University of Florida

Agriculture & Natural Resources, IFAS

IFAS Mission Statement
Institute of Food and Agricultural Sciences Mission

The mission of UF/IFAS is to develop knowledge in agricultural, human and natural resources and to make that knowledge accessible to sustain and enhance the quality of human life.

College of Agricultural and Life Sciences Mission

The mission of the College of Agricultural and Life Sciences is to deliver unsurpassed educational programs that prepare students to address the world’s critical needs/issues/challenges related to agriculture, food systems, human wellbeing, natural resources and sustainable communities.

Institute of Food and Agricultural Sciences Research Mission

The research mission of UF/IFAS, conducted under the FAES, is to discover new knowledge, encourage innovative study and create applications based on sound science that address challenges facing agriculture, natural resources and interrelated human systems in Florida, our country and the world.

Institute of Food and Agricultural Sciences Extension Mission

UF/IFAS Extension partners with communities to provide quality, relevant education and research-based expertise to foster healthy people, a healthy environment, and a healthy economy.

College of Veterinary Medicine Mission

The advancement of the health and welfare of animals, humans and the veterinary medical profession through world-class education, innovative research and state-of-the-art clinical services.

2017-18 Goal 1: High Impact Areas
Identify and invest in high impact areas for UF/IFAS that align with the University of Florida and UF/IFAS’ current position, the research environment and social and academic considerations.

Start: 7/1/2017
End: 6/30/2018
Progress: Ongoing
Division/College: Agriculture & Natural Resources, IFAS

Responsible Roles: Associate VP (Mastrodicasa, Jeanna)
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Action Items
1. Identification of high-impact issues.
2. Investment of resources in high-impact areas.

Measures of Action Items
1. Number of high-impact areas identified
2a. FAES allocation to high-impact areas
2b. CALS allocation to high-impact areas
2c. FCES allocation to high-impact areas
2d. SVP office allocation to high-impact areas

Time Period of Action Items
August 2017-June 2018

Resources of Action Items
1. Departmental annual reviews, stakeholder input
2a. Federal and state funds; royalty distribution, development fund
2b. State funds; development funds
2c. Federal, state and county funds; development funds
2d. Federal, state and development funds

2017-18 Goal 2: Multi-disciplinary Solutions
Develop multi-disciplinary solutions for issues that affect sustainability of agriculture, natural resources, and human well-being.

Start: 7/1/2017
End: 6/30/2018
Progress:
Division/College: Agriculture & Natural Resources, IFAS
Responsible Roles: Associate VP (Mastrodicasa, Jeanna)

Action Items
Identify and support multi-disciplinary, faculty teams, and centers

Measures of Action Items
Number of new products, patents, cultivars, programs, publications, and extramural funds produced by faculty teams

Time Period of Action Items
August 2017-June 2018

Resources of Action Items
IFAS faculty, staff and resources
2017-18 Goal 3: Hire and Retain
Hire and retain the best people in their fields, including providing them with a productive environment, tools and resources.

Start: 7/1/2017
End: 6/30/2018
Progress:
Division/College: Agriculture & Natural Resources, IFAS
Responsible Roles: Associate VP (Mastrodicasa, Jeanna)

Action Items
1. Investment in personnel in high impact areas
2. Enable departments to effectively mentor tenure-track and permanent status faculty through the tenure/permanent stats and promotion process
3. Provide faculty development opportunities in teaching, research and extension

Measures of Action Items
1. Number of positions created, reallocated and filled
2. Number of “satisfactory” 3rd year progress assessments; Number of successful T/PS/P cases
3. Number of participants in faculty development programs; Program evaluations

Time Period of Action Items
August 2017-18

Resources of Action Items
1. Federal, state and local funds
2. Department Chairs
   Mentoring Committees
   IFAS T/PS/P Committee
3. PDEC, CALS TRC (Teaching Resource Center)
   Faculty Enhancement Opportunities
   Early Career Scientist Grant Program

2017-18 Goal 4: Organizational Efficiencies and Effectiveness
Develop organizational efficiencies and effectiveness to promote and acquire adequate resources to fulfill the mission.

Start: 7/1/2017
End: 6/30/2018
Progress:
Division/College: Agriculture & Natural Resources, IFAS
Responsible Roles: Associate VP (Mastrodicasa, Jeanna)

Action Items
1. Identify and implement opportunities for organizational efficiencies such as shared services centers
2. Identify priority areas for development and implement strategies for acquiring additional funds
3. Implement energy efficiencies measures

**Measures of Action Items**
1. Total funds and/or personnel reallocated
2. Total new funds acquired
3. Funds saved and redirected to support academic mission

**Time Period of Action Items**
August 2017-June 2018

**Resources of Action Items**
1. Staff and Infrastructure
2. IFAS Advancement Office
3. IFAS Facilities Planning and Operations

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**IFAS IE Detail**
- **Start:** 7/1/2017
- **End:** 6/30/2018
- **Progress:** Ongoing
- **Providing Department:** Agriculture & Natural Resources, IFAS
- **Responsible Roles:** Associate VP (Mastrodicasa, Jeanna)

**Administrative Support Services**
Administrative support services provided by UF/IFAS include: IT, Facilities Operations and Management, Human Resources, Budgeting and Finance, Communication Services, Governmental Affairs, and Advancement (SHARE). These activities are conducted in coordination and cooperation with other central UF administrative support organizations but are financed and managed by UF/IFAS. The individuals responsible for these operations report to the Office of the Senior Vice President for Agriculture and Natural Resources (SVP).

