People, Purpose, Impact
Purdue College of Agriculture
Strategic Plan
2009-2014
With great excitement and pride, the Purdue Agriculture faculty, staff, and students present our 2009–2014 College of Agriculture Strategic Plan.

*People, Purpose, Impact* is truly the invention of multiple minds. We started more than a year ago, forming working groups that pulled together the thoughts and ideas of people within our College and of key stakeholders around the state, nation, and world. Together we looked ahead at the challenges and opportunities facing our College—challenges centered on Student Access and Success, Discovery, International Agriculture, and Engagement/Extension.

Pulling together this broad-based input, the working groups formulated “white papers” and opened them up to College-wide review in early 2009. A strategic planning steering committee then made those white papers the foundation of an initial draft of the strategic plan, which again was vetted widely with College faculty, staff, students, and external stakeholders.

Throughout the process, we did our best to be transparent and inclusive. We put white papers and drafts of the strategic plan on the Web, available to both internal and external stakeholders for review, comment, and suggestions. We held brown-bag discussions and Adobe Connect sessions that generated spirited discussions among on- and off-campus stakeholders.

I feel strongly that this strategic plan helps us define what it truly means to be an exceptional Land Grant College of Agriculture in the 21st century. It also provides a road map to help us get there.

My thanks go to all working group and steering committee members who helped in this effort, and to all whose input helped us chart the course. More importantly, my thanks for all of you who will help bring the ideas outlined in this plan to life over the next five years. Through our learning, discovery, and engagement missions, the Purdue University College of Agriculture can truly make the world a better place.

*Jay Akridge*
*Glenn W. Sample Dean of Agriculture*
Preamble

Purdue Agriculture is among the best colleges of agriculture in the nation and world. We are committed to providing exceptional education for our students; discovering knowledge that stretches the frontiers of science and provides solutions to societal challenges; and helping the people of Indiana, our nation, and the world improve their lives and livelihoods.

Research in Agriculture is addressing questions related to human and animal health, environmental and natural resource management, the bioeconomy, food security and food safety, and enhancing agricultural competitiveness. We are educating the next generation of leaders in the food, agricultural, life, and natural resource sciences—men and women who are prepared to make the world a better place and intellectually driven to discover new answers to our world’s most challenging questions. Purdue Extension translates science into issue-focused solutions to help communities solve problems; improve people’s day-to-day lives; enable food, farm, and agricultural businesses to compete globally; and create new value-added businesses.

Much has changed since the first Purdue Agriculture Strategic Plan was written in 2003. Issues such as energy security and climate change have taken center stage; food safety and security continues to be a global issue; the need for students trained in the STEM (science, technology, engineering, and mathematics) disciplines has never been greater; and Indiana’s economy has been rocked by the global recession. These represent just a few of the issues confronting our society today, and Purdue Agriculture certainly has a role to play in addressing what some call our society’s “grand challenges.” Over the last 18 months we have gathered ideas and input from faculty, staff, students, alumni, and key stakeholders in Indiana, across the country, and around the world on the driving forces of change, both internal and external to our College, which will have an impact on how we fulfill our mandate. The result of these conversations, and the efforts of the many faculty, staff, and students who served on our strategic plan working groups, is this plan that will help position Purdue Agriculture for world leadership through innovation in discovery, learning, and engagement while strengthening and enhancing our commitment to our Land Grant heritage.
Two principles are a part of everything we do: our commitment to encouraging and welcoming diversity, and a recognition that our impact and reach extend beyond our state and our nation to every corner of the world. We recognize that we all benefit when we cultivate a diverse, inclusive, and welcoming community where the unique contributions, talents, and skills of our faculty, staff, and students are acknowledged, valued, respected, and rewarded. Purdue Agriculture has a long history of working with partner institutions around the world—building agricultural capacity in developing countries; rebuilding capacity in areas that have been devastated by war and political strife; and growing partnerships with major players in international agriculture such as Brazil, China, and India. This global outlook, perspective, and the resulting connections benefit us all.

Our strategic plan positions the College to fully support the University’s New Synergies strategic plan. The College of Agriculture plan is built around the three overarching goals of the Purdue strategic plan:

- Launching Tomorrow’s Leaders,
- Discovery with Delivery, and
- Meeting Global Challenges.

