

Prototype for the Future

Strategic Plan

Excellence, Stability, and Impact

Department of Agribusiness and Applied Economics
College of Agriculture, Food Safety, and Natural Resources
North Dakota State University

September, 2015

Outline

1. Vision Statement: Vision, Mission, and Core Values
2. Program Areas: Goals and Objectives
3. Implementation: Leadership, Resources, and Timeline

North Dakota State University
Department of Agribusiness and Applied Economics

1. Vision Statement

Vision: To produce the best undergraduate, graduate, and extension education as well as the highest quality research possible at a land grant university.

Mission:

The NDSU Department of Agribusiness and Applied Economics is a unified department of agribusiness and general/agricultural economics. We remain committed to the land-grant mission and strategic goals of NDSU.

The departmental mission is to serve our constituents by:

1. Conducting creative research activities which advance knowledge and support informed decision making.
2. Educating and preparing individuals for lifelong learning, leadership and citizenship.

Values:

The NDSU Department of Agribusiness and Applied Economics will act to accomplish its mission while adhering to the following values:

1. We value the free exchange of ideas.
2. We value collegiality and mutual respect for each other's' abilities, interests and perspectives.
3. We value integrity and honesty in all that we do.
4. We value the pursuit and dissemination of creative research and discovery.
5. We value an environment that fosters teamwork and collaboration among colleagues.
6. We value quality and excellence in teaching, research, and extension activities.
7. We value diversity and strive to integrate various cultural, ethnic, gender and socio-economic viewpoints and backgrounds into our department's culture.
8. We value the active stewardship and development of departmental resources.
9. We value opportunities for personal growth and leadership development.

2. Superordinate Goals

NDSU is a land grant, student focus, research one university. The university has identified three Grand Challenges in the area of:

- Food Systems and Security,
- Healthy Populations and Vital Communities, and
- Sustainable Energy, Environment, and Societal Infrastructure.

The superordinate goals focus on the three areas of *excellence* in teaching; state, regional, and international *impact* of our research programs; and sustained *stability* of our outreach/extension mission.

The Department of Agribusiness and Applied Economics was formed in 1919 (then the Department of Agricultural Economics and Marketing) after offering a curriculum in agricultural economics in 1918. The department currently offers BS degrees in Agribusiness, Agricultural Economics, and Economics and MS degrees in Agribusiness and Applied Economics and International Agribusiness. The undergraduate major enrollment had been relatively steady at 160 to 180 students until most recently when it doubled to 366 students, in addition to 27 graduate students. The department has 38 faculty members (20 tenured or tenure-track faculty, 2 instructors, 16 research associates, extension specialists and other non-tenure-track adjunct faculty) and is housed on the fourth, fifth and sixth floors of Barry Hall.

Research programs in the department are defined by faculty members and their appointments, agricultural experiment station needs, and clientele groups. Some faculty in the department have experiment station appointments; the remaining faculty have research expectations as specified in the department's promotion and tenure evaluation documents. This expectation is consistent with University research expectations for faculty. Accordingly, each faculty member reports their research activities and accomplishments annually. The full range of faculty research cannot be adequately summarized in a brief paragraph, but in general terms, the faculty research emphasizes risk and strategy, trade and sales, and policy. Much of this research is conducted in collaboration with NDSU colleagues, academic colleagues nationally and internationally, industry, and government agencies.

The department faculty leads several centers: The Quentin Burdick Center for Cooperatives, the Center for Agricultural Policy and Trade Studies, and the Bio-Energy and Products Innovation Center. The department also is pursuing a Center in Risk and Trade and possibly a Center for the Study of Public Choice and Private Enterprise. These centers demonstrate the research and leadership contributions of the department faculty.

Teaching and Assessment of Learning

Deliver *excellent* undergraduate and graduate programs with higher retention and placement of our students. Provide better training for more students with the best available technology. Provide scholarships to our outstanding students.

Research and Discovery

Conduct *impactful* national and international research in the Grand Challenge areas. Research programs should address stakeholder needs and be supported with grants and contracts. Increase innovation

through collaboration across disciplines is encouraged. Increase research output with undergraduate, MS, and doctoral students' participation.

