STRAIGHT PLAN
FOR ACADEMIC YEARS 2012-13 THROUGH 2014-15
Approved: September 24, 2012

Mission Statement

The School of Agriculture at the University of Wisconsin-Platteville is committed to excellence in undergraduate education and research, scholarly and professional activities, and service to the agriculture industry at the state, regional, national and global levels.

Vision Statement

The School of Agriculture will be recognized as a world leader in undergraduate programs in agriculture, natural resources, and agro-ecology research. We require students to participate in high impact practices such as hands-on activities, internships, cross-cultural or international programming, service learning, research, or other creative activities. Our graduates will be known as professionals with the ability to communicate and creatively apply their knowledge of agriculture to solve problems. Our faculty, staff, and students will be engaged in the discovery and transfer of knowledge through research, and be prepared to anticipate and effectively respond to changes and challenges in agriculture and higher education by partnering with agriculture stakeholders. We will be committed to finding creative ways to identify resources to support our research, educational, outreach and service programs.

Basic Values

To achieve its vision, the School of Agriculture at the University of Wisconsin-Platteville is committed to the following values:

1) Development of a diverse and supportive academic community with the School of Agriculture, both on campus and at the Pioneer Farm
   - Attract and retain the best possible faculty, staff, and students with diverse backgrounds and perspectives who all share a desire to strive for excellence in their knowledge of agriculture and service to the agriculture industry
   - Build respectful and trusting collegial relationships, valuing professional autonomy while emphasizing collaboration and team-building
   - Support innovation, entrepreneurialism, and reasonable risk while welcoming change and embracing flexibility
   - Celebrate victories by recognizing the accomplishments of individuals and outcomes of collaborations
2) Foster a culture of collective vision, leadership, and public accountability
   - Uphold a commitment to the well-being of all programs in the School of Agriculture, UW-Platteville, and the agriculture industry
   - Foster communication, transparency, collaboration, and joint decision-making
   - Empower faculty and staff by aligning their individual strengths and interests with specific goals and objectives
   - Encourage visionary and holistic thinking in executing the shared mission and vision
   - Promote student engagement with faculty, staff and each other
   - Maintain a balanced focus on students, community, institution and individual disciplines in agriculture and natural resources

3) Providing quality education in agriculture and resource management
   - Develop engaging curricula that meet the needs of agriculture while helping students develop conceptual, technical, and professional skills
   - Ensure that program requirements and curricula in all majors are student-centered, emphasize individual and group learning, prepare students for professional careers in agriculture, and align with the mission and vision of the School of Agriculture
   - Seek stakeholder input during curriculum development and implementation

4) Conducting quality research in agriculture and sustainable resource management
   - Encourage active scholarship by students, staff and faculty
   - Actively engage stakeholders for their input during all phases of research and honor public accountability

5) Reaching out and serving the agriculture industry and community stakeholders
   - Enhance the quality of outreach and service by developing partnerships and improving our engagement with the agricultural community
   - Enhance public awareness and support of agriculture and natural resources
   - Foster community outreach, service, and leadership

6) Developing a culture of critical reflection
   - Emphasize individual and collective self-reflection
   - Continually evaluate and assess data to monitor program quality objectives

7) Securing sufficient resources to support the mission and vision of the School of Agriculture
   - Identify and secure resources to recruit, develop, and retain outstanding and diverse faculty, staff, and students as well as support our academic programs, research, outreach and community service endeavors
   - Collaborate closely with the UW-Platteville Foundation to identify fundraising objectives and supporters of the School of Agriculture
   - Engage stakeholders from the agriculture industry and community in resource acquisition
To further develop and enhance our basic values, the faculty and staff of the School of Agriculture proposes to accomplish the strategic priorities, initiatives, and action steps listed below during the 2012-13 through 2014-15 academic years.

