

College of Business and Economic Development
Department of Agriculture & Tourism **2027 Strategic Plan**

Department of Agriculture and Tourism Strategic Planning Committee

Michael J. Bradley, Committee Chair
Associate Professor

Bryan Rank
Assistant Professor

Susan West
Associate Professor

Catherine Capen-Housley
Event Coordinator

Stephen Daniel
Farm Manager

Laney Moore
Student

Nathan Gachot
Student

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Department of Agriculture and Tourism Strategic Plan
Vision, Mission, Core Values, Goals, and Tactics for **2022-2027**

The Department of Agriculture and Tourism represents two of the leading industries in Arkansas. The Department of Agriculture and Tourism recognizes the dynamic external environment and will continue to assess the needs of our students and stakeholders.

MISSION:

The mission of the Department of Agriculture and Tourism is to provide superior education and experiences in Agriculture and Tourism, building a foundation for personal and professional growth while developing and encouraging lifelong learning.

VISION:

The Department of Agriculture and Tourism at Arkansas Tech University will be known for producing outstanding citizens, leaders, and professionals in their field.

CORE VALUES:

- A. We strive to provide rigorous classroom and high impact teaching practices to prepare students for a future career in agriculture and tourism.
- B. We value continued and robust student-faculty interaction through rigorous classroom experiences and high impact practices.
- C. We value engagement of students in curricular and co-curricular activities
- D. We value ethical decision making and critical thinking
- E. We value and foster a culture of belonging and inclusion
- F. We value a commitment to civic engagement and social responsibility to the institution, region, state, and beyond
- G. We value the use of decisions that are data driven and values people
- H. We value the efficient and effective use of resources

GOAL ONE:

The Department of Agriculture and Tourism will deliver academic programs that are current, relevant, and consistent with the needs of our students to prepare them for professional success.

1. The Department of Agriculture and Tourism recognizes the need for a current and relevant curriculum. The department will continuously update our curriculum to provide the most current content to the students, thereby making them highly marketable by meeting the demands of employers. Every program will be reviewed on a rotating basis to align with external accreditation and/or the university strategic planning cycle. This review includes feedback from faculty, students, alumni, employers, and other stakeholders as necessary.
(Aligned Values: A, B, C)
2. The Department of Agriculture and Tourism recognizes the importance of high impact teaching practices as part of the curriculum. The department will increase the use of high impact teaching practices across all courses.
(Aligned Values: A, B, H)
3. The Department of Agriculture and Tourism recognizes the importance of offering multiple entry and exit points to tertiary learning. To serve these students' needs, the department will develop and/or offer Industry Certifications, Industry Training, Certificates of Proficiency, Advanced Certificates, and Graduate Certificates.
(Aligned Values: C, E, F, H)
4. The Department of Agriculture and Tourism recognizes the importance of faculty scholarship that is high quality, has professional application, and contributes to the body of knowledge. The department will encourage Scholarship of Teaching and Learning (SoTL), application and integration-based scholarship, and student-engaged research as a high impact practice.
(Aligned Values: A, B, C, G, H)
5. The Department of Agriculture and Tourism recognizes the importance of student involvement to improve retention, and facilitate graduation and time-to-completion rates. The department will increase the avenues for student engagement and increase recruitment activities. These include, but are not limited to, enhanced academic advising, increased student organization activities, increased tutoring support, improved course rotations/offers, guest speakers/career seminars, and mentoring opportunities.
(Aligned Values: A, B, C)

GOAL TWO:

The Department of Agriculture and Tourism will utilize available internal resources efficiently and effectively while increasing external resources.

1. The Department of Agriculture and Tourism recognizes the importance of building relationships to enhance opportunities for students, faculty, and staff. The department will strengthen relationships with our associated professions to expand internship opportunities, guest speaker pools, and recruiting opportunities for students.
(Aligned Values: A, B, C, H)
2. The Department of Agriculture and Tourism recognizes the importance of resource development and fundraising. In cooperation with the ATU Foundation and the College of Business and Economic Development, the department will work to increase external gifts designated for scholarships, student development, and faculty development. Efforts will be concentrated on increasing the dollar amount of scholarships given to students, and the amount of development money available to faculty.
(Aligned Values: F, G, H)
3. The Department of Agriculture and Tourism recognizes the importance of resource availability for student development. The department will provide resources to explore and support student engagement activities, student organizations, and career connection events.
(Aligned Values: C, E, H)
4. The Department of Agriculture and Tourism recognizes the importance of thoughtful allocation of educational resources. To optimize instructional costs and provide the best learning experience for the student, the Department will become more efficient in course offerings, summer offerings, and course rotation. In addition, the Department of Agriculture and Tourism will obtain funding to support agile learning environments.
(Aligned Values: A, B, C, H)

GOAL THREE:

The Department of Agriculture and Tourism will pursue activities to provide a competitive advantage in student recruitment and employment opportunities for graduates.

