

Address Global Challenges

Educate - Empower - Enhance

**Department of Youth Development and
Agricultural Education (YDAE)**

**Purdue University
West Lafayette, Indiana**

Strategic Plan: 2016-2021

EXECUTIVE SUMMARY

The Department of Youth Development and Agricultural Education has committed significant thought and effort developing this aspirational plan, *Address Global Challenges, Educate–Empower–Enhance*, to focus and guide our efforts for the next five years. This plan reflects our commitment to Purdue Agriculture’s goal to be “the world’s leading land-grant college of agriculture, food, life, and natural resource sciences serving Indiana and the world through sustained excellence in, and integration of, our land-grant missions of learning, discovery, and engagement.”

YDAE faculty use research- and theory-driven pedagogies that develop 21st century skills, preparing students for a range of professional and academic careers in STEM education and science communication with high impact. The learning continuum fostered through thoughtful mentoring and instruction integrates social science education with science, technology, engineering, and mathematics (STEM) disciplines, science communication, public engagement, and educational applications. Our undergraduate and graduate instruction also address principles of social responsibility and global problem-solving to help enhance quality of life in the contemporary spirit of the land-grant mission.

The plan incorporates a spectrum of experiential learning methods across YDAE graduate and undergraduate programs, including service-learning courses, student-centered approaches, domestic and international internships, and multi-semester research projects in cooperation with partner initiatives. YDAE will offer more courses and opportunities for the professional development of all students. With a robust international and intercultural faculty, staff and student perspective, our education, research and outreach will provide solutions to global challenges in agricultural, food, and natural resource sciences while strengthening partnerships with alumni, community leaders, industry, academicians, and diverse stakeholders.

My thanks to the steering committee and to all our stakeholders whose input helped inform and shape this roadmap for the department’s future. Our mission to *Educate–Empower–Enhance* is central to Purdue Agriculture’s ability to facilitate informed decision-making for communities and industry to develop solutions that increase economic vitality, build human and social capacity, and develop sound policy. Through strategies identified in this plan, YDAE will become more inclusive of human and intellectual diversity with a well-recognized and widely communicated departmental brand identity and a climate of expectation for increased productivity, accountability and impact. In so doing, YDAE will be an international leader in the application of interdisciplinary social sciences.

Mark Russell
Professor and Head

MISSION

Educate – Empower – Enhance

Build human capacity of the workforce of today and tomorrow with evolving research-based approaches to education and science communication in agriculture, food, and natural resource sciences (AFNR) within a multicultural society.

Key Characteristics:

- Internationally recognized scholarship of learning of undergraduate and graduate students, and professionals in education and science communication, which increases knowledge and quality of life in the contemporary spirit of the land-grant mission.
- Research- and theory-driven pedagogies that foster a learning continuum leading to professional careers in education and science communication and with high societal impact.
- Active engagement as a social science department in strengthening science communication in pre-school through advanced education, formal, nonformal, informal, digital and life-long science, technology, engineering, and mathematics (STEM-based) learning with impactful expertise focused on engagement/Extension that strengthens lives and livelihoods.

VISION

Address Global Challenges

Address the global challenges facing agriculture, food, and natural resource sciences (AFNR) as a premier department in interdisciplinary education and science communication pursuing the frontiers of research, scholarship, and creative activity.

Key Characteristics:

- Exemplary distinction as national and international thought-leaders in education and science communication with global impact on shaping social policy.
- Holistic integration of faculty and staff expertise while maintaining distinct foci within science communication and education disciplines toward a brand identity as the “place to go” for 21st century human and institutional capacity development.
- Exceptional undergraduate, graduate, and professional education with engagement in experiential learning opportunities which serve as a distinctive model for developing today’s generation to rise to be tomorrow’s leaders in a global society promoting social justice and strong communities.

GOALS

Goal-1: *Educate Tomorrow's Professionals*

Empower all learners with breadth and depth of knowledge, skills, and practices that contribute to professional careers and communities, bearing societal impact in the multiple contexts of AFNR.

