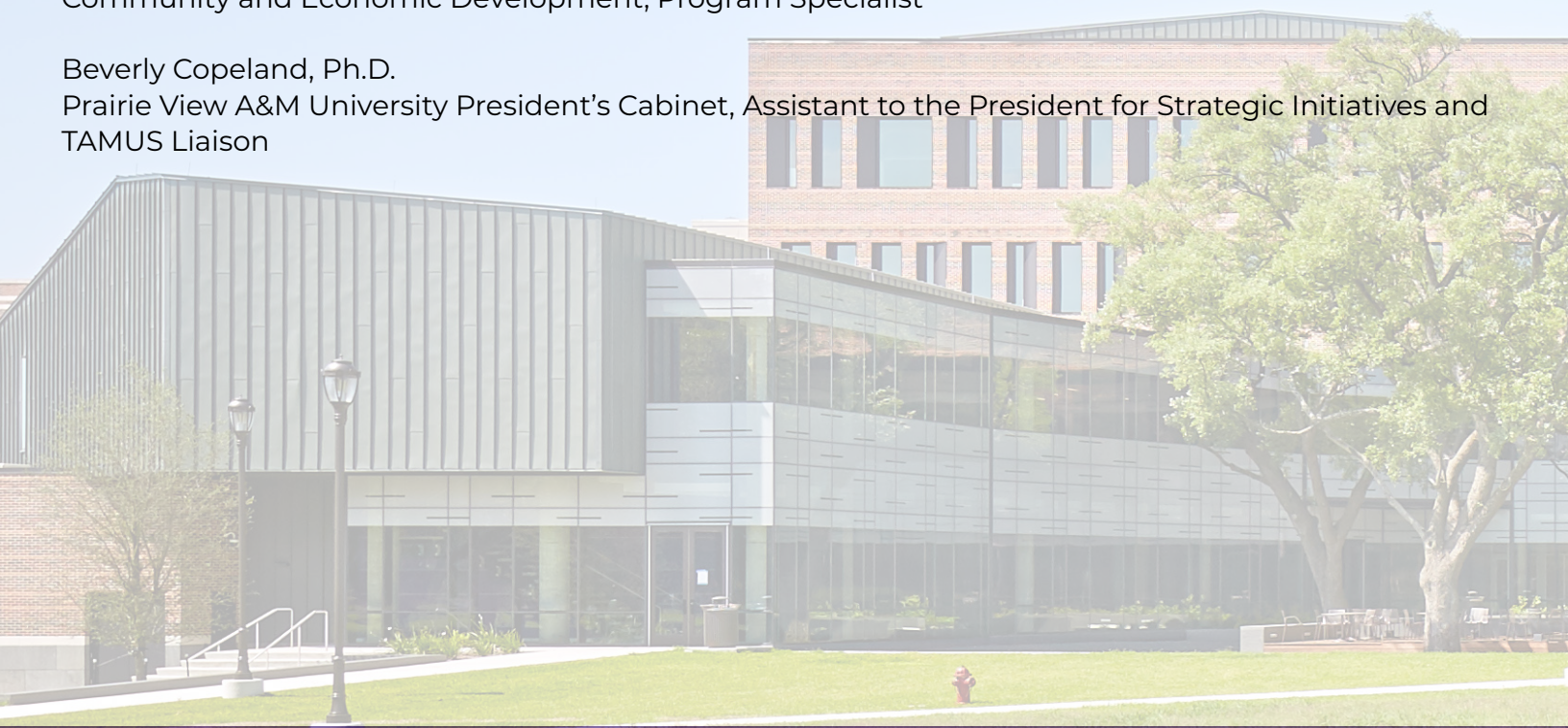
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