1. The Department of Agriculture and Tourism recognizes the importance of strong and thoughtful relationships with high schools and community colleges to actively market departmental programs to student populations. This will consist of developing formal agreements and in-person campus visits. The Department of Agriculture and Tourism will have a more significant presence at state-wide events of high school organizations. In addition, the department will pursue new population groups beyond the traditional high school and 2-year markets.
(Aligned Values: B, C, E, F)
2. The Department of Agriculture and Tourism recognizes the importance of flexible scheduling to meet constituent demand. The department will investigate opportunities for alternative-term and short-term courses, dynamic learning environment classrooms, various instruction modalities, and improved rotation schedules.
(Aligned Values: C, D, G, H)
3. The Department of Agriculture and Tourism recognizes the importance of visibility on campus, in the community, and within the associated professions. The department will increase marketing and visibility by showcasing the learning labs and opportunities available while recognizing faculty, staff, and student achievements.
(Aligned Values: B, E, F, H)
4. The Department of Agriculture and Tourism recognizes the importance of student engagement in the profession. The department will increase the number of students participating in local, state, regional, and national competitions, conferences, and events by providing opportunities for student travel.
(Aligned Values: B, C, G, H)
5. The Department of Agriculture and Tourism recognizes the importance of internal and external recruitment. The department will develop a marketing plan to build relationships, promote the brand to students, and raise awareness of competitive strengths. The marketing plan will include an increased use of social media and an update to the department website and marketing materials.
(Aligned Values: C, E, F)

GOAL FOUR:

The Department of Agriculture and Tourism will pursue activities that provide a positive societal impact from the local to the international level.

1. The Department of Agriculture and Tourism recognizes the importance of experiences offered through the learning labs. The department will increase support and interaction with the learning labs to allow faculty, students, and community members to utilize the learning labs for education, scholarship, and community development.
(Aligned Values: A, B, D, H)

2. The Department of Agriculture and Tourism recognizes the importance of providing education and training to workforce professionals and nontraditional students. The department will develop and offer training and credentialing to assist workers in improving their quality of life.
(Aligned Values: A, E, F, H)

3. The Department of Agriculture and Tourism recognizes the importance of community engagement for faculty, staff, and students. The faculty of the department will continue volunteering their expertise to the community and civic organizations.
(Aligned Values: E, F)

4. The Department of Agriculture and Tourism recognizes the importance of marketing and providing information that may benefit Arkansas and beyond. The department will continue service and outreach efforts via traditional and innovative avenues to provide information on professional-related topics.
(Aligned Values: D, F, G)

GOAL FIVE:

The Department of Agriculture and Tourism will enhance and support efforts to recruit and retain faculty and staff in the department and across the university.

1. The Department of Agriculture and Tourism recognizes the importance of a sense of community for faculty and staff. The department will increase and enhance efforts to build a sense of community. This includes, but is not limited to, facilitating departmental celebrations and events, celebrating professional achievements, celebrating personal achievements and milestones, supporting recreation opportunities, and encouraging a healthy work-life balance.
(Aligned Values: D, E, F, G, H)
2. The Department of Agriculture and Tourism recognizes the importance of academic freedom. The department will sustain the tenets of academic freedom while pursuing a modernized curriculum that meets the needs of students. The department will support creative opportunities in instruction, scholarship, and service.
(Aligned Values: A, D, E, G, H)
3. The Department of Agriculture and Tourism recognizes the importance of schedule and course load optimization. The department will continue working with faculty and staff to ensure course loads are appropriate per position and scheduling of all courses is done with consideration of instructor, students, and available resources.
(Aligned Values: B, D, E, G, H)
4. The Department of Agriculture and Tourism recognizes the importance of professional development for faculty and staff. The department will support existing university efforts and seek additional resources for professional development of faculty and staff.
(Aligned Values: D, E, F, G, H)

**ATU 2027: Strategic Plan Alignment
Department of Agriculture and Tourism**

ATU 2025 Goal:

Goal 2: Student Success and Support

Goal 4: Programs and Delivery

ITEM:

Overall Strategic Plan accountability measure: The total student enrollment and the retention rate of current students.