This plan outlines the actions our College will take to deliver on New Synergies. We put forward in our plan six goals, the initiatives and actions to achieve those goals, and metrics for assessing progress. The goals set forth in this plan are ambitious. Our success will come from the dedication of our People working with Purpose to have an Impact in our community, our state, our nation, and our world.
Vision
Purdue Agriculture will make the world better through:

• Students who are prepared to make a difference
• Research with purpose leading to discovery with impact
• Engagement that transforms lives and livelihoods

Mission
Through leadership and innovation in learning, discovery, and engagement, Purdue Agriculture strives to be at the forefront of sustainable and dynamic agricultural, food, and natural resource systems, helping make a better Indiana, nation, and world.

Our Core Values/Defining Characteristics
Purdue Agriculture is:

• Committed to our students and learning, both inside and outside the classroom.
• Focused on discovery that finds solutions to complex problems and provides insights on important societal issues.
• Engaged with our stakeholders and the broader public, both listening to their needs and anticipating and responding to emerging opportunities and challenges.
• Committed to fostering a culture that is innovative, creative, and open to change.
• Actively involved in helping our faculty, staff, and students develop their capacity to lead.
• Engaged in pursuing partnerships across and outside the campus with a collaborative spirit and an understanding of where we have a distinct capacity to contribute.
• Dedicated to diversity, inclusiveness, and a global perspective in the broadest sense of these terms.
• Committed to valuing and rewarding excellence in teaching, research, and Extension, and their integration.
• Dedicated to the highest standards of integrity, honesty, respect, shared responsibility, transparency, and mutual accountability.
Drivers of Change Affecting Our Future

Change is happening rapidly in the food, agricultural, life, and natural resources sciences. Purdue Agriculture must not only be prepared to deal with the changing environment, but we also must position ourselves for leadership in the global arena. The drivers of change affecting the future of Purdue Agriculture and the stakeholders we serve fall into five major themes:

• Global Economic/Political Context
The changing global marketplace and increasing global interdependence require that the United States become more collaborative in how we do business. With nations like China and India becoming major players in the global economy, we see competition for resources and talent on a global scale. Our farms and firms will face competitive challenges at a level not previously experienced. The future will also bring more jobs for highly trained graduates, and we must prepare our students to be competitive and successful in the global arena.

The roles of government, non-governmental organizations, foundations, and corporations in university research funding are changing. World capital shifts with the emergence of new economies, and the availability of research funding is narrowed as companies consolidate. Purdue Agriculture must put itself at the table when research priorities are set and funding decisions are made by being a leader in framing issues, solving problems, and delivering solutions that impact critical challenges for the state, nation, and world.

• Food Security, World Hunger, and Poverty
Agriculture plays a critical role in assuring a safe, nutritious, and sustainable food supply for all people. As the world population continues to grow, so does the demand for food. Increases in food prices appear likely to raise overall poverty in low-income countries. Land and water resources are finite, so we must improve food production technology to meet the world’s food demands. Likewise, food security is dependent on effective post-harvest storage and processing and on effective supply chains. These are issues that Purdue Agriculture can and should address.

• Climate, Health, and Sustainability
Some of the most pressing issues that we as a society face revolve around agriculture: climate change and environmental issues, renewable sources of energy, population growth and resulting land use issues, nutrition and obesity, evolving contemporary lifestyles, and stewardship of our natural resources. Agriculture’s influence and impact on the broader life sciences is growing as we develop new research opportunities in comparative medicine and human health.

Around the world, and particularly in the United States, public attitudes toward animal production, climate change and the environment, and how our food is produced are evolving. Our stakeholders are dealing with unprecedented uncertainty in their lives and livelihoods.
• **Access to Information**

How our students and clientele access information has changed dramatically, and will continue to change over the life of this strategic plan. We must incorporate more technology in instruction, research, and Extension services. To reach and expand our audiences and ensure that Purdue Agriculture is the first place to come for science-based expertise, we must effectively tell our story in an increasingly varied and changing information environment.

• **Limited Resources and Accountability**

The issues we deal with are more complex and interrelated; multidisciplinary approaches are often necessary to solve problems. With limited resources at all levels, creating value is more important than ever—we must show how our work has an impact in our state, nation, and world. There is less tolerance for excess, accountability is critical, and our research and personal ethics must meet the highest standards.