Outreach/Extension

Deliver *stable* and outstanding outreach and extension programs to our stakeholders. Programs will focus on North Dakota priority areas, emerging issues and policies.

Strategies and Actions to Accomplish the Vision

We develop five strategies to support the vision. These strategies would be revised every five years. Detail objectives and action plan for the respective Program Areas and presented in Table 1 and 2. The strategies focus on the strengths of the department and emerging issues consistent with NDSU Grand Challenge areas. In particular, we will pursue the following strategic initiatives:

Perform annual assessment of student learning (Program Areas 1, 2, and 3)

1. Develop internal mechanism for review of teaching and encourage faculty to participate in university formative assessment;
2. Continue developing industry relationships and expand academic applications and undergraduate research;
3. Assess current student's integrated skill levels; identify objectives and develop/implement plan of action;
4. Expand applied economics honors program;
5. Provide oversight of the development and implementation of assessment plan;
6. Participate in ongoing training for faculty advisors;
7. Investigate alternative models to provide quality advising to our students;
8. Identify opportunities for faculty and student interaction; and
9. Update department brochure and website, including Facebook and Twitter Accounts.

Increase the quality and number of peered reviewed journal articles (Program Areas 4, 5, and 6)

1. Provide support for publication (e.g., submission fee and page charges) and other forms of creative scholarship (decision tools, software);
2. Allocate smaller classes to junior faculty to enable them develop their research programs;
3. Invite top outside speakers (e.g., top journal editors) to give presentation to the department and provide guidance or collaborate with our faculty on research activities, grant writing and publishing;
4. Provide travel support and incentives for faculty to participation in national and international scholarly meetings (e.g., present selected papers); and
5. Amend our PTE document for clarity and provide expectation on recommended high quality, peered reviewed journal articles.

Provide support to increase grants and contracts awards (Program Areas 7 and 8)

1. Encourage faculty to pursue grant opportunities appropriate to their appointment;

2. Encourage faculty to create interdisciplinary teams within NDSU and other universities to increase the likelihood of receiving sizeable grants;
3. Work with industry and stakeholder groups to develop proposals and sponsorship targeted to address significant outreach problems in the state and region; and
4. Provide support staff person to help with grant writing.

Develop Doctoral Program, to Complement our MS Degrees (Program Areas 5 & 6)

1. Start joint doctoral with Transportation Logistics, Financial Mathematics, and Natural Resource Management;
2. Secure long-term funding for the doctoral program;
3. Develop doctoral program guidelines and admission criteria;
4. Work with the university to establish a Ph.D. Fellowships Program to attract the best students into areas relevant to the Grand Challenges;
5. Ensure stability and sustainability of doctoral programs through graduation rates and placement. Stability is increased and resource needs are reduced with collaboration with existing doctoral program; and
6. Hire one new position (lecturer or faculty).
7. Continue support for Masters program

Increase Stability and Impact of our Program (Program Areas 9, 10, 11, 12 and 13)

1. Increase endowment funding;
2. Identify new opportunities for centers of excellence;
3. Establish an Endowed Chair and Professorship program to reward excellence across research, education, and outreach areas relevant to the Grand Challenges;
4. Expand collaboration with other academic units within NDUS and beyond (i.e., psychology, food safety, cooperatives, pharmacy, Animal Science).
5. Formalize revenue generating programs;
6. Establish industry advisory board;
7. Continue providing extension education on emerging issues (e.g., farm bill, drought, flood); and
8. Organize and maintain stakeholder conferences (eg. Lenders conference, crop insurance, marketing clubs)

