



# Darr College of Agriculture Strategic Five Year Plan 2018-2023

**Missouri**  
**State**<sup>™</sup>

WILLIAM H. DARR  
COLLEGE *of*  
AGRICULTURE





# Planning Process

On December 15, 2016, the Board of Governors approved a resolution to establish the William H. Darr College of Agriculture (Darr College of Agriculture). Therefore, this is the first strategic plan developed for the Darr College of Agriculture.

This inaugural strategic plan was produced through the interaction of college faculty, staff, students, and university leaders. Input from Darr College of Agriculture personnel was invaluable in revising the former School of Agriculture mission statement to reflect the Darr College of Agriculture, develop the vision statement, and the college values. In addition, faculty, staff, and students provided input on various topics, such as teaching, curriculum development, research, service, community outreach, alumni relations, and resource management.

These individuals also provided valuable insight into fundraising possibilities, internships and job opportunities for students, and curriculum modification to ensure appropriateness. The collective effort of these individuals culminated in the development of a strategic plan that has representation from all constituents.







# Strategic Plan Usage

The Darr College of Agriculture strategic plan serves as a guide to direct its members in their efforts toward recruitment, retention, high graduation rates, promoting inclusion and diversity, allocation of resources, curriculum development, research programs, international programming, and funding.

Progress toward meeting the goals of the strategic plan are reported annually as part of the Darr College of Agriculture Annual Report, prepared as an internal document to track progress in meeting Darr College of Agriculture goals and objectives. The strategic plan is a living document. Reviewing and updating the document on a continual basis is needed to ensure timeliness, effectiveness, and efficiency of the college as we strive to meet the stated goals.







# Mission Statement

To prepare students with professional expertise leading to successful careers in agricultural systems and natural resources while meeting the responsibilities of a frequently changing culture; and to be a resource of agricultural systems and natural resource knowledge obtained through study and research for the improvement of the quality of citizens globally.

# Vision

The Darr College of Agriculture aspires to be the institution of excellence for students who desire a quality education provided by knowledgeable people who are dedicated to student success through teaching, research, and outreach.







# Communicating the Mission

The mission of the Darr College of Agriculture will be communicated via a number of vehicles, including:

- Missouri State Undergraduate Catalog
- Missouri State Graduate Catalog
- Darr College of Agriculture recruitment events
- Darr College of Agriculture recruitment materials
- Darr College of Agriculture faculty and staff as they attend different venues
- Missouri State administrators (Provost, Vice Presidents, President, etc.)
- Darr College of Agriculture website

# Shared Values and Guiding Principles

We value a **high-quality student centered learning environment** that embraces classroom studies coupled with experiential hands-on learning.

We value **inclusiveness and mutual respect for all** with open dialog for divergent points of view regardless of race, ethnic background, gender, cultural, political, social, or religious differences.

We value **professionalism and ethical leadership** and behavior amongst faculty, staff, and students.

We value **scholarship and the production of creative works** that add knowledge and understanding to the agricultural and natural resource communities.

We value **honesty and integrity** in others and ourselves.

We value **collegiality, cooperation, and collaboration** in every aspect of our work.

We value **shared governance in decision-making and continuous improvement** in our curriculum, scholarship and outreach.

We value **engagement with our local community, national and international partners**, professional societies, and colleagues located at other institutions.

We value **responsible stewardship of college resources** for a sustainable future.





# Goal 1:

**Further enhance academic programming through student recruitment and retention; the development of new majors, minors, and certificate programs; and increasing graduate program opportunities for students wanting to earn an advanced degree.**

## **Objective 1.1**

Increase the number of online, hybrid and other alternative modes of study in the Darr College of Agriculture to reduce scheduling conflicts and allow more flexibility in class scheduling, which will help retain students and keep them on track for graduation.

### **Strategies:**

Identify Darr College of Agriculture courses that lend themselves more easily to online delivery (e.g., courses without a lab component).

Strategically identify courses that could be offered as a hybrid course with the lecture being delivered online and labs onsite, with the possibility of grouping multiple labs in a single day. Explore opportunities to offer intersession and block classes.

## **Objective 1.2**

Recruit and retain quality students with an interest in careers in agriculture and (or) natural resources including those with diverse backgrounds and experiences.

### **Strategies:**

Have a presence at major recruitment events.

Sponsor/host recruitment events for 4-H, FFA/high school agricultural programs as well as other non-traditional avenues.

Encourage first semester agriculture students and transfer students to take courses within their major as well as specific general education courses.

Promote relationships and establish articulation agreements with two-year institutions.

Support the Darr College of Agriculture Ambassadors travelling to high schools for recruitment opportunities.

Increase Living and Learning Community (LLC) participation with incoming freshmen.

Create promotional materials highlighting the Darr College of Agriculture to send to high school ag teachers, use at recruitment events, etc.