• **Changing Expectations of Students, Clientele, Faculty, Staff**

The demographics of our student body are changing. We continue to attract and enroll primarily Indiana students, but they are from increasingly diverse agricultural and non-agricultural backgrounds. The University is more focused on retaining and graduating admitted students, which may change the pathways our students take to Purdue, as well how we approach career planning and services. Those who employ our graduates are increasingly seeking a workforce that is not only highly trained and skilled, but also diverse, able to lead, and able to work in teams to accomplish goals.

To build the diversity of our student body, and thus the future workforce, we must work to build the pre-college pipeline and strengthen our networks with underrepresented populations. To address the need for both technical competence and superb leadership, we must work to deliver instruction that develops problem-solving, critical thinking, and communication skills in our students.

Our Indiana clientele—and their expectations—are also changing. We continue to serve agricultural producers and young people in 4-H while increasingly meeting the needs and expectations of urban and suburban communities and business clientele.

The expectations of our faculty and staff are changing, as is what is expected of them. They, too, have more diverse backgrounds, and bring broader perspectives to the College. We must maintain a climate of respect for excellence in discovery, learning, engagement, and their integration while we respect and promote diversity of background and thought, and work-life balance.
Strategic Goals, Initiatives, and Actions

Leadership in the Food, Agricultural, Life, and Natural Resource Sciences

1. Prepare and expect faculty, staff, and students to make leadership contributions at the university, local, state, national, and global levels.

Actions
- Encourage and facilitate faculty, staff, and students’ assumption of leadership roles at university, local, national, and global levels.
- Develop new and promote existing leadership development opportunities on and off campus for faculty, staff, and students.
- Promote nominations of faculty, staff, and students for state, national, and international awards and other recognitions for their contributions.

2. Develop an understanding of, a respect for, and rewards for excellence in teaching, research, Extension, and their integration.

Actions
- Define excellence and scholarship in discovery, learning, engagement, and their integration, and incorporate these definitions in performance evaluations and in promotion and tenure considerations.
- Initiate regular discussion forums on scholarship and excellence in discovery, learning, and engagement and their integration.
- Cultivate, measure, and reward excellence in discovery, learning, engagement, and their integration in mid-career development initiatives and post-tenure review discussions.
3. Expand College of Agriculture participation in large-scale, multidisciplinary research and engagement to address critical issues for Indiana, the nation, and the world.

**Actions**
- Seek leadership/management roles for faculty, staff, and students in multi-institutional/multi-disciplinary research and engagement efforts.
- Streamline and clarify policies that facilitate faculty members working outside their departments (e.g., Discovery Park, stationed outside the United States) for extended periods of time because of participation in large-scale projects.
- Support business office procedures to facilitate large-scale U.S. and international efforts.
- Reward and recognize faculty and their departments who participate in such projects, including recognition through promotion and tenure.

4. Invest in long-term capacity to identify critical issues proactively.

**Actions**
- Annually bring together a cross section of stakeholders for the purpose of engaging them in forward-looking discussion on issues affecting the University, Indiana, and the world.
- Provide administrative support and recognition for students, faculty, and staff that initiate and/or participate in agenda-setting forums or summits.
- Pursue and develop partnerships with other institutions/organizations to address critical issues proactively.

5. Reduce time from discovery to delivery, enhancing the College’s ability to respond to urgent and/or rapidly evolving situations.

**Actions**
- Involve Extension in research efforts from the planning stage (e.g., utilize issue-based action teams as part of transformational Extension).
- Provide resources so that faculty and departments can respond to urgent needs.
Students Prepared for a Changing World

2. **Goal:** Prepare students for global leadership in food, agricultural, life, and natural resource sciences through exemplary teaching, mentoring, improved broadening experiences, and enhanced partnerships with public and private organizations.