Key Characteristics:

- Undergraduate, graduate, and professional learners equipped with critical thinking, communication, and interdisciplinary skills that effectively address the complex problems of a global society and its social justice issues.
- Contemporary research- and theory-driven pedagogy, and community engagement promoting service learning opportunities that foster lifelong learning skills and knowledge leading to careers with high societal impact.
- Recognition as the preferred source of future professionals educated with capacity to engage youth and adult audiences, especially focused on STEM areas.

Strategic Initiatives:

1. Increase recruitment, access, and retention of future professionals-undergraduate and graduate populations-especially urban, first-generation, and underrepresented minority students with capacity to engage youth and adult audiences in STEM areas in support of the value of the Purdue Experience.
2. Integrate the development of multicultural competence with discipline-based skills to collaborate with people of different cultures into all class, co-curricular, and study abroad experiential student learning opportunities.
3. Enhance faculty, academic staff, and graduate student development, recognition, and support for teaching and learning to enrich undergraduate and graduate students' professional development.
4. Develop students across the College of Agriculture with 21st century skills required to effectively engage, successfully influence, and positively impact communities.

Goal-2: Enhance Quality of Life through Interdisciplinary Research

Engage in interdisciplinary research that enhances quality of life by continuously building human and institutional capacity to address local, state, national and global needs in AFNR while attending to social justice.

Key Characteristics:

- Quality of life enhanced through application of innovative interdisciplinary public engagement, science communication and the continuum of education research that attends to social justice and equity with active community engagement in the spirit of the contemporary land grant mission.
- New knowledge through internationally recognized research, scholarship, and creative activity in science communication, education and assessment of learning advancement, especially focused on STEM areas.
- Dissemination of comprehensive science-based knowledge and innovative strategies through engagement with communities, stakeholders, collaborators and partners at all levels.

Strategic Initiatives:

1. Drive interdisciplinary-transdisciplinary research and scholarship by creating a collaborative culture of “we” in approaching the cultivation of our science and our assessment of learning advancements.
2. Enhance infrastructure to advance world-class interdisciplinary social sciences discovery, scholarship, and creative effectiveness of mediated science communication and STEM learning in formal, non-formal, mediated, and informal learning environments.
3. Enhance shared resources by creating and supporting infrastructures that span across departmental, college, state, and national boundaries.
4. Invest in scholars in the emerging areas of research, scholarship, and creative activity through holistic graduate and postdoctoral training programs that prepare engaged scholars to be successful professionals in their chosen fields.

Goal-3: Engage Communities for Social Impact

Engage with youth and adults to facilitate expansion of human capacity and programs in AFNR education and science communication to meet socially impactful community needs.

Key Characteristics:

- Translation of evidence-based discoveries by leveraging STEM expertise as a social science department that actively enhance education and science communication from preschool to graduate education and beyond.
- Partnerships with communities that enhance human capacity building opportunities and address local concerns regarding education, social capacity of communities, and socially impactful issues.
- Widely engage communities of interest, place, and practice that address the most important societal opportunities and challenges facing Indiana, our nation, and our world.

Strategic Initiatives:

1. Create innovative, multi-disciplinary educational programming for diverse audiences, using evidence-based discoveries to address STEM-related issues relevant to Indiana and beyond.
2. Assess, research, and create appropriate engagement and delivery systems tailored to specific and diverse audiences seeking to understand STEM applications.
3. Seize new opportunities to promote effective access and use of science-based resources and programs that better engage stakeholders and address societal challenges and inform social policies and practices.
4. Strengthen partnerships among Extension and other educational entities in more accessible and seamless continuing education opportunities in AFNR and related disciplines.

Goal-4: *Productive and Constructive Climate*

Promote a professional and facilitative climate that fosters inclusivity, mutual respect, and support toward reaching full potential for each individual and the collective department to achieve success.

Key Characteristics:

- Collegial climate and culture where everyone in the department is included, engaged, respected, and supported, and each individual is able to reach their full potential for success.
- Facilitative infrastructures that promote professional success of all individuals and advance the image of the department as a cohesive and collective body of faculty, staff, and students.
- Thriving department, inclusive of human and intellectual diversity, with a well-recognized and widely communicated departmental brand identity, and a climate of expectation to be even more productive, accountable, and impactful.