**University Strategic Priority: Provide a Distinctive Education**

*Deliver an education with global perspective that prepares individuals to seize opportunities and solve the problems of today and tomorrow.*

**Initiative 1: Promote Excellence in Agricultural Instruction and Student Learning.**

**Action Steps:**
1. Support faculty and staff needs for personal and professional development.
2. Work with UW-Platteville Foundation to increase annual contributions to the School of Agriculture Development Fund.

**Success Factors:**
- Encourage faculty and staff to be active in at least one professional society within their discipline (2012-13: assess faculty and staff activity in this area).
- Complete professional development participation and needs assessment for faculty and staff professional development by spring 2013.
- Increase annual contributions to SOA development fund to a value double that of 2011 by 2017.

**Action Steps:**
3. Increase support for new and continuing student scholarships.

**Success Factors:**
- Add at least five (5) new scholarships for new and continuing students by 2015.
- Increase awards for new student scholarships to $25,000 by 2015.
- Increase awards for continuing student scholarship to $50,000 by 2015.
- Achieve 20% of SOA students receiving scholarships by 2015 (2012-13: 16%).
- Double the 2011 balance in endowed scholarships by 2017.

**Action Steps:**
4. Develop and modify instruments to assess our academic programs for electronic delivery.
   a. Senior Exit Interviews for each major.
   b. Internship Employer surveys for each major.
   c. Develop mid-academic career (sophomore) interviews.
   d. Academic advisor surveys.
5. Analyze data gathered from instruments created in Action Step 1 for program assessment and upgrades.
6. Conduct a comprehensive self-study and external review of the School of Agriculture curriculum and activities including academic programs and Pioneer Farm, engaging internal (faculty, staff and students), and external (alumni, advisory council, and select non-land grant administrators) participants.

7. Review SOA internship requirements and assessment tools.

Success Factors:

- Development and modification of assessment instruments completed and implemented by May 2013.
  - Senior Exit Interviews for each major by December 2012.
  - Internship Employer surveys for each major by May 2013.
  - Develop mid-academic career (sophomore) interviews by January 2013.
  - Academic advisor surveys by October 2012.
- Internal and external review for each SOA program and core requirements seeking input from internal stakeholders, SOA advisory council, and selected external reviewers completed by May 2013.
- Implement changes resulting from program reviews by 2014-2015.
  - Approval (2012-13) and implementation (2013-14) of a name change for Ornamental Horticulture major and minor, as well as changes to program requirements.

Initiative 2: Provide high-impact educational practices for students and young professionals in agriculture.

Action Steps:

1. Inventory high-impact practices used by faculty and instructional staff in agriculture classes.
2. Encourage students to develop leadership and team skills through discipline related organizations, agriculture competitive teams.

Success Factors:

- Complete inventory of high-impact practices by December 2012.
- Assess effectiveness of current practices by May 2013.
- Assess student participation in agricultural student organizations, competitive teams.
Initiative 3: Graduate resourceful and responsible citizens.

Action Steps:
1. Assess first and second year retention rates for School of Agriculture.
2. Develop strategy to meet or surpass the university goal of 80% retention by 2015 if currently less than target.
3. Improve instruments used to collect graduation and placement data.

Success Factors:
• Work with institutional research to determine first to second year retention, and four-, five- and six-year graduation rates.
• Complete electronic placement survey by March 2013.
• Set targets for retention, and graduation rates based on data obtained from institutional research by September 2013.
  o Achieve _% first and second year retention rate by 2015.
  o Achieve _% graduation rate by 2015.
  o Achieve _% six month placement rate by 2015.

Initiative 4: Cultivate global awareness and perspective among School of Agriculture faculty, staff, and students.

Action Steps:
1. Increase student participation in semester study abroad program at Dronten Agricultural University, and other established programs.
2. Develop new agriculture focused study abroad opportunities.
3. Expand faculty development of short-term international experiences.
4. Increase student participation in short-term international experiences.
5. Increase frequency of AGINDUS 2330 – World Population, Food and Resources course.