Utilize the Darr College of Agriculture recruitment and retention committee.

Encourage all Darr College of Agriculture faculty to participate in the Master Advisor Workshop and earn the “Master Advisor” designation.

Explore opportunities to develop graduate courses designed for secondary agricultural educators.





### **Objective 1.3**

Increase the number of graduate assistantships and available resources to conduct meaningful research for students interested in pursuing advanced degrees.

#### **Strategies:**

Cultivate positive relationships with alumni and external partners to promote further support Darr College of Agriculture programs.

Encourage grant writing by faculty to support research and graduate assistantships.

Establish memorandums of understanding with international institutions to advance our global graduate studies program.

### **Objective 1.4**

Strategically manage our academic programs through modifying, adding, eliminating, and restructuring programs, as well as considering collaborative programs with other colleges and institutions.

#### **Strategies:**

Expand majors and minors in each of the department areas in response to growth and student enrollment.

Establish new certificate programs at the undergraduate and graduate levels.







# Goal 2:

**Prepare students for successful careers in agriculture and natural resources, both domestically and globally, and to provide leadership skills to excel in their respective discipline.**

## **Objective 2.1**

Improve student participation in Darr College of Agriculture specific exchanges and experiences in the global realm.

### **Strategies:**

Strategically offer opportunities for students to participate in international exchanges and experiences each academic year.

Identify methods to help support students financially for international exchanges and experiences to keep costs as low as possible for the student.

## **Objective 2.2**

Promote internships, domestic and abroad, for students to gain hands-on training and establish professional network within their chosen discipline.

### **Strategies:**

Encourage Darr College of Agriculture faculty and staff to use their industry contacts to assist students in securing a positive internship opportunity.

Explore possible synergies with international partners to promote and establish internships for Darr College of Agriculture students.

Continue to enhance the annual Agriculture Career Fair and Industry Event.

## **Objective 2.3**

Host international students and faculty who bring a fresh perspective to the classroom and enrich the learning experience for our students.

### **Strategies:**

Work with the International Programs Office to promote participation in hosting international groups for varying periods of time.

Cultivate existing relationships with various international institutions and (or) communities to explore opportunities for future collaboration.

Encourage faculty and staff to invite international speakers to broaden academic horizons.



### **Objective 2.4**

Continue to develop student leadership skills through involvement in student clubs and organizations across campus and within the Darr College of Agriculture.

#### **Strategies:**

Starting with the first semester, introduce students to various student organizations of interest.

Have faculty advisors promote joining a student organization.

Encourage students to run for leadership positions in campus, state, national, and international organizations thereby supporting leadership development.





# Goal 3: Strengthen external relations with alumni, donors, community partners, and collaborative institutions to better support teaching, research and public affairs efforts.

## Objective 3.1

Establish a Darr College of Agriculture Advisory Committee and encourage meaningful engagement with each other and our external partners (current and potential).

### Strategies:

Identify personnel fully engaged in the promotion and support of the Darr College of Agriculture to serve on the advisory committee.

Hold meetings at least once per year to provide professional and academic expertise and advocacy in support of departments and programs.

## Objective 3.2

Host events where alumni, donors, and community partners are invited in order to encourage support for the Darr College of Agriculture, both now and in the future.

### Strategies:

Maintain the Annual Alumni Banquet thereby bringing a large constituent of Darr College of Agriculture alumni together in support of the college.

Host the Annual Ag Forum event, which is open to associates of the Darr College of Agriculture as well as community members for open discussion on policies facing agriculture.

Have Darr College of Agriculture representation at events hosted by other organizations to show support for our colleagues in the agricultural industry.

## Objective 3.3

Develop current properties to increase capacity in providing educational experiences, to conduct research and promote outreach programming, which will enhance Darr College of Agriculture's image, collaborative opportunities, and facilitate further donations.

### Strategies:

Reinvest in property and facility development when resources allow.

Collaborate with industry partners to increase research and educational opportunities as well as output from all production-oriented assets.



# Goal 4: **Develop and promote an educational and inclusive environment among faculty and staff.**

## **Objective 4.1:**

Recruit and retain high quality faculty and staff representing diversity and collegiality who exhibit a high capacity for rewarding academic and professional engagement.

### **Strategies:**

Advertise position openings in appropriate professional venues to attract a diverse group of candidates with a demonstrated history of collegiality and professional engagement.

Conduct a thorough on-campus interview as part of the selection process.

Offer competitive salaries and benefits.

Support faculty and staff salary increases when possible.

Support staff professional development opportunities when possible.

## **Objective 4.2:**

Provide an environment and resources for faculty to achieve their goals in teaching, research, and outreach.

### **Strategies:**

Support faculty involvement in professional development.

Assist in providing travel support for participation in state, national, and international conferences.

Promote collegiality and cooperation among faculty within the college and across campus.





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