

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
Department of Community and Leadership Development  
2016 - 2017**

**Recommendations:**

**1. Plan externally facilitated conflict resolution activities to address historical concerns, reduce interpersonal conflicts and create a culture of collegiality and respect.**

**Assessment method:** The completion of departmental conflict resolution activities.

**Results:** The Department contracted with Dr. Janelle McNeal, who facilitated a conflict resolution retreat during the 2014/15 academic year. Some progress was made, but since then the department has had a second retreat (January 2017), which culminated with the chair conducting a seminar to address faculty and staff concerns regarding conflicts, and establishing a plan to foster an improved culture of trust, civility and collegiality.

**Analysis of results and reflection:** The retreat provided an opportunity to openly discuss concerns about department culture. Outcomes from the second retreat included agreement that we need to focus on relationship-building within the department, and improve our understanding of what it means to be a multidisciplinary unit. The focus has shifted to improving professionalism and the quality of our work.

**Ongoing Improvement actions:** The chair has structured departmental meetings that generally follow Robert's rules of order, and has tasked the executive committee with revising the department's rules of procedure. The chair has also appointed a working group charged with revising the department's vision and mission, and to develop departmental value statements. Both chair and faculty will continually reassess the interpersonal dynamics and working relationships within the department.

**2. Balance the benefits of a unifying departmental identity with the professional development needs of individual faculty members, particularly junior faculty.**

**Assessment method:** The creation of a plan for a unified department identity combined with specific professional development activities for individual faculty.

**Results:** As previously noted, the department is revising vision, mission and value statements that will provide a better sense of unity. That activity should be completed by fall 2017.

**Analysis of the results and reflection:** Achieving a unified identity within a multidisciplinary department is challenging. We must be more than just "multidisciplinary", but rather "multidisciplinary with purpose". Our overarching goal is

to develop people and share knowledge to enable them to envision and achieve sustainable, equitable and healthy communities. Our core capacities (i.e., faculty programs) include research, teaching and outreach in community strategic planning, facilitation and communication; leadership development; agriculture and community education; entrepreneurship; sustainable and local food system development; international development; and rural development. All of these capacities should contribute to our mission, but also provide unifying themes for a multidisciplinary unit.

**Ongoing improvement actions:** A monthly faculty discussion series entitled, “CLD Unexpected” continues to provide a forum for sharing and discussing how programs in the department accomplish our mission. We have also launched a research seminar series to provide another venue for professional development, and to facilitate discussion regarding different disciplinary approaches to accomplishing our mission.

### **3. Work with the college administration to secure resources commensurate with instructional revenue under the University’s upcoming financial budget model.**

**Assessment method:** The anticipated change in how central campus provides state funds to the various colleges changed with the naming of a new Provost. Consequently, the department’s plan for more heavy reliance on student contact hours as an increasing source of revenue is no longer valid.

**Results:** There has been no change in the results related to this item this reporting cycle. The department sought, and the Dean of the CAFE approved, retention of salary savings in the Department to be used for departmental programs. While this is a satisfactory short term solution, the department needs to reconsider resource allocations given that a new university financial budget model will not be implemented at this time.

**Analysis of the results and reflection:** It was anticipated that a budget model would be implemented in 2015 with a heavier reliance on student contact hours. Many of the department’s plans for undergraduate and graduate instruction were based on this assumed budget change. The chair will continue to make the college administration aware of departmental resource priorities including the possible addition of new faculty. The department continues looking for creative means for working with other programs to possibly create joint appointments.

**Ongoing improvement actions:** The departmental committees for undergraduate and graduate programs will consider curricular changes given that the proposed new budget model will not be occurring. Committees will consider the appropriate number of courses, course rotation and the use of other teaching resources such as teaching assistants and part time instructors.

### **4. Pursue external funding for extension and research to recruit**

**graduate students and to release funds for new teaching resources.**

**Assessment method:** An increase in the three-year running average of total external funding (grants and contracts), including primary and collaborative projects.

**Results:** External funding for the department was \$385,004 (direct) and \$4.2 million (collaborative) in FY 15, \$53,000 (direct) and \$1.6 million (collaborative) in FY 16, and \$884,102 (direct) and \$13.7 million (collaborative) in FY 17. The three-year average is \$440,702 (direct) and \$6.5 million (collaborative), with direct awards up 100.6% above the three-year average.

**Analysis of results and reflection:** The chair will continue to encourage faculty to secure external funding consistent with their teaching, research and extension programs. Their success will directly impact the department's ability to grow our graduate programs. Existing grants are increasingly being used to fund graduate research assistantships.

**Ongoing improvement actions:** Continue to encourage faculty to seek grants consistent with their academic programs so additional funds can be made available to support graduate students. Review teaching commitments, with the goal of aligning selected faculty with a 2 plus 2 teaching schedule to allow time to pursue additional grant funds. Encourage faculty (particularly junior faculty) to participate in grant writing workshops and to form grant writing teams.

**5. To reduce teaching loads, use a balanced variety of alternatives that includes using salary savings from grants to fund Type 1, Type 2, and Type 3 TA's, acquiring institutional TA funds under the University's new financial model, recruiting practitioner instructors, streamlining course offerings, and implementing new initiatives judiciously.**

**Assessment method:** Account for the number of teaching assistants and part time instructors available to provide additional teaching resources. Compare the number of core and elective courses being taught currently with numbers in the coming years.

