Department of Community & Leadership Development

Strategic Plan
2009-2014

Mission

The mission of the Department of Community & Leadership Development is to teach, study, and address social issues within rural, urban, and agricultural contexts.

Vision

The vision of the Department of Community & Leadership Development is to become a premier leader in integrating the fields of communication, agricultural education, community development, leadership, and rural sociology. This integration occurs both within our fields and through the scholarship of:

- **Teaching/Learning**: Through formal and non-formal educational venues;
- **Research**: Engaging in scholarship and ideas to address needs and concerns;
- **Extension/Outreach**: Serving as the source of interdisciplinary outreach programs that address contemporary issues.
GOAL 1
Prepare Students for Leadership in an Innovation-Driven Economy and Global Society

Educating students is the most important way that we enhance the future of the Commonwealth. Instruction is fully integrated with our other missions – research and extension. The Department expects its graduates to become leaders in their professions and their communities. To this end, the Department must attract and graduate outstanding students with diverse backgrounds and the skills to meet the challenges of the future.

Most Significant Challenges

- Undergraduate enrollment in the Community Communications and Leadership Development program has consistently increased. Maintaining, let alone further increasing, enrollment will not be possible without additional faculty instructional DOE.
- Quality and quantity of classroom space on south campus has become limiting.
- Some classrooms are inadequately equipped.
- Limited faculty instructional DOE restricts the number of non-required graduate course offerings making it difficult for graduate students to find appropriate specialty support.
- Lack of funding for graduate assistantships severely limits ability to recruit quality, full-time students for the Career, Technical, and Leadership Education MS program.

Strategies

- Use the opportunities provided by the university changes in general education requirements to develop more efficient and effective curriculum and instruction delivery at the program level.
- Develop plans and actions that will make the Department a leader in integrating experiential education into the curriculum.
- Aggressively promote student participation in personal and professional development opportunities beyond the classroom, including student research, student and professional organization membership, international travel experience, and internships.
- Actively recruit students who will enter Department undergraduate programs as freshmen or sophomores.
- Monitor and revise undergraduate curriculum to integrate the department’s disciplines and share teaching resources.
- Increase opportunities for distance learning and evening education.
- Actively promote graduate student financial support with grant funds.
Key Indicators, by 2014 the Department will have:

1. Doubled the number of CTLE graduate students supported on graduate assistantships which are not associated with faculty start-up packages.
2. Maintained the ratio of CTE Agricultural Education undergraduate majors to teaching/advising faculty at less than 20/1.
3. Reduced the ratio of CCLD undergraduate majors to teaching/advising faculty to less than 20/1.
4. Successfully revised and implemented a CCLD curriculum which institutes requirements designed to both manage enrollment and insure students are better prepared for upper-division courses.
5. Offered both undergraduate and graduate students opportunities for international study.
GOAL 2
Promote Research and Creative Work to Increase the Intellectual, Social and Economic Capital of Kentucky and the World Beyond its Borders

The Department’s land-grant mission encourages truly creative research endeavors that result in the discovery of new knowledge. Further, we aspire to capitalize on the individual and collective achievement of our faculty by applying discoveries to the development of individuals and communities. The Department integrates discovery science and applied research in teaching and outreach activities to solve problems and generate community and societal benefits at the state and national levels.

Most Significant Challenges

- Facilities limit the potential for growth of research requiring additional staff and/or space.
- On-campus facilities are inadequate to support Top 20-caliber programs.
- Budget cuts and uncertainty have capped faculty expansion and created key research vacancies.

Strategies

- Aggressively pursue targeted initiatives to increase extramural research funding from all sources, with particular emphasis on federal competitive funding.
- Develop and/or participate in multi-disciplinary research teams and projects within the Department, within the college, across the university and with other universities.
- Continue to actively compile, document and communicate impacts of our research.

Key Indicators, by 2014 the Department will have:

1. Increased the ratio of refereed journal publications, books, and book chapters per tenure-track faculty FTE by 3% per year.
2. Increased the number of external grant and contract awards, on a three-year rolling average, by 3% per year.
3. Increased the total amount of external grant and contract awards, on a three-year rolling average, by 20%.
4. Replicated the 2009 Kentucky Communities Survey.
GOAL 3

Develop the Human and Physical Resources of the Department to Achieve Top 20 Stature

As part of a land-grant institution, the Department offers access to knowledge and learning for citizens and students throughout the Commonwealth. Both community development and leadership development are essential elements for Kentucky’s future, and the Department is playing a prominent role in those areas with its research, teaching, and outreach programs. The Department seeks to be recognized as one of the top departments of its kind in the nation.

