

STRATEGIC PLAN

Department of Horticulture

College of Agriculture, University of Kentucky

2004 – 2009

(July 13, 2004)

Our Strategy plan:

- *identifies goals for faculty and staff of the Department of Horticulture.*
- *relates teaching, research, and Extension programs to anticipated problems and opportunities in horticulture.*
- *communicates directions, goals, and program support needs to the professions of horticulture, state policy makers, and University administration.*

UK Horticulture's Mission

To expand knowledge, develop and evaluate new technologies and appropriate use of environmental resources for horticultural crop production and utilization, and deliver information to horticultural clientele for improving the quality of life in Kentucky, the United States, and the world.

UK Horticulture Values

- Life-time learning opportunities are essential for faculty, staff, students, alumni, horticulture industry personnel, and the general public.
- Interdisciplinary activities blend available expertise into planning and action teams for more effective and efficient research, education and extension programs.
- Diversity of culture, race, gender, ethnic background, expertise, and abilities strengthens our human resource base.
- Appropriate classification, achievement standards, career tracks, and rewards for staff will increase individual achievement and unit productivity.
- Encouraging open discussion of diverse view points increases the probability of effective programs.
- Expansion of Kentucky Horticulture will contribute to a higher standard of living, diversification of Kentucky agriculture, and sustainability of family farms.
- Healthy consumers require safe, nutritious food and healthy and pleasing interior and exterior environments.

Goal I: Reach for National Prominence

As a Department in a land-grant institution, we offer access to knowledge and learning for citizens and students throughout the Commonwealth. Agriculture, food, and environmental systems are key components of Kentucky's economic future, and the Department of Horticulture is playing a prominent role in those areas with its research, teaching, and outreach/service programs in the UK College of Agriculture.

Objectives

1. The Department will enhance the national prominence and impact of its research-based scholarship.
2. The Department will recruit and graduate students who become outstanding leaders and scholars for our state and nation.
3. The Department will sustain its nationally prominent stature in outreach, service, and extension missions.
4. The Department will continue to improve programs through enhanced facilities, business management and information technology.

Strategies

1. Pursue increased resources and funding for high-quality research, instructional, and service programs.
2. Modernize management, information technology, and business operations for more effective support of Department programs.
3. Contribute to the development of meaningful metrics and indicators of the stature of Cooperative Extension and the Agricultural Experiment Station on a national level.
4. Engage key constituencies - particularly industry leaders and alumni - to help the Department achieve its objectives.

Key Indicators

By 2009 the Department will have:

1. Increased its total endowment by 10 percent.
2. Contributed to documentation that the Kentucky Cooperative Extension Service ranks among the top 10 in the nation.
3. Contributed to documentation that the Kentucky Agricultural Experiment Station ranks among the top 20 nationally as indicated by NSF-reported research expenditures.

Goal II: Attract and Graduate Outstanding Students

The mission of the undergraduate program in Horticulture is for the student to develop a foundation for continued intellectual development, possess critical thinking, communication and computational skills and be able to integrate scientific, technical, and management principles for

the culture, distribution, and utilization of horticultural crops. The Department of Horticulture offers Horticulture Enterprise Management and Horticulture Science Areas of Emphasis in an interdepartmental B.S. degree program in Plant and Soil Science. The undergraduate horticulture education mission will be addressed through the following objectives.

Objectives:

1. To provide undergraduate curricula that prepare graduates for leadership positions in the horticulture industry.
2. To provide a rigorous, stimulating learning environment that prepares graduates to deal with regional, national and global issues.

Strategies:

1. To evaluate and modify undergraduate horticulture Areas of Emphasis requirements for continuing assurance that students receive the best possible education.
2. To increase interaction between student, faculty, and other professionals
3. Monitor employment and leadership positions of horticulture as a part of the process driving curriculum changes.