Success Factors:
• Achieve an average participation rate of five students per year in semester study abroad at Dronten or other established programs by 2015.
• Identify two new agriculture focused semester study abroad programs by 2015.
• Achieve an average participation rate of 12 students for short-term international experiences to Ghana (winterim 2013), The Netherlands (first summer session 2013), India (winterim 2014), and Romania (first summer session 2014).
• Offer AGINDUS 2330 – World Population, Food, and Resources – during both fall and spring semesters beginning spring 2013.
University Strategic Priority: Foster a Community of Achievement and Respect

Ensure a respectful and appreciative environment that builds an inclusive community, encourages university-wide collaboration, and enhances lifelong learning.


Action Steps:
1. Continue to hold bimonthly faculty and staff meetings focusing on pertinent announcements, committee reports, budget and other relevant updates, and implementation of strategic plan initiative and action steps.
2. Encourage and support effective forms of communication among faculty, staff and students at all School of Agriculture locations.
3. Assess effectiveness of School of Agriculture committees and discipline groups.
4. Improve communication efforts with the School of Agriculture Executive Student Council.

Success Factors:
• Achieve a minimum of 75% participation at SOA faculty and staff meetings.
• Review of School of Agriculture committees and discipline groups completed by summer 2013. Implementation of recommendations by fall 2013.

Initiative 2:  Encourage and support faculty and staff professional development.

Action Steps:
1. Assess faculty and staff needs for professional development.
2. Encourage faculty and staff to participate in at least one professional society or agricultural association (i.e., Wisconsin Pork Producers, Wisconsin Beef Improvement Association, etc.).
3. Work with UW-Platteville Foundation to increase annual contributions to SOA development fund.

Success Factors:
• Complete assessment of faculty and staff needs and desires for professional development by January 2013.
• Achieve full participation of Faculty and staff in at least one professional society or agricultural association by December 2013.
• Build SOA development fund to $100,000 by 2017.
Initiative 3: Promote excellence in research.

Action Steps:
1. Increase faculty and staff activity in obtaining grants for research.
2. Encourage faculty and staff to establish research with industry partners.
3. Increase faculty and staff activities in presenting and publishing research activities.
4. Increase faculty, staff and student participation in research, or other creative activities.

Success Factors:
• Secure at least $400,000 from internal and external research grants during 2013.
• Complete assessment of faculty, staff, and student participation in research and creative activities by May 2013.
• Develop instruments for assessing faculty, staff and student efforts to present and publish activities.
• Achieve an average of 25 students participating annually in undergraduate research, or other creative activities.
• Create five faculty positions with significant research component by 2017.

Action Steps:
5. Become a recognized leader in Agro-Ecology Research with a strong multi-disciplinary approach.

Success Factors:
• Develop goals for long-term research activities, especially those involving Pioneer Farm as determined from input gathered from industry and community stakeholders, individual interests, and suggestions from self-study and external review.
• Form collaborations with two other research institutions to expand use of current infrastructure (complete by 2015).
• Coordinate with three organizations outside of UW-Platteville on funding research projects.
• Identify four departments outside of School of Agriculture to collaborate with on LTAR by 2015.
• Identify two individuals in each collaborating department outside of the School of Agriculture and two within the SOA to receive 25% release to focus on LTAR efforts.
• Actively engage stakeholder input in LTAR by expanding the joint steering committee by five members.
• Secure at least $10,000 in funding to support faculty and staff involved in LTAR to support participation at state and national conferences.
Initiative 4: Increase efforts to privately and publicly recognize the achievements of School of Agriculture faculty, staff, and students.

Action Steps:
1. Improve faculty and staff reporting of achievements and activities to be publicized.
2. Increase efforts to nominate faculty, staff, and students for awards.
3. Recognize outstanding students through awards.