Most Significant Challenges

- Limited office, meeting, and teaching space.
- IT and communications support and hardware.
- Business management for increasingly complex operations at the department level.
- The Department’s composition is somewhat unique and the number of similar departments is limited resulting in few national metrics which are of limited validity.
- Budget circumstances portend limited growth, if not stagnation or reductions, in faculty numbers. Further expansion of enrollment or grant funding is difficult without addition of faculty.
- Retention and compensation of highly skilled staff remains a challenge.
- Recruitment and retention of faculty at the most distinguished levels remains severely limited by budget cuts.
- Low faculty salaries, salary inversions between ranks (e.g., assistant professors having higher salaries than associate professors), and salary disparities or wide variations within rank challenge the Department in supporting the quest for Top 20-caliber status.
- The above challenges are largely out of the Department’s control.

Strategies

- The Department will strive to recruit, develop and retain nationally distinguished faculty.
- We will work with college administration to recruit exceptional mid-career faculty who bring elevated recognition and leadership to department programs.
- We will expeditiously and aggressively explore ways to improve faculty salaries and to eliminate salary inversions and disparities, with particular emphasis on increasing the lowest half of faculty salaries to be more equitable with those in the highest half of salaries.
- We will improve strategies for enhanced development of new faculty.
- The Department will work with college and university infrastructure planning to enhance the physical infrastructure needed to develop and
sustain top-tier programs.

- We will seek to improve recruitment, retention, and remuneration of highly skilled staff.

**Key Indicators, by 2014 the Department will have:**

1. Increased the amount of gifts to support Department programs, on a three-year running average, by 5% per year.
2. Reconfigured and renovated Department space to better support top-tier programs.
3. Staff participating in HR/professional development opportunities twice per year.
4. Eliminated faculty inversion in salaries.
GOAL 4
Promote Diversity and Inclusion

The Department is committed to creating an environment where diversity is valued and all individuals can fulfill their highest potential. Respect for diversity of thought, culture, and all human differences is a cornerstone of the land-grant philosophy. To fulfill its mission, the Department must model the ways in which diversity, fairness, and equity in policies and practices facilitate learning, discovery and engagement. We seek to sustain a climate wherein differences are valued, we create work and learning environments wherein every person has opportunities to achieve their highest potential, and we support an inclusive institution responsive to the needs of all students, staff, faculty and citizens.

Most Significant Challenges

- The Department has achieved targets in some, but not all, areas. Specifically, diversity remains limited in CTE.
- The limited national pool of potential students and faculty from underrepresented groups in agricultural education makes efforts to address CTE diversity difficult.

Strategies

- Continue to utilize college and university diversity resources to recruit and retain diverse students, staff, and faculty.
- Target 1890 land-grant universities for recruitment of students and faculty.

Key Indicators, by 2014 the Department will have:

1. Maintained the percentage of enrolled undergraduate CCLD students from underrepresented groups at 20%.
2. Increased the percentage of enrolled undergraduate CTE students from underrepresented groups to 5%.
3. Increased the percentage of enrolled graduate students from underrepresented groups to 9%.
4. Maintained the percentage of female tenure-track faculty in the 40-60% range.
5. Maintained the percentage of tenure-track faculty from underrepresented groups in the 10-25% range.
GOAL 5
Improve the Quality of Life for Kentuckians through Extension, Outreach and Service

Community and societal issues create an unprecedented demand for knowledge- and research-based educational programs applicable to the needs of all Kentuckians. Issues surrounding economic development, leadership, family, youth, and a rapidly changing agricultural landscape in Kentucky require a vital and progressive response.

Most Significant Challenges

- Increased instructional demands have reduced faculty Extension DOE.
- The expectation for graduate education for agents has been established. While the Department has had significant success in meeting the demand for accessible graduate work, the lack of additional resources has limited our ability to respond.
- New communication/information tools are available, but have not been adapted and incorporated fully into Extension programming.

Strategies

- Sustain traditional Department strengths while offering innovative new programs in leadership development and support of the nonprofit sector.
- Promote new Extension and outreach partnerships within and outside UK.
- Increase the deployment of new information technologies such as eXtension, YouTube, and enhanced web effectiveness.
- Increase the number of Extension in-services offered by the department.
- Establish mechanisms to assess and communicate the impact of Extension programs.
- Engage key constituencies – including alumni – to help the Department achieve its objectives.

Key Indicators, by 2014 the Department will have:

1. Increased the three-year running average of number of Extension/engagement grant proposals funded by 25 %.
2. Maintained the three-year running average in total amount of grant funding for Extension/Engagement.
3. Established an active Departmental Advisory Group/Board.
4. Increased the percentage of Extension/engagement trainings delivered via by new technologies to 25%.