Strategic Initiatives:

1. Develop and sustain intentional programs that build professional and scholarly capabilities of faculty members, staff members, and students.
2. Improve capacity of administrators, faculty members, staff members, and students to create, promote, and operate in a diverse and inclusive environment.
3. Enhance policies and procedures and pursue structural changes to reflect institutional commitment to advancing productivity, scholarship, diversity and inclusivity.
4. Support a culture of integration across the department with a brand identity that collectively focuses on priority issues through rewards, recognition, and effective internal and external communications.

KEY PRIORITIES

Key priorities, based on identified goals and corresponding strategic initiatives, were identified as the critical functions needed to fulfill our mission and achieve the vision articulated in the YDAE Strategic Plan. Priorities will be revisited annually and pursued vigorously with appropriate assessment of progress during the strategic plan period.

- **Clarify and articulate our uniqueness among agricultural social science departments** in integrating applications of STEM integration, science communication, public engagement, international development and agricultural education.
- **Conduct and disseminate impactful interdisciplinary research and scholarship** with national/international visibility in science communication, integrated STEM learning, agricultural education, and public engagement.
- **Proactively increase extramural funding** to advance research and scholarship.
- **Increase undergraduate and graduate course enrollments**, especially focusing on urban, first-generation, and under-represented minority students.
- **Strengthen undergraduate and graduate curricula** for students across the college in communication, education, social science applications and issues and public engagement, while possibly developing new minors, majors and certifications.
- **Sincerely commit to student success** with focus on learning outcomes, comprehensive education, timely degree completion, and career placement.
- **Embrace public engagement** opportunities through strong learning, education and outreach programs.
- **Significantly strengthen external collaborations** with alumni, industry, organizations, community leaders, Extension, and other educational institutions and agency partners.
- **Substantially increase development** funding to enhance undergraduate and graduate student scholarships, experiential learning opportunities, and department infrastructure.
- **Identify a more appropriate name and branding** for the department that highlights our unique strengths and characteristics.
- **Continually improve the department's climate** with regard to diversity and inclusion, mutual respect and collegiality, and support for every member of the department to reach his or her full potential for success.
- **Creatively acquire and design appropriate space and facilities** for offices, classrooms, learning laboratories, collaborative spaces and graduate student workstations to enhance productivity and promote professional collegiality.

ASSESSMENT OF PROGRESS

Assessment of progress in achieving these goals is a critical component to measure the success of initiatives associated with the key priorities. The CoA has specified a set of metrics to measure progress on its strategic plan covering the entire college. Thus, YDAE will be expected to track these metrics as well, as applicable to the departmental programs. However, the assessment of progress on YDAE’s strategic plan will be conducted by using a set of key metrics (some in common with the CoA metrics) that will be diligently tracked. Out of these key metrics, a particular set of metrics will serve as the ‘dashboard’ outputs representing the most critical metrics as the major indicators signifying the ‘pulse’ of progress of the department. The metrics and strategic actions to address the selected key priorities will be established annually.

The metrics are identified in terms of Input (**I**), Throughput (**T**), and Output (**O**). These are all expected to be strategic rather than management or operational. Corresponding with the key priorities, these metrics are identified below.

Key Metrics

I ~ Input; T ~ Throughput; O ~ Output. The ‘dashboard’ metrics are underlined and **bolded**.

I have reordered to show: inputs, throughputs, outputs:

I	Articulated areas of discovery and aligned graduate specializations.
I	Number of transfer and Pathways student growth.
I	Student credit hours generated per teaching FTE.
I	Scholarship support provided by the department and per student.
I	Number of sponsored program proposals with engagement component.
I	Identification and acquisition of space and facilities needed to support and advance programs.
I/T	Student recruitment process reexamined and invigorated with an emphasis on strategies for increasing urban, first-generation, and under-represented minority students.
I/T	Number and types of digital education programs offered and audiences served.
<u>I/T</u>	<u>Number and types of experiential learning programs offered and enrollments.</u>
T	Enrollment trends in undergraduate and graduate courses.
T	Underrepresented minorities (URM) undergraduate and graduate student applications and actual enrollment
T/O	Number and retention of URM and women faculty members, staff, and students.
T	Percent of all department members participating in regular departmental seminars, meetings, and inclusion training.
T/O	Uniqueness among agricultural social science departments clarified and nationally recognized.