Key indicators:

By 2009 the Department will have:

1. Increased to 5 the number of students in Horticulture Science Area of Emphasis presenting papers at professional meetings annually.
2. Increased participation to 15 of landscape management-oriented students in ALCA competition.
3. Increased student participation to 15 per year in national / international study tours.
4. Increased to 75% the number of horticulture graduates employed in the horticulture-related industries.
5. Increased to 75% the number of students in Horticulture Enterprise Management who receive a minor in Agriculture Economics or Business.
6. Increased to 50% the number of students in the Horticulture Science Area of Emphasis who enter Graduate School.

Goal III: Attract, Develop and Retain a Distinguished Faculty

The Department of Horticulture will be recognized for its outstanding faculty working in partnership with superior staff at the county and campus levels to discover and disseminate new knowledge. The successful achievement of our mission depends upon commitment to quality, appropriate compensation, recognition of excellence, and the building of excellent support for faculty and staff.

Objectives

1. The Department will recruit and develop an outstanding and diverse junior faculty.
2. The Department will petition the College for reallocated resources to identify, recruit and support exceptional mid-career faculty who bring elevated recognition and leadership to targeted programs.
3. The Department will aggressively seek to recognize and reward superior achievement and scholarship by both faculty and staff.
4. The Department will partner with University and College administration to improve recruitment, retention and remuneration of technical, clerical and professional staff to ensure the highest quality of support for all programs.

Strategies

1. Communicate needs and opportunities to the College and University for the development of institutional policies and incentives that help retain superior faculty and staff.
2. Continue efforts on professional development and mentoring of new faculty.
3. Continue to review and improve evaluation and coaching procedures, with appropriate rewards, that match performance expectations for all employees.

Key Indicators

By 2009 the Department will have:

1. Increased by 10 percent the number of faculty receiving national awards and honors.

Goal IV: Discover, Share and Apply New Knowledge

The Horticulture faculty, staff, and students will conduct fundamental and strategic research that addresses current and anticipated needs and opportunities related to the production and use of important horticultural crops in Kentucky and new crops with potential for production here. This requires individual effort and contributions to interdisciplinary teams focusing on broad and/or complex issues, including those identified by stakeholders

The Department of Horticulture's mission encourages creative research endeavors that result in the discovery of new knowledge. We aspire to capitalize on the individual and collective achievements of our faculty to the improvement of the commercial horticulture industry, as well as the well-being of families, communities, and the natural environment. These pursuits will establish the Department as a top ranked department in the United States providing knowledge-based solutions in horticulture.

Research and graduate studies in Horticulture are interdisciplinary and solution-oriented, balanced in the pursuit of strategic and fundamental goals. Fundamental research addresses problems in basic plant science. Areas of strength include Natural Products in Plant Defense and Plant Productivity. Strategic research is directed toward fulfilling state and regional needs. Strength in this area is in Production/Marketing Systems Design and Implementation.

Objectives

1. The Department will aggressively pursue targeted strategies to increase extramural research funding from all sources, including federal competitive funding.
2. The Department will seek state-of-the-art facilities and equipment to increase our capacity for cutting-edge science.
3. The Department will integrate discovery science and applied research and technology in teaching, technology transfer and outreach activities to solve problems and generate economic, societal, or environmental benefits at the state and national levels.
4. The Department will attract highly qualified doctoral students and postdoctoral scholars.

Strategies

1. Identify and support targets of opportunity in research areas where cutting-edge science and critical mass exist to achieve national prominence.
2. Foster the development of multi-disciplinary research teams, facilities and resources within the College, across the University and with other universities (including Kentucky State and other state universities).
3. Develop a process for compiling and reporting impacts of research.
4. Secure resources to allow young scientists to be active in research programs at the undergraduate and graduate levels.
5. Advocate resource and facility needs to a wide audience.

Key Indicators

By 2009 the Department will have:

1. Increased the number and funding levels of competitive extramural grant awards by at least 20%.
2. Increased the number of M.S. and Ph. D. students by 4 .
3. Increased the number of postdoctoral scholars and/or visiting scientists by 2 FTE .
4. Increased the number of peer-reviewed research papers by 10 percent.