**Initiatives**

1. **Improve the College’s academic profile by attracting better prepared students and graduating them at higher rates.**

   **Actions**
   - Communicate learning outcomes and preparation necessary for success at Purdue.
   - Develop and implement retention strategies such as peer mentoring (e.g., interaction of freshman and upper level students) and Purdue’s “Signals” project that provides early warning signs and intervention to students who may not be performing to the best of their abilities to provide admitted students the opportunity for success.
   - Increase access to and success in achieving a Purdue College of Agriculture degree by improving transfer programs, orientation, and services for students transferring from Ivy Tech, Vincennes University, and Purdue regional campuses.
   - Enhance and clearly communicate transferability of courses from regional and two-year campuses in Indiana.
   - Strengthen the honors programs (Dean’s Scholars and Departmental Honors) to recruit, challenge, and improve the educational experience for top students.

2. **Expect every undergraduate student to participate in at least one transformational learning experience prior to graduation.**

   **Actions**
   - Identify and approve a set of “transformational learning experiences” that have high potential to transform an undergraduate student’s perspective, behavior, self-efficacy, or professional intent, which may include Extension, teaching, research, or international experiences.
   - Increase participation in study abroad prior to graduation to at least 40 percent of all graduating students and reduce financial barriers to participation by developing a study-abroad endowment.
   - Increase participation in the Leadership Development Certificate Program to 200 students and the completion rate to 75 percent.
   - Increase participation in undergraduate research or independent design with a duration greater than nine weeks to 20 percent of all graduates.
3. Increase the number, diversity, and professional preparation of graduate students.

**Actions**
- Expect all graduate students to have appropriate professional practice experiences including Extension, teaching, research, or international experience.
- Increase graduate student success by enhancing their opportunity to make scholarly contributions in (and across) their disciplines.
- Increase funding available for recruiting students who add excellence and diversity to our graduate population.

4. Develop and promote excellence in teaching.

**Actions**
- Establish a community of excellence in teaching to promote both outstanding classroom teaching and the scholarship of learning.
- Create a college-wide mentoring program in teaching and learning.
- Provide incentives for development of research-based teaching strategies, adoption of distance learning and/or new technologies, and increased accountability for quality of teaching.

5. Enhance advising and develop key corporate and public partnerships to improve student success and networking with industry, public sector, and academic professionals.

**Actions**
- Identify and develop industry and academic partnerships and mentoring programs (for example, an industry roundtable) for improving student networking.
- Increase support, recognition, and rewards for faculty participating in mentoring and advising activities.
Discovery Addressing Our Most Pressing Social and Scientific Issues

**Goal:** Foster a culture of scholarship across the College of Agriculture that enables growth of high-impact discovery addressing society’s most important challenges.

**Initiatives**

1. **Create a culture of “discovery” inclusive of all faculty, research staff, and students.**

   **Actions**
   - Create incentives that encourage all faculty in the College of Agriculture to engage in discovery, whether fundamental or applied.
   - Expect all faculty to be scholars in their respective disciplines and recognize and reward disciplinary excellence.
   - Create opportunities and rewards, and recognize efforts that combine discovery, learning, or engagement activities in both the domestic and international arenas.
   - Support public/private partnerships to promote impactful discovery.
   - Support and communicate the value of basic research.

2. **Provide staff and material support to transdisciplinary, intellectual “topic” communities charged with developing strategies to enhance discovery.**

   **Actions**
   - Initiate University-wide meetings to develop and maintain “topic” communities in our critical areas of expertise with special attention given to including international opportunities.
   - Invest in anticipatory discovery initiatives supported by the topic communities.
   - Take leadership in research-focused international conferences, programs, and workshops.
   - Develop assessment tools to evaluate both the success and leadership of the topic communities.
   - Put in place a means of transferring recent discoveries to Indiana’s citizens and legislature. Reinvent the means we use to report new discoveries and discovery results to emphasize our ability to create “discovery with delivery.”
3. Fully fund more graduate fellowships.

**Actions**
- Working with the Graduate School and the College, create internal funding opportunities for full graduate scholarships.
- Increase the number of Purdue Agriculture students interested in discovery by increasing the support for and number of undergraduate students involved in discovery experiences.
- Create internal funding opportunities for automatically matching funds for graduate student support when requests for students are included in proposal submissions.

4. Develop and implement strategic initiatives to facilitate the repair and enhancement of our base discovery infrastructure, and develop core facilities with well-trained staff.