Success Factors:
• Achieve near 100% reporting of achievements and activities.
• Annually nominate faculty, staff, and students for School of Agriculture, BILSA, University, and National Award Programs.
  o Add Outstanding Graduating Senior Award.
  o Add Outstanding Transfer Student Award.
  o Add Outstanding Continuing Student Award.
  o Add Outstanding New Student Award.

Initiative 5: Grow relationships and interactions among faculty and staff.

Action Steps:
1. Identify activities that socially engage faculty, staff and students and build relationships.

Success Factors:
• Identify activities that socially engage faculty and staff (2012-13: Establish Ad-hoc social committee).

Initiative 6: Plan for the 100th year anniversary of UW-Platteville’s Department of Agriculture.

Action Steps:
1. Assemble School of Agriculture Centennial anniversary committee.
2. Work with UW-Platteville Foundation Events Planner to identify activities and time line.
3. Celebrate 100th Anniversary of the establishment of an agriculture department at UW-Platteville.

Success Factors:
• School of Agriculture Centennial Anniversary Committee by January 2013.
• Activities and time line established by October 2013.
• Celebrate 100th Anniversary from September 1, 2014 through May 30, 2015.
University Strategic Priority: Control Our Own Destiny

Create, manage, and invest in our financial, human, and physical resources

Initiative 1: Implement a strategic enrollment plan to grow a diverse and supportive student body committed to academic excellence.

Action Steps:
1. Develop programmatic strategic priorities for student recruitment.
2. Grow student numbers to maintain or exceed the 2011-12 proportional agriculture student population in the UW-Platteville student body.
3. Achieve gender equity.
4. Increase racial diversity in School of Agriculture student body.

Success Factors:
• Achieve an undergraduate enrollment of 842 in the School of Agriculture by 2014-15 [targets of 750 (2012-13) and 802 (2013-14)].
  o 2012-13 program targets are 239 (Agribusiness), 61 (Agriculture Education), 307 (Animal Science), 27 (Ornamental Horticulture) 53 (Reclamation, Environment, and Conservation) and 68 (Soil & Crop Science).
  o 2013-14 program targets are 259 (Agribusiness), 66 (Agriculture Education), 323 (Animal Science), 28 (Ornamental Horticulture), 55 (Reclamation, Environment, and Conservation), and 72 (Soil & Crop Science).
  o 2014-15 program targets are 271 (Agribusiness), 66 (Agriculture Education), 339 (Animal Science), 28 (Ornamental Horticulture), 58 (Reclamation, Environment, and Conservation), and 75 (Soil & Crop Science).
• Achieve gender equity (2011-12: 48.5% Men and 51.5% Women).
  o Agribusiness (2011-12: 68% Men and 32% Women).
  o Agricultural Education (2011-12: 36% Men and 64% Women).
  o Animal Science (2011-12: 25.6% Men and 74.4% Women).
  o Ornamental Horticulture (2011-12: 48% Men and 52% Women).
  o Reclamation, Environment and Conservation (2011-12: 70% Men and 30% Women).
  o Soil and Crop Science (2011-12: 78.5% Men and 21.5% Women).
• Achieve 4% racial diversity in SOA student body by 2014-15 (2011-12: 1.8%).


**Initiative 2:  Invest in Our Human Resources Growing a Diverse and Supportive Faculty and Staff committed to academic excellence.**

**Action Steps:**
1. Develop faculty and staff recruitment priorities based on demands for instruction (curricular needs, enrollment projections, and available facilities), research, outreach, and service.
2. Determine faculty and staff needs based on enrollment projections and curricular.
3. Promote gender and racial diversity when recruiting new faculty and staff.
4. Work with BILSA Dean and UW-Platteville Provost Office to develop a pay plan to provide reasonable monetary rewards for deserving faculty and staff.
5. Review and assess current SOA organizational structure and administrative needs.