Department of Agriculture and Tourism Goal One: The Department of Agriculture and Tourism will deliver academic programs that are current, relevant, and consistent with the needs of our students to prepare them for professional success.

Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document
Goal 1 Item 1	Every program will be reviewed on a rotating basis to align with external accreditation and/or the university strategic planning cycle.	Faculty Curriculum Committee	Time and space for meeting – once per year per program		Each spring curriculum committee will meet to review program(s) curriculum		Notes from curriculum committee meeting
Goal 1 Item 2	The department will increase the use of high impact teaching practices across all courses.	Department Chair	Increased support and resources for field experiences and other HIPs		50% of all courses will include a high impact teaching practice. HIPs: student research, internship/work experience, service learning, civic		

					engagement, team based learning, capstone projects		
Goal 1 Item 3	The department will develop and/or offer Industry Certifications, Industry Training, Certificates of Proficiency, Advanced Certificates, and Graduate Certificates.	Appointed faculty	Increased support and resources for faculty to develop new courses and curriculum.		Develop and facilitate 3 new certificates of proficiency in the department. Develop online tourism degree (B.S.) and a graduate degree in Agriculture & Tourism (M.S.)		
Goal 1 Item 4	The department will encourage Scholarship of Teaching and Learning (SoTL), application and integration-based scholarship, and student-engaged research as a high impact practice.	Department Chair	Student research funding, support for a department research		10% annual increase in scholarship production in the areas mentioned in the goal.		
Goal 1 Item 5	The department will increase the avenues for student engagement and	Department Recruitment Committee	Support and funding for materials to give away		Department will host 1 event per month (Aug-Dec & Jan-		

	increase recruitment activities.		on campus (stickers, buttons)		April) in high traffic area on campus – with focus to make students aware of majors in department.		
Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document

ATU 2025: Strategic Plan
Department of Agriculture and Tourism

ATU 2025 Goal:

Goal 3: Our People and Resources

Goal 4: Programs and Deliveries

ITEM:

Overall Strategic Plan accountability measure: The total student enrollment, the retention rate of current students, and the graduation rate of students.

Department of Agriculture and Tourism Goal Two: The Department of Agriculture and Tourism will utilize available internal resources efficiently and effectively while increasing external resources.

Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document
Goal 2 Item 1	The department will strengthen relationships with our associated professions to expand internship opportunities, guest speaker pools, and recruiting opportunities for students.	Department chair	Support for travel and attendance of state associations.		Each faculty member will attend at least 1 professional association (specifically non-academic) conference/workshop to network with professionals in the state/region		
Goal 2 Item 2	The department will work to increase external gifts designated for scholarships,	Dean and Department Chair	Meeting time and space to develop		Each program will see \$1,000 increase in funds raised toward endowed scholarships per year.		

	student development, and faculty development.		fundraising ideas.		Each program will see \$1,000 increase in funds raised toward faculty and student development per year.		
Goal 2 Item 3	The department will provide resources to explore and support student engagement activities, student organizations, and career connection events.	Dean and Department Chair	External funding to promote student activities	Donors	Each program will see \$250 in funds raised for student club activities per year.		
Goal 2 Item 4	The Department will become more efficient in course offerings, summer offerings, and course rotation.	Dean and Department Chair	Meeting time and space to evaluate curriculum.		Each spring curriculum committee will meet to review program(s) curriculum maps/schedule/matrix		

ATU 2025: Strategic Plan
Department of Agriculture and Tourism

ATU 2025 Goal:

Goal 2: Student Success and Access

Goal 3: Our People and Resources

ITEM:

Overall Strategic Plan accountability measure: Enrollment and Retention

Department of Agriculture and Tourism Goal Three: The Department of Agriculture and Tourism will pursue activities to provide a competitive advantage in student recruitment and employment opportunities for graduates.

Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document
Goal 3 Item 1	The Department of Agriculture and Tourism will have a more significant presence at state-wide events of high school organizations.	Department Chair and faculty	Travel budget increase	E&G	10% increase in number of external events attended by faculty per year.		
Goal 3 Item 2	The department will investigate opportunities for alternative-term and short-term courses, dynamic learning environment classrooms,	Dean and Department Chair	Access to HyFlex classrooms and appropriate online/Hyflex training	AA Budget	Curriculum committee will meet in fall semester to identify courses to meet this goal and make suggestions for		

	various instruction modalities, and improved rotation schedules.				Department Chair.		
Goal 3 Item 3	The department will increase marketing and visibility by showcasing the learning labs and opportunities available while recognizing faculty, staff, and student achievements.	Department Chair and faculty	MARCOM support, Sam Strasner support	MARCOM	10% annual increase in number of clicks of departmental websites. 10% annual increase in number of likes/shares of social media posts (Facebook, Instagram)		
Goal 3 Item 4	The department will increase the number of students participating in local, state, regional, and national competitions, conferences, and events by providing opportunities for student travel.	Dean and Department Chair	Increase in budget for student travel	E&G and donors	10% annual increase in number of students attending at least one state, regional, or national conference		

Goal 3 Item 5	The department will develop a marketing plan to build relationships, promote the brand to students, and raise awareness of competitive strengths.	Department Chair and faculty	MARCOM support Time and space for marketing committee to meet	MARCOM	A marketing committee is formed and develops a marketing plan within 1 year. The marketing plan is updated annually.		
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ATU 2025: Strategic Plan
Department of Agriculture and Tourism

ATU 2025 Goal:

Goal 3: Our People and Resources

Goal 5: Partnerships and Innovation

ITEM:

Overall Strategic Plan accountability measure: Number of service activities by Department of Agriculture and Tourism faculty at the local, region, state, national, and international level.

Department of Agriculture and Tourism Goal Four: The Department of Agriculture and Tourism will pursue activities that provide a positive societal impact from the local to the international level.

Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document
Goal 4 Item 1	The department will increase support and interaction with the learning labs to allow faculty, students, and community members to utilize the learning labs for education, scholarship, and community development.	Department Chair and faculty	Time and space for curriculum committee to evaluate how to meet this goal via curriculum.		Every student has at least one course that utilizes one of the departmental learning labs (Farm and Kitchen/Dining) prior to graduation. (This would not include any online degree seeking students)		

Goal 4 Item 2	The department will develop and offer training and credentialing to assist workers in improving their quality of life.	Department Chair and faculty	Increased support and resources for faculty to develop new courses, workshops, and curriculum.		Develop and facilitate 3 new certificate of proficiency in the department.		
Goal 4 Item 3	The faculty of the department will continue volunteering their expertise to the community and civic organizations.	Faculty	Time, resources, and support for external service to the community.		10% annual increase in the number of documented community volunteer hours per faculty member and per student each year.		
Goal 4 Item 4	The department will continue service and outreach efforts via traditional and innovative avenues to provide information on professional-related topics.	Faculty	Time, resources, and support for external service to the community.		10% annual increase in the number of documented community outreach activities by department faculty		

ATU 2025: Strategic Plan
Department of Agriculture and Tourism

ATU 2025 Goal:

Goal 1: Student Access and Opportunity

Goal 3: Our People and Resources

ITEM:

Overall Strategic Plan accountability measure: ?

Department of Agriculture and Tourism Goal Five: The Department of Agriculture and Tourism will enhance and support efforts to recruit and retain faculty and staff in the department and across the university.

Strategic Goal/Item	Activities to Achieve Strategic Goal	Assigned to	Resources Required	Source (code)	Measures	Results	Evidence Document
Goal 5 Item 1	The department will increase and enhance efforts to build a sense of community.	Department Chair and faculty	Time, space, and resources for student clubs to host social events.		Each faculty and staff member in the department will attend at least one social event per semester hosted by a student club in the department.		
Goal 5 Item 2	The department will sustain the tenets of academic freedom while pursuing a modernized curriculum that	Department Chair and faculty, Curriculum Committee	Time and space to meet and evaluate curriculum.		Send survey to solicit feedback on curriculum issues from students, alumni, and employers at least once every five years.		

	meets the needs of students.						
Goal 5 Item 3	The department will continue working with faculty and staff to ensure course loads are appropriate per position and scheduling of all courses is done with consideration of instructor, students, and available resources.	Department Chair and Program Coordinators	Time and space to meet and evaluated curriculum and course mapping.		Eliminate all overloads per faculty member during the spring and fall semesters.		
Goal 5 Item 4	The department will support existing university efforts and seek additional resources for professional development of faculty and staff	Dean and Department Chair	FACDEV resources	Department faculty development funding	10 hours of professional development internally and externally.		