Goal V: Nurture Diversity of Thought, Culture, Gender, and Ethnicity

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 the cornerstone of all our actions. To implement its mission, the Department and College must model the ways in which diversity, fairness and equity in policies and practices are essential to learning, discovery and engagement.

Objectives

The Department will collaborate within the College to establish structures, implement processes, and focus its resources to:

1. Sustain an institutional climate wherein differences are valued,
2. Create work and learning environments wherein every person has opportunities to achieve their highest potential, and
3. Support an inclusive institution responsive to the needs of all students, staff, faculty and citizens.

Strategies

1. Collaborate with other departments and the College administration to develop a plan relative to the recommendations of the College of Agriculture Diversity Review and Planning Task Force (April 2003: "Diversity Issues in the College of Agriculture": www.ca.uky.edu).
2. Collaborate within the College to expand our network of partners with 1890 land grant universities for recruitment of students, faculty and staff.

Key Indicators

By 2009 the Department will have:

1. Contributed to the College goal of meeting the enrollment and persistence goals of the Kentucky Plan for Equal Opportunities in Higher Education.
2. Met the employment goals of the University Affirmative Action Plan.
3. Participated in favorable USDA-CSREES civil rights reviews in the College as appropriately scheduled.
4. Increased the fraction of minority undergraduate students, graduate students and faculty by 10 percent.

Goal VI: Elevate the Quality of Life for Kentuckians

The Horticulture Extension program integrates and delivers research-based technology and information to County Extension Agents, commercial horticulturists, farmers, biological scientists, service industry and agribusiness personnel, and consumers.

Horticulture faculty and Extension Associates cooperate with Sociology, Agronomy, Forestry, Entomology, Food and Nutrition, Plant Pathology, Agricultural Economics, and Biosystems and Agricultural Engineering faculties and County Extension Personnel in educational activities and applied research related to crop production, crop utilization, and IPM.

The Horticulture Extension mission will be achieved through the following objectives and strategies.

Objectives

1. Expand Kentucky commercial horticultural operations, and improve consumer education, and horticulture for youth.
2. Educate growers, county agents, and consumers in horticultural techniques.
3. Integrate new technologies into the industry.
4. Increase the profitability of horticultural crops and services.

Strategies

1. Focus applied research on selected commercial horticulture needs and opportunities with the greatest impact potential.
2. Support county-based Extension Horticulture programs through innovative and appropriate resource materials.
3. Develop educational materials and activities to help horticultural enterprise managers make decisions to maximize profits and develop sustainable production systems.
4. Develop and deliver planned educational programs through multi-county and statewide activities of the Kentucky Cooperative Extension Service.
5. Continue technical support for Extension faculty to expand efforts to address immediate industry and public needs and opportunities.
6. Maintain support for Extension Associate positions and seek additional positions in the area of master gardening, youth programs and volunteer management and floriculture.
7. Increase extramural support to enhance Extension and research activities of Extension faculty.
8. Continue to interact with and provide appropriate support for the horticulture industry associations in Kentucky.
9. Support and coordinate the activities of the Kentucky Horticulture Council.

Key Indicators

By 2009 the Horticulture Department will have:

1. Increased acreage for “new opportunity crops” such as blueberries, woody stems for the floral industry, and landscape plants produced in Pot-in-Pot production systems.
2. Assisted growers in maintaining and improving profitability.
3. Increased support via publications, newsletter articles, on-farm demonstrations, web-based information and on-farm consultation for the vegetable, fruit, floral, and nursery industries by 10 percent.
4. Increased extension applied research by 10 percent.
5. Increased the number of Power point presentations developed for agent’s use by 10 percent.
6. Increased by five percent the number of commercial fruit and vegetable growers adapting newly released herbicides.
7. Increased the number of trained master gardeners, greenhouse operators using integrated pest management practices, and Green Industry employees using Best Management Practices by 10 percent.
8. Developed an association of woody cut stem growers for the floral industry.
9. Developed two value-added horticultural products.
10. Trained 50 Agriculture and Natural Resources Extension Agents in basic horticulture.