In the spring of each year, each unit’s Director submits a report of accomplishments for the year and a statement of goals for the future to the SVP. Where quantitative data on level of service (such as construction contracts managed, energy savings, personnel or financial transactions processed) are accessible or pertinent, it is provided in the annual report of accomplishments. There are no specific standards utilized to evaluate the overall management of these units. However, the report of accomplishments can be compared with previous statements of goals. In addition, any input received by the SVP’s office from IFAS leadership and faculty regarding under-performance or exceptional service is also considered. Negative (or positive) input or information requiring immediate action is communicated when received. The SVP’s office also does periodic listening sessions with the unit heads on administrative support. Feedback is communicated to the service unit’s Director and monitored. The overall quality of performance is communicated to the unit’s Director in an annual letter of assessment, provided in March of each year.

A more comprehensive evaluation of the unit leader’s performance is done every fifth year during the period from January to June. In preparation for the evaluation, the Director to be evaluated will prepare a summary of job duties, a statement of personal goals for the upcoming five-year period and a statement of accomplishments for the immediate past five-year period. This information, along with a statement of mission, will be provided to those from whom evaluative input is solicited.

For these evaluations, input will be solicited from the Chairs, Center Directors and other IFAS faculty
and/or staff as determined by the SVP’s office. The completed evaluation forms are returned to the SVP’s office. The supervisor will meet with the individual being evaluated to discuss input received and overall performance and leadership of the individual. Following this meeting, the supervisor will provide a written summary to the individual. The deans and the SVP are conducting program evaluations over a period of 3 years for each of its departments, to evaluate the progress of the departments and to give feedback to the departments.

**Academic and Student Support Services**
The College of Agricultural and Life Sciences (CALS) administers the degree programs of UF/IFAS. A full description of academic and student support services and monitoring of their effectiveness is provided in the College of Agricultural and Life Sciences Effectiveness Process Documentation Report.

**Research**
The research mission of UF/IFAS, conducted by the Florida Agricultural Experiment Station, is to discover new scientific knowledge, encourage innovative study, and create applications based on sound science – delivering solutions to the challenges facing agriculture, natural resources and life sciences in Florida, our county and the world.

The Florida Agricultural Experiment Station is focused on the following goals:

- **Expand our global leadership in transformational basic and applied research for contemporary agriculture, natural resource and interrelated human systems (Research Programs)**
  - **Objectives:**
    - Promote the conduct of impactful research that enhances sustainability, competitiveness and profitability of food, agricultural and natural resource systems.
    - Build and maintain strong research programs that advance knowledge and practice on a global scale.
    - Identify new and emerging research topics and research gaps that are ripe for transformation.
    - Develop seed programs to support strategic transformational research initiatives with strong potential for external funding or with high likelihood of commercialization.
    - Maximize communication, information and data systems access.
    - Modernize and improve scientific equipment and infrastructure.
    - Increase extramural support and funding.
    - Increase the number of scholarly peer-reviewed publications with impact.
    - Promote national and international programs and awareness of research quality and impacts.

- **Revolutionize the research culture to facilitate the transformation of agriculture, natural resource and interrelated human systems (Research Culture)**
  - **Objectives:**
    - Enhance the diversity of faculty, students and staff to strengthen innovation.
    - Recruit and retain diverse, top performing faculty and staff.
    - Develop and support new approaches to improve and expand graduate and undergraduate research experiences.
    - Facilitate the formation of multidisciplinary, intercollegiate teams that advance interdisciplinary and entrepreneurial thinking to address increasingly complex challenges.
    - Improve synergies between the land grant missions to foster communication, impacts and partnerships.
    - Foster effective research training that incorporates multinational engagement for faculty and students.
    - Increase the ability and capacity of scientists across UF/IFAS to communicate their knowledge and technology to a wider audience.
• Reward distinction in disciplinary and interdisciplinary research programs.

• Build faculty and staff job satisfaction and quality of life on the job (Research People)

Objectives:

• Promote training and continuing education for faculty, staff, and students.
• Foster a mentoring and collegial environment.
• Recognize faculty and staff at all career stages for leadership and excellence in individual and team achievements.
• Promote faculty recognition on the state, national, and international stage.

The Florida Agricultural Experiment Station (FAES) will achieve these goals by seeking ways to enable the success of individual faculty and empower multidisciplinary teams, and will strive to identify and meet future opportunities to further our research mission.

Discoveries in knowledge and practice are transferred from researchers to state extension specialists and county extension faculty who, in turn, deliver this information to Florida’s businesses and workers, families, seniors and youth, government leaders, homeowners, small farmers, etc. through best practices and educational programs. This development and dissemination of knowledge for the benefit of the state and its people are directly aligned with the missions of both UF/IFAS and the University of Florida.

To insure that UF/IFAS is conducting research that improves the quality of life, many needs assessment strategies and advisory groups are utilized. For example, the Florida Agricultural Council, Inc. (FAC) is a non-profit foundation consisting of five regional groups that meet at least every two years and provides a forum to discuss societal trends, educational and technological issues, and economic pressures that affect agricultural and natural resource entities in Florida. Department chairs and Research and Education Center (REC) directors have advisory councils representing various agricultural commodities, natural resource organizations, community leaders, etc. These advisory councils regularly provide input on current issues and potential needs for the future.

In conjunction with the university-wide goal setting process in 2015, IFAS Research revised their goals which were originally described in the 2013 Research Roadmap.

The FAES provides a number of support services to individual faculty, faculty research teams and units to enable the research process. These include annual training for faculty and graduate students in grantsmanship and statistics (including the design and analysis of experiments). Feedback from workshop participants is gathered and used to improve subsequent offerings. Regular alerts about research funding opportunities are targeted to individuals or teams of faculty. Funding for IFAS Early Career Grants, Research Equipment and Infrastructure Grants and periodic seed funding opportunities is available from the FAES to faculty on a competitive basis. Proposals from IFAS faculty for the UF Research Opportunity Seed Fund are