Strategic Planning Process & Timeline

1. Dr. Swafford identified Michael Bradley as chair of planning committee 8/9/2022
2. Dr. Swafford highlighted strategic plan during departmental meeting on 8/11/2022
3. Recruited faculty and staff committee members, included Bryan Rank, Susan West, Cass Capen-Housley, and Stephen Daniel 8/12/2022
4. Scheduled standing meetings on Mondays from 1 to 3pm 8/16/2022
5. Sent email to all faculty and staff in department to make them aware of plan and process
6. Facilitated meeting on 8/22
 - a. Introduction of committee members
 - b. Discussed timeline, planning, feedback solicitation, overview of university and college document
7. Facilitated meeting on 8/29
 - a. Identified student representatives and reviewed project timeline
 - b. In depth discussion of values, goals, and strategies
8. Initial draft sent to committee for feedback – 9/7/2022
9. Student representatives contacted for inclusion in process going forward – 9/7/2022
10. Student response feedback to draft document in RP 3034 – 9/8/2022
11. Facilitated meeting on 9/19/2022
 - a. Revised strategic plan document, developed plan for survey & feedback solicited
 - b. Reviewed project timeline
12. Developed survey for feedback, sent to committee and chair for review on 9/21/2022
 - a. Strategic plan survey distributed on 9/26/2022 to: students via Marshall Swafford, faculty and staff via Michael Bradley, and professionals and Alumni via faculty
13. Michael Bradley pulled data and aggregated survey results on 10/12/2022
14. Michael Bradley reformatted the strategic plan according to request by Russ Jones. New format emailed to Russ Jones on 10/13 2022.
15. Michael Bradley formatted aggregated survey results and emailed document to entire strategic planning committee on 10/19/2022
16. Michael Bradley updated the strategic plan in new format to include resources and measures on 10/25/2022
17. Committee met on 10/31/2022 to evaluate suggested resources and measures.
18. Michael Bradley sent updated document to committee on 11/7/2022.
19. Michael Bradley made slight edits to the document (from committee feedback) on 11/9/2022.

Agriculture & Tourism Strategic Plan Survey Results

Survey Overview

Viewed 812 Started 235 Completed 131 Completion Rate 55.74% Drop Outs (After Starting) 104

Please select the role(s) that most appropriately define you.

Role	Count	Percent
I am a Freshman at ATU	69	28.75%
I am a Sophomore at ATU	7	2.92%
I am a Junior at ATU	24	10.00%
I am a Senior at ATU	28	11.67%
I am a faculty or staff member at ATU	12	5.00%
I graduated with a degree in Ag, RP, or HA	23	9.58%
I am a professional in the Agriculture industry	2	0.83%
I am a professional in the Parks and Recreation industry	58	24.17%
I am a professional in the Hospitality Administration industry	13	5.42%
I do not fit into any of these roles	4	1.67%
Total	240	100%

Overall Scores for Statements

Statement	Mean Score	Standard Dev.
Mission Statement	4.389	0.724
Vision Statement	4.366	0.710

Statement	Mean Score	Standard Dev.
Goal 3	4.536	0.616
Goal 3, Strategy 1	4.504	0.605

Core Values Statements	4.425	0.629
Goal 1	4.409	0.657
Goal 1, Strategy 1	4.509	0.668
Goal 1, Strategy 2	4.388	0.691
Goal 1, Strategy 3	4.409	0.722
Goal 1, Strategy 4	4.452	0.636
Goal 1, Strategy 5	4.529	0.574
Goal 2	4.432	0.661
Goal 2, Strategy 1	4.537	0.633
Goal 2, Strategy 2	4.490	0.636
Goal 2, Strategy 3	4.497	0.604
Goal 2, Strategy 4	4.479	0.638

Goal 3, Strategy 2	4.422	0.748
Goal 3, Strategy 3	4.511	0.558
Goal 3, Strategy 4	4.591	0.601
Goal 3, Strategy 5	4.450	0.610
Goal 4	4.438	0.624
Goal 4, Strategy 1	4.504	0.672
Goal 4, Strategy 2	4.424	0.697
Goal 4, Strategy 3	4.469	0.600
Goal 4, Strategy 4	4.468	0.628
Goal 5	4.550	0.625
Goal 5, Strategy 1	4.575	0.526
Goal 5, Strategy 2	4.466	0.663
Goal 5, Strategy 3	4.570	0.560
Goal 5, Strategy 4	4.610	0.582