**Results:** The department has recently approved a curriculum revision that is expected to utilize instructional DOE's more efficiently by reducing the number of CLD courses within the major, and reducing some course offerings from twice-a-year offerings, to once an academic year. The department is also utilizing additional teaching assistants and PTI's to meet course load demands.

**Analysis of results and reflection:** The department experienced the resignation of one post-retirement appointment this past year, and two other faculty resignations. Some of these losses have been mitigated through the hiring of an additional lecturer, and we are currently searching for an additional faculty member in agricultural

education.

**Ongoing improvement actions:** The undergraduate and graduate committees will continue to consider curricular changes relating to the number of courses offered, and selected course rotations, as well as courses that students might take from other departments to fulfill degree requirements.

**6. Hire a full-time academic coordinator who can focus on strategic recruitment, employer relations, advising and a limited amount of teaching.**

**Assessment method:** Hiring of an Academic Coordinator.

**Results:** An Academic Coordinator was hired for the 2014-15 fiscal year, but resigned to take another position. The Academic Coordinator has various duties beyond teaching such as advising, recruitment, serving as a communications link to alumni and prospective students, helping provide access to University-level resources, and encouraging various academic enrichment experiences.

**Analysis of results and reflection:** The Academic Coordinator position was a significant contribution to the department's teaching program. During the 2015-16 fiscal year, the decision was made to split the full-time position into two part-time positions – one for the CTE program and the other for the CLD program. These two positions were filled by Ph.D. teaching assistants. The results have been mixed from the current chair's perspective. The AC's have done an excellent job given their part-time status, and enrollment is up. However, serving as an academic coordinator is a demanding task, and fulfilling all AC responsibilities while pursuing a Ph.D. is challenging. Can our successes this past year be sustained? A part-time model will result in high turnover rates, which will create challenges in training new AC's every few years. This may make sustained performance over the long run difficult to achieve.

**Ongoing improvement actions:** The chair, with the advice of the Directors of Undergraduate Studies, will continually monitor the activities and performance of the Academic Coordinators.

**7. Respond to graduate students' need for more formal orientation and guidance, strategically serve the need for MS-level community and leadership training of extension agents, and consider launching a new Ph.D. program only after a program assessment of the recently revised MS program indicates success and sustainability.**

**Assessment method:** Create a more complete orientation for new graduate students at the beginning of the academic year. Create a graduate student handbook for both graduate student and faculty use.

**Results:** A revised graduate student handbook has been developed. The department

implemented a revised graduate student orientation, which utilized faculty panels to provide advice and answer new graduate student questions. Informal workshops have been organized by the DGS to make faculty more aware of graduate school rules and regulations.

**Analysis of results and reflection:** The graduate program is somewhat unique in this department because of the large numbers of part-time students that frequently require more years to complete their MS degree compared to full-time research and teaching assistants. Consequently, the DGS and Graduate Committee continues to monitor and review student progress toward completion of their degrees.

**Ongoing improvement actions:** Schedule periodic meetings for departmental faculty to become aware of the various Graduate School regulations.

**8. Following Gary Hansen's tenure, retain an internal or external Interim Department Chair until the new instructional programs and the university's financial model stabilize. When sufficient unity exists to attract a strong candidate pool, conduct an external Chair search.**

**Assessment method:** Hiring an interim department chair. Development of a position announcement for a permanent department chair and the appointment of a chair search committee.

**Results:** A national search was conducted and an external hire was completed. The permanent chair joined CAFE and CLD in August 2016.

**Analysis of results and reflection:** The chair has implemented a transition strategy that contains the following priorities: improve civility and collegiality of the department's culture through leadership from senior faculty and the executive committee; improve trust through greater transparency and revisions to the rules of procedure for the department; revise the vision, mission and value statements for the department; fully utilize faculty expertise across both undergraduate programs; and manage teaching assignments to maximize opportunities for faculty to conduct research.

**Ongoing improvement actions:** The new chair will continue with implementation of this plan.

**9. Create an additional faculty position in agricultural education to be filled by the beginning of the 2015/16 academic year.**

**Assessment Method:** Creating and hiring of a new faculty position in agricultural education.

**Results:** The current chair completed discussions with the Dean's office about a joint appointment between CLD and BAE. The position was created and approved, and we have completed interviews of three finalists. The Chair's recommendation is

currently under review by the Dean's office.

**Analysis of results and reflection:** Pending the Dean's approval we hope to hire one of the three finalists.

**Ongoing improvement actions:** Pending Dean's approval.

**10. The CAFE should "buyout" the portion of CLD sociologist salaries currently funded by the College of Arts and Sciences in order to resolve an increasingly problematic situation before a new chair is selected.**

**Assessment Method:** All Community and Leadership Department faculty will be funded by the College of Agriculture, Food and Environment.

**Results:** The chair has met with the Dean and a proposal to complete the buyout is pending.

**Analysis of results and reflection:** The chair remains optimistic about the proposal.

**Ongoing improvement actions:** Follow through on pending proposal, if accepted.