Table 1. Program Areas: Goals and Objectives

1. Undergraduate Programs	2. Student Recruitment	3. Academic Assessment & Student Retention	4. State/National/Intl. Recognition of Scholarship	5. Extension
GOAL	GOAL	GOAL	GOAL	GOAL
Ensure excellence in all undergraduate programs.	Improve efficiency and effectiveness of undergraduate and graduate recruitment.	Ensure and maintain high level of retention in AAE undergraduate programs while assessing programmatic learning objectives.	Maintain and grow state, national and international recognition of AAE scholarship.	Provide timely, science-based, high-impact Extension programs to North Dakota stakeholders
OBJECTIVES	OBJECTIVES	OBJECTIVES	OBJECTIVES	OBJECTIVES
<p>Sustain current level of enrollment and continue to seek out best students.</p> <p>Maintain excellence in undergraduate program by:</p> <ul style="list-style-type: none"> a) Identifying synergies and create a more integrated curriculum. b) Comparing to peer institutions. c) Getting feedback from stakeholders on emerging issues. d) Foster a community of teaching excellence (through assessment and faculty development). e) Develop opportunities for integrated projects and internships with public and private sector (industry events and competitions). f) Establish integrated skills such as oral and written communication, critical thinking, interviewing, and presentation skills. h) Encourage participation in Honors program. 	<p>Attract top quality undergraduate students.</p> <p>Improve website design and content, and build active presence in social network platforms.</p> <p>Increase visibility of undergraduate and graduate programs within the university.</p> <p>Improve diversity of undergraduate and graduate student bodies.</p> <p>Work with CAFSNR recruiters in developing a comprehensive strategy that identifies and targets high-yield markets.</p> <p>Increase faculty participation in secondary and post-secondary co-curricular activities.</p> <p>Strengthen relationships with ND community colleges.</p> <p>Identify and generate new scholarship and fellowship opportunities.</p> <p>Leverage relationship with industry to promote programs. Reestablish alumni relationships. Target students at other universities (graduate).</p>	<p>Maintain workable assessment plan and document.</p> <p>Maintain adequate staff and faculty support for advising.</p> <p>Increase student-faculty engagement and mentorship.</p> <p>Promote students for national awards and recognitions.</p> <p>Provide undergraduate students with multiple opportunities for engagement with AAE.</p>	<p>Support and provide incentives for:</p> <ul style="list-style-type: none"> a) Participation (e.g., selected papers, leadership and others) in national and international scholarly meetings. b) Publication e.g., submission fee and page charges) and other forms of creative scholarship (decision tools, software). c) Integrated MS student and faculty research activities—publication in peer reviewed journal with graduate students. d) Participation on expert panels and advisory committee. <p>Support activities that develop scholarly reputation of excellence (teaching and research awards, expert panels, advisory committees).</p> <p>Provide incentives for faculty development.</p> <p>Sustain, secure and support editorship for nationally/internationally recognized journal.</p> <p>Increase support for:</p> <ul style="list-style-type: none"> a) Building and sustaining relationships with domestic and national press. b) Securing public and private funding for international research programs independently 	<p>Engage with stakeholders to identify important emerging research and educational needs.</p> <p>Develop and deliver effective educational programs that meet continuing and emerging needs.</p> <p>Leverage North Dakota’s county-based Extension service to identify needs and deliver programming.</p> <p>Work with other states to address shared educational needs.</p> <p>Communicate research needs to Departmental and University faculty and specialists.</p> <p>Communicate research results to Extension specialists, county-based educators, and the public.</p> <p>Maintain depth and breadth of opportunities for invited presentations.</p> <p>Organize and maintain stakeholder conferences (eg. Lenders conference, crop insurance, marketing clubs).</p> <p>Continue collaborative training efforts with state/federal agencies.</p> <p>Continue to provide farm management/budgets, decision aid tools, benchmark data and price forecasts to producers and agribusinesses.</p>