**Success Factors:**
- Add 3 new tenure-track faculty FTE, 2 new academic staff positions, and 1 new classified staff position.
  - Zero (0) new positions obtained for 2012-13 (6 requested; filled 2 vacancies and filled 1 position from previously failed search).
- Initiate search to fill vacant REC position.
  - Requested two (2) faculty FTE and four (4) staff positions for 2013-14.
- Achieve 40% women among faculty by 2015 (2011-12: 69% of faculty are Men and 31% Women).
- Achieve 40% women among staff in SOA by 2015 (2011-12: 61.5% of staff are Men and 38.5% Women).
- Achieve 25% racial diversity among faculty by 2015 (2011-12: 16.7% racial diversity among faculty).
- Achieve 5% racial diversity among staff in SOA by 2015 (2011-12: 0% racial diversity among staff).
- Pay plan implemented by 2013-14 that address market compensation.
- Recommend and approve appropriate organizational structure by December 2013.

**Action Steps:**
6. Review and assess current SOA organizational structure and administrative needs.

**Success Factors:**
- Recommend and approve appropriate organizational structure by December 2013.

**Action Steps:**
7. Evaluate rank, salary and tenure (RST) performance evaluation procedures and assessment tools to facilitate movement toward a workable, fair, effective, and efficient structure for a goal- and formative-based evaluation process.

8. Evaluate Staff performance evaluation procedures and assessment tools to facilitate movement toward a workable, fair, effective, and efficient structure for a goal- and formative-based evaluation process.

**Success Factors:**
- Establish ad-hoc committee to review current procedures during 2012-13.
- Propose and approve revised procedures for 2014 (deadline September 2013).

**Initiative 3:** Generate financial resources

**Action Steps:**
1. Evaluate the resources required to support academic programs (equipment, supplies, and travel), research, outreach, and community service.
2. Set fundraising objectives and prioritize projects
3. Identify and engage stakeholders in the agriculture industry and community in resource acquisition.

**Success Factors:**
- Complete resource needs assessment by May 2013.
- Improve our engagement with the SOA Advisory Council.
- Complete friend and fundraising plan by May 2013.

**Initiative 4:** Create and invest in our physical laboratory, classroom, and support facilities

**Action Steps:**
1. Identify programmatic needs for instructional and support space.
2. Identify equipment and laboratory needs for Discipline, and LTAR research .
3. Revise the master plan for Pioneer Farm.

**Success Factors:**
- Complete needs assessment by May 2013.
- Complete master plan for Pioneer Farm by December 2013.
- Complete needs assessment for LTAR program by December 2013.
- Complete fundraising for Beef Center by spring 2013 and begin construction by spring 2014.
Strategic Priority: Enrich the Tri-State Region

Serve as a driving force behind the Tri-State’s cultural, economic, and educational development

Initiative 1: Improve outreach and service to the Agriculture Industry and Community Stakeholders.

Action Steps:
1. Establish ad-hoc committee to assess and review current outreach activities.
2. Continue outreach and service activities associated with World Dairy Expo, FFA Regional Career Development Events.
3. Continue to support faculty with split appointments between UW-Platteville and UW-Extension.
4. Encourage and support faculty and staff participation in discipline-related industry and community service activities.

Success Factors:
- Complete review of outreach activities by October 2013.
- Meet with UW-Extension administration to determine extension needs in the state.

Initiative 2: Enhance public awareness and support of the School of Agriculture and agriculture industry.

Action Steps:
1. Publish School of Agriculture strategic plan and annual assessment reports demonstrating progress toward plan completion on the SOA website.
2. Publicize School of Agriculture academic, research, and service activities on website, social media, and press.
3. Continue service and outreach collaboration with agricultural professionals, educators, and community members.

Success Factors:
- Publish School of Agriculture strategic plan and related assessment reports demonstrating progress toward completion on the SOA website.
- Achieve near 100% reporting of achievements and activities.
- Continue activities associated with the following
  - World Dairy Expo
  - Regional, State, and National FFA Career Development Events