**Actions**
- Seek funding for new construction in high-need areas such as animal and life sciences.
- Create a transparent means for supporting the upgrade of laboratory facilities including wet labs, computational infrastructure, animal housing, field facilities, and field-based equipment.
- Create a transparent means for supporting the purchase of major equipment. Use the topic communities to develop ideas for major equipment purchases and ensure a tie between the equipment and areas of need.
- Encourage use of the newest technologies for laboratory and field discovery efforts to better recruit and train our students.

5. Provide administrative support to enable discovery faculty and staff to be efficient and successful in the pursuit of outside funding from government, corporate, and private sources.

**Actions**
- Clarify to all faculty and staff that discovery is driven by funding. Instill the importance of proposal development as a process across all departments. Unify rules and expectations across departments so that joint proposal development is a simplified and fair process.
- Clarify business procedures and eliminate arbitrary rules and requirements. Establish the means for a College-level “paperless” proposal development and pre-proposal management system.
- Establish a state-of-the-art communication system for use during the proposal development process to allow ready access to desktop proposal-writing tools that enhance the levels of information and idea exchange that can occur.
- Make post-award business procedures more accessible and timely.
Extension That Is Engaged, Connected, and Impactive

Goal: Engage people in transformational learning experiences resulting in demonstrated impact that enhances their lives and/or livelihoods.

Initiatives

1. Build transformational learning programs focused on high-priority issues that bring about lasting change.

   Actions
   - Develop comprehensive Extension education programs focused on complex issues. Pilot programs that fully integrate education resources and interactive learning experiences.
   - Expand and strengthen a broad-based interdisciplinary team strategy to assure an integrated approach to solutions, recommendations, and education on complex, high-priority issues.
   - Discover and build resource-based, collaborative partnerships to expand our reach and effectiveness.
   - Make sure that stakeholders are informed of the value and outcomes of Purdue Extension programming through existing and new communications strategies.

2. Engage and expand the learner base with innovative strategies and Web-based technology.

   Actions
   - Incorporate and assess new methods and technologies to engage audiences in new ways.
   - Establish a community of learning to build our capacity to develop and deliver innovative Extension programs.
   - Build cultural and/or social linkages to engage underserved or underrepresented audiences.
   - Develop and implement methods to provide just-in-time, need-based information in an audience-relevant manner.

3. Equip local communities to gain an understanding and take advantage of globalization.

   Actions
   - Implement globalization capacity building for Extension professionals.
   - Empower local communities to take advantage of global opportunities through innovative educational programs and other on-going support.
Purdue College of Agriculture Strategic Plan • 2009-2014

Strategic Goals, Initiatives, and Actions

P–14 Students Interested in and Prepared for Agricultural Sciences

Goal: Expand the pool of students interested in, and prepared for, careers in food, agricultural, life, and natural resource sciences.

Initiatives

1. Develop a comprehensive plan to focus and leverage College P–14 initiatives, positioning the College for national leadership in food, agricultural, life, social, and natural resource sciences education.

Actions

• Name a P–14 Coordinator for the College of Agriculture and develop a comprehensive P–14 strategy, create a College of Agriculture P–14 Advisory Board, coordinate P–14 activities across the College, and link College P–14 activities with the overall Purdue P–14 strategy.

• Expand the Advanced Life Sciences (ALS) course model by growing the number of schools involved, increasing the number of science-based agriculture courses offered as concurrent credit, and by developing new ALS courses. Explore opportunities for “ALS-like” courses for middle school students, and leverage the rigorous science concepts in ALS courses for informal/non-formal education settings.

2. Engage in activities to help develop educators and better prepare them for their roles as teachers of food, agricultural, life, and natural resource sciences.

Actions

• Conduct teacher preparation programs (including graduate coursework) as a means to both enhance teaching quality and to broaden the perspective of Indiana’s P–14 teachers, helping them understand that “Agriculture is STEM.”

• Partner with the broader University on initiatives such as the I-STEM network to make College teaching materials available to educators statewide.

3. Build interest in food, agricultural, life, and natural resource sciences among the P–14 community through a set of coordinated, high-impact initiatives and partnerships.

Actions

• Utilize informal education programs such as 4-H and non-formal programs such as Spring Fest, the Hoosier Ag Science Institute, and Science Workshops to build awareness and interest in the food, agricultural, life, and social science disciplines.