			and with other disciplines.	
6. Masters Programs	7. Grants & Contracts	8. Outreach	9. Industry, Agencies, and Alumni	10. Centers of Excellence & Endowments
GOAL	GOAL	GOAL	GOAL	GOAL
Improve enrollment and quality of existing MS and develop new master's level program.	Sustain high levels of funding from grants and contracts.	Effectively disseminate knowledge to the public.	Enhance level of engagement with industry, agencies, and alumni.	Continue securing funds and sustainability for Centers of Excellence and endowments.
OBJECTIVES	OBJECTIVES	OBJECTIVES	OBJECTIVES	OBJECTIVES
<p>Develop Certificate of Risk.</p> <p>Develop new Masters level program focusing on agribusiness management.</p> <p>Investigate modifications to current MS program to differentiate MS from MABM.</p> <p>Develop executive education program that complements current and futures MS offerings.</p> <p>Enhance recruitment plan to attract better qualified MS students.</p> <p>Develop "plus one" program to allow general BS students to complete MS in one year.</p>	<p>Encourage faculty to pursue grant opportunities appropriate for their appointment.</p> <p>Enhance interdisciplinary teams within NDSU and other universities.</p> <p>Work with industry groups in developing proposals and sponsorship.</p> <p>Secure long-term funding to stabilize and ensure sustainability of research programs in the absence of dedicated funding.</p>	<p>Deliver and disseminate applied research effort findings to study sponsors and other constituent groups through presentations and participation at various meetings and conferences.</p> <p>Increase publication of departmental reports.</p> <p>Provide workshops based on core research findings/departmental expertise to stakeholders using CTR and other facilities/resources within the department.</p> <p>Provide support for and develop flexible systems to support outreach efforts beyond reporting to study sponsors.</p>	<p>Collaborate with CBA to establish an "executives in residence" program.</p> <p>Develop opportunities for integrated projects and internships with public and private sector (industry events and competitions).</p> <p>Provide revenue generating training to industry professionals using CTR and other facilities/resources within the department.</p> <p>Enhance coordination of faculty interaction with industry.</p> <p>Expand relations with business, government and other organizations at the state, national, and international level.</p> <p>Establish industry advisory board involvement with curriculum, experiential learning, and marketing of AAE programs.</p>	<p>Maintain existing centers of excellence.</p> <p>Increase endowment funding.</p> <p>Identify new opportunities for centers of excellence.</p>

11. International Engagement	12. Collaboration with CBA & Other Academic Units	13. Doctoral Program
GOAL	GOAL	GOAL
Build level of international engagement of AAE faculty/students.	Foster and identify synergies with other academic units	Develop PhD program in Agribusiness and Applied Economics.
OBJECTIVES	OBJECTIVES	OBJECTIVES
<p>Form international partnerships (eg. MOU's).</p> <p>Work with ND Trade office to develop international partnerships.</p> <p>Explore semester abroad opportunities (pursue USDA funding).</p> <p>Include member to industry advisory board with international background/contacts.</p> <p>Explore opportunities to include international speakers in departmental seminars.</p> <p>Recruit top students from abroad.</p>	<p>Maintain collaborative use of CTR and other Barry Hall teaching facilities.</p> <p>Collaborate with CBA to establish an "executives in residence" program.</p> <p>Maintain collaboration to attract guest speakers.</p> <p>Explore dual MS and MBA program with CBA.</p> <p>Encourage collaboration in research and teaching programs focusing on specific topic areas (i.e. risk).</p> <p>Expand collaboration with other academic units within NDUS and beyond (i.e., psychology, food safety, cooperatives, pharmacy, animal science).</p>	<p>Establish exploratory committee to investigate and recommend alternative models.</p> <p>Areas of investigation would include:</p> <ul style="list-style-type: none"> a) Evaluation of to include like programs and newly develop doctoral programs b) Resources needed c) Effect on other programs internal and external to our department d) Placement of students e) Core competencies

Table 2. Leadership, Resources, and Timeline

Specific Actions	Who Takes the Lead	Completion Date	Resources Needed
Identify synergies	UPC	Annual update	Tbd by UPC
Identify current peer and aspirational peer institutions	Chair	2 year cycle	
Form ad-hoc committee to research methods to formalize stakeholder feedback e.g. employers, former students, current graduate students	Chair will assign committee	Tbd	
Develop internal mechanism for review of teaching.	Chair	05/15/15	
Encourage participation in teaching/curriculum development opportunities	Chair	ongoing	Money for travel or conference fees
Continue developing industry relationships and expand academic applications and undergraduate research	Chair and UPC	ongoing	
Assess current student’s integrated skill levels; identify objectives and develop/implement plan of action	Chair	5/15/15	
Expand economics honors program	Chair and UPC	06/01/15	Dept assist with fees
Develop succession plan and established base of funding.	Chair and Center Directors	Ongoing	
Continue to pursue funding	Faculty	Ongoing	
Risk center, impact studies, international trade, policy	Chair and Center Directors	Ongoing	
Collaborate with participating departments (Mathematics, Statistics, Transportation and Logistics, Ag Engineering, and Finance)	Risk Committee	Ongoing	
Develop joint programs with TL, NRM, and Financial Mathematics.	Chair and Risk Committee	Ongoing	
Bring proposal to faculty to decide on continuation and implementation	Faculty	Ongoing	
Investigate modifications to current MS program	GPC	Ongoing	
Identify potential training opportunities	GPC	Ongoing	
Develop, advertise, and implement prestigious undergraduate scholarships.	Scholarship committee, UPC, Awards from CofE		
Develop, advertise, and implement prestigious graduate scholarships, assistantships and fellowships.	Scholarship committee, GPC, Awards from CofE		
Develop one pager for graduate recruiting.	GPC		
Appoint formal articulation person to work with colleges within NDUS system	Chair to appoint		
Appoint person to work with 4H and FFA.	Chair to appoint		
Identify potential Econ students to serve as Ag Ambassadors	Chair		