T/O	Number of academic presentations.
T/O	Number of educational workshops and programs, audiences served, and contact hours.
T/O	Determination of appropriate department name and stakeholder-recognized branded identity.
<u>Q</u>	<u>Research and scholarly outcomes with national and international impact.</u>
O	Publications, citations, presentations, awards, and leadership positions in national and international professional societies.
O	Grants submitted/awards received, Amount of extramural research and private fund development.
O	Number of postdoctoral students and visiting scholars.
<u>Q</u>	<u>Undergraduate and graduate enrollment, growth, demographic characteristics of 1 and 2 year retention rates and 4 and 6 year graduation rates.</u>
O	URM undergraduate and graduate student percent completion.
<u>Q</u>	<u>Percent of undergraduates with study abroad experience and types of experiences.</u>
O	Student satisfaction with educational experience, job placement (first job out of school).
O	Number of professional alumni and industry/community leaders directly engaged in departmental outreach and development efforts.
O	Department and program communication: press releases and public articles, web-site utilization, social media presence and applications.
O	External engagement funding - grants/fees for products and services.
<u>Q</u>	<u>Annual assessment of department community engagement institutionalization.</u>
<u>Q</u>	<u>Periodic assessment of departmental climate using COACHE and other surveys and participation percentage</u>

These metrics will be defined with specificity and measurement indices. While most of them will culminate in quantitative measures, some will need to be addressed qualitatively and descriptively. Normalized comparisons with CoA’s departments, and ‘peer’ institutions will be made wherever applicable in order to gauge progress of competitiveness. This assessment will be conducted annually with a five-year summative assessment delineating the scope, extent, and impact of outcomes vis-à-vis the resource investments made during the planning period. This will set the stage for the initial assessment of the department for its next cycle of strategic planning.

Dashboard for 2016-17

<u>Undergraduate and graduate enrollment, growth, demographic characteristics of 1 and 2 year retention rates and 4 and 6 year graduation rates.</u>
<u>Number and types of experiential learning programs offered and enrollments.</u>
<u>Percent of undergraduates with study abroad experience and types of experiences.</u>
<u>Research and scholarly outcomes with national and international impact.</u>
<u>Annual assessment of department community engagement institutionalization.</u>
<u>Periodic assessment of departmental climate using COACHE and other surveys and participation percentage</u>

IMPLEMENTATION

Implementation of this strategic plan will commence immediately upon its approval by the CoA. Although a number of initiatives are already in progress, new initiatives will be implemented in accordance with the key priorities articulated in the plan. **This will require annual action planning and priority setting** with specified timelines, resource investments, and responsibility centers with appropriate accountability expectations.

It is an ambitious plan with some ‘stretch’ goals and expectations – however, this challenge will be embraced by the faculty, staff, and students to attain its goals. **Annual budget requests, allocations, additional positions, and the deployment of other resource acquisitions** will be driven by the strategic initiatives and key priorities described in the strategic plan.

The climate of cooperation, collaboration, collegiality with mutual respect and inclusivity will effectively bind the human resources working in concert to implement this plan. It is an important juncture for the department to craft and implement this plan in the interest of the college and departmental aspirations. The CoA leads the world in many critical areas of learning, research, and engagement, and so should the department by implementing this strategic plan. That is its purpose.

With this resolve, the YDAE department will earnestly strive to fulfill its mission and achieve its vision *as a premier department in interdisciplinary education and science communication pursuing the frontiers of research, scholarship, and creative activity to Address Global Challenges: Educate – Empower – Enhance*—with aggressive capacity building and implementing strategic actions.

“You must be the change you wish to see in the world.”

..... Mahatma Mohandas K. Gandhi