• Explore opportunities to work more closely with FFA, Boys and Girls Clubs, and other community organizations to build interest in the agricultural, life, and social science disciplines.

• Partner with industry to build interest in and support P–14 educational programs.

**Actions**
- Utilize the Advanced Life Sciences courses as a means to prepare students for success in the STEM disciplines.
- Develop and facilitate clearly articulated career pathways with Indiana high schools, Ivy Tech Community College, Vincennes Community College, and Purdue University regional campuses.
- Develop and expand the College relationship with Ivy Tech Community College to grow the transfer program and to build a concurrent enrollment program with the Ivy Tech Lafayette campus.

5. Support scholarship that sheds insights on important P–14 education questions in the food, agricultural, life, and natural resource sciences.

**Actions**
- Create an intellectual community of scholars focused on P–14 education in the College of Agriculture.
- Work closely with Discovery Learning Center in expanding the quantity and quality of scholarly P–14 activities of the College.
- Develop expertise and capacity to assess impact of P–14 engagement, and utilize scholarship to guide P–14 strategy for the College.
6. Our College: Who We Are and How We Work

**Goal:** Strengthen a community and a climate where diverse and unique contributions, talents, and skills of faculty, staff, and students are acknowledged, valued, respected, and rewarded, and where service for the good of the College is valued and excellence in discovery, learning, engagement, and their integration is pursued.

**Initiatives**

1. **Understand and promote diversity within the College of Agriculture.**

   **Actions**
   
   - Articulate what diversity means to our College.
   - Evaluate the current College climate with respect to diversity, respect, and inclusiveness to provide a baseline for measuring progress.
   - Develop financial support for initiatives that address diversity.
   - Conduct an in-depth curriculum review to assess how diversity is being or can be incorporated by our teaching faculty, and incorporate faculty development to build our capacity to teach diversity and inclusion in the classroom.
   - Develop a college-wide professional development/scholarship fund that is earmarked to support attendance at conferences, trainings, or other events where they can build their capacity related to diversity and inclusion practices.
   - As appropriate, require documentation of diversity efforts as a part of the performance review for staff, faculty, and administrators.

2. **Recruit and retain a diverse group of faculty, staff, and students.**

   **Actions**
   
   - Provide information and training for search committees, department heads, and deans as well as county Extension offices on effective ways to build a large and diverse candidate pool, ways to recruit top candidates who are nontraditional, and methods to use when assessing the commitment of all candidates to diversity.
   - Create diverse search committees to include faculty, staff, and students from underrepresented groups.
   - Build and foster working relationships with minority groups on campus.
   - Reward departments that recruit and retain women and racial/ethnic minority faculty. Include recruitment and retention of women, racial/ethnic minorities, and other underrepresented populations in department head and other administrative reviews.
   - Strengthen linkages with Historically Black Colleges and Universities (HBCUs), Tribal Colleges, Hispanic Serving Institutions, and domestic and international partners for exchanges and partnerships.
3. Enhance Purdue Agriculture’s climate as a welcoming and inclusive community.

**Actions**
- Value, respect, and reward contributions of faculty, staff, and students who strive for and embrace diversity within the College of Agriculture.
- Initiate and enhance programs and activities that create opportunities for awareness and connectedness within the Agriculture community, such as the New Faculty Tour.
- Improve accessibility and signage on our buildings to make our part of the campus more welcoming.

4. Create and promote a statement of ideals of citizenship in Purdue Agriculture to be aspired to by all faculty, staff, and students.

**Actions**
- Create a task force of faculty, staff, and students to draft such a statement of ideals.
- Articulate general principles at the college level (universal principles), with more specific principles at departmental levels to finalize actions.
- Develop and implement a longitudinal survey regarding attitudes about citizenship behaviors, including the perception of collegiality and collaboration and the culture of support that exists in the College.
- Identify and value citizenship in the recruitment process; have search committees evaluate and recognize behavioral and attitudinal attributes associated with excellence in citizenship.
- Evaluate/adjust business practices and processes to reflect the statement of ideals; have administrators include citizenship criteria explicitly in employee evaluations and in offer letters to new faculty and staff.
- Celebrate and recognize those who demonstrate outstanding citizenship.
Metrics

1. Leadership in the Food, Agricultural, Life, and Natural Resource Sciences

Goal: Lead in framing issues, solving problems, and delivering timely solutions that impact important challenges in our state, nation, and world.