Work with Office of Equity and Diversity to identify strategies to enhance diversity	Chair		
Increase collaboration with McNair Fellows Program	Chair and faculty		
Improve webpage design	Web Committee		
Implement formal alumni lunch or dinner at homecoming	Chair, faculty, and support staff		
Provide oversight of the development and implementation of assessment plan	Chair	Ongoing	
Participate in ongoing training for faculty advisors	Chair	Ongoing	
Investigate alternative models to provide quality advising to our students	Chair	Beginning June 1, 2015	
Identify opportunities for faculty and student interaction	Chair	Ongoing	
Explore alternative models and structures for doctoral program	Chair		
Develop Certificate of Risk	Chair and Risk Committee	Fall 2015	
New Master's Program: Develop alternative courses of action. Ex. Modify existing MS degree, collaborative effort with COB, MOU with other universities.	GPC	TBD	
Investigate MABM: See above	GPC		
Executive Education Program: Ex. Advanced Farm Management Program, Agribusiness Executives, Mid-career agribusiness leaders, leaders of commodity organizations.	Interested Faculty and Chair	TBD	
Executive Education Program: Ex. Advanced Farm Management Program, Agribusiness Executives, Mid-career agribusiness leaders, leaders of commodity organizations.	Interested Faculty and Chair	TBD	
Enhance recruitment of MS students: Ex. Develop one page document to promote MS program, visit upper level classes at NDSU and other Universities, others	GPC and Chair	Ongoing	
Investigate alternative options for a "plus one" program. Targeted students from AAE, COB and other universities.	GPC	Fall of 2015	
Executives in Residence Class jointly with CBA	Chair and ad hoc committee	Spring 2016	
Integrated projects (LoL and Farm Credit Fellows)	Chair and individual faculty	Ongoing	
Revenue generating programs. Develop standard set of fees and charges for CTR	Chair	December 2015	
Establish industry advisory board	Chair and Center Directors	Ongoing	
Expand relations with government. Continue liaison through conferences on emerging issues and establish rotation through the departmental centers.	Chair and Center Directors	Ongoing	
Continue collaborative use of CTR with CBA	Chair	Ongoing	
Establish social functions to encourage collaboration	Chair and support staff	Ongoing	

Establish joint agribusiness program with Concordia, COB, and other units around the state	Chair, UPC, and GPC	Ongoing	
Continue collaboration with other academic units	Chair, UPC, and GPC		
Maintain, revise, and develop MOU's	Chair		
Investigate opportunities for multi-disciplinary teaching, research, and outreach activities/programs.	Chair, UPC, and GPC		
Continue to develop joint research programs with NDTO and other International Entities	Chair		
Continue collaboration with international scholars	Faculty		
Increase publications targeted towards non-academic audience (e.g., departmental reports, Spotlight on Economics, general press releases, Choices, CAFRI).	Faculty		
Continue to provide workshops to stakeholder groups (e.g., lenders, crop insurance, commodity groups).	Faculty		
Develop a plan to publish impact evaluation studies in peer reviewed journals	Chair		
Continue providing extension education on emerging issues (e.g., farm bill, drought, flood).	Extension Faculty		