Metrics

- Number and type of leadership roles of faculty, staff, and students at local, state, national, and international levels
- Number and impact of large-scale, multidisciplinary research and engagement efforts in which faculty, staff, and students are involved
- Resources (e.g., Web sites) developed that effectively address urgent issues and examples of timely responses to urgent issues
- Numbers of media hits on press related to critical issues
- Timeliness and quality of responses to urgent issues
- Significant state, national, and international awards for disciplinary and interdisciplinary excellence
- National and international rankings

2. Students Prepared for a Changing World

Goal: Prepare students for global leadership in food, agriculture, life, and natural resource sciences through exemplary teaching, mentoring, improved broadening experiences, and enhanced partnerships with public and private organizations.

Metrics

- Numbers of students participating in: transformational learning experiences, undergraduate research or independent design with duration greater than nine weeks, relevant professional practice experiences for graduate students, study abroad
- SAT upper and lower quartile (V+M+W), GPA, and class rank of entering beginner students
- Six-year graduation rate of students who enter the College as freshmen and graduation rate of transfer students
- Number of undergraduate and graduate degrees granted per year
- Percentage of graduates who accept employment or go on to graduate or professional school
- Rates of completion and production of scholarly work for graduate students
3. Discovery Addressing Our Most Pressing Social and Scientific Issues

**Goal:** Foster a culture of scholarship and an infrastructure across the College of Agriculture that enables growth of high-impact discovery addressing society’s most important challenges.

**Metrics**
- Sponsored research dollars per faculty FTE and total sponsored research awards
- Number of faculty who hold extramural grants
- Measurements of faculty scholarly productivity and recognition, including impact factors, citation indices, and numbers of publications
- Dollars invested for physical facility improvement (repair and rehabilitation vs. new capital; square footage, numbers of spaces), equipment purchases, maintenance agreements, staffing of core facilities, seed grants, and cost shares for extramural grants

4. Extension That Is Engaged, Connected, and Impactive

**Goal:** Engage people in transformational learning experiences resulting in demonstrated impact that enhances their lives or livelihoods.

**Metrics**
- Numbers and examples of new technologies that engage clientele
- Number of Issue-Based Action Teams (IBATs) active and their work products; numbers of IBATs sunsetted
- Examples of new underserved or underrepresented audiences engaged in Extension programming
- Number of popular press release hits
- Number of contacts
- Examples of efforts that engage local people with global experiences that lead to broader cultural perspectives
- Number of Extension educators participating in global experiences such as international projects
- Examples of scholarship in Extension and number and amounts of external grants for Extension work
5. P–14 Students Interested in and Prepared for Agricultural Sciences

**Goal:** Expand the pool of students interested in, and prepared for, careers in food, agricultural, life, and natural resource sciences.

**Metrics**
- Number of students taking Advanced Life Sciences (ALS) or dual-credit courses and new ALS or dual-credit courses developed
- Number and diversity of P–14 students reached by Purdue Agriculture programs
- Number and diversity of P–12 students reached by 4-H programs
- SAT scores/class rank of entering students
- Numbers of Indiana students who go on to study science/agricultural sciences regardless of whether they come to Purdue
- Number of teachers involved in teaching preparation programs, evidence of impact of preparation program effectiveness

6. Our College: Who We Are and How We Work

**Goal:** Strengthen a community and a climate where diverse and unique contributions, talents, and skills of faculty, staff, and students are acknowledged, valued, respected, and rewarded, and where service for the good of the College is valued and excellence in discovery, learning, engagement, and their integration is pursued.

**Metrics**
- Increased awareness of our students, faculty, and staff of cultural differences and diversity as measured by the Intercultural Development Inventory and other assessment instruments
- The diversity of new administrators, faculty, and staff as compared to the diversity among qualified pools of individuals
- The diversity of incoming students and graduates as compared to the diversity of graduating high school students in Indiana
- Number of faculty and students involved in exchanges with HBCUs, Tribal Colleges and Hispanic Serving Institutions
- Number of awards and recognitions for efforts to improve diversity
- Climate and workplace surveys (beginning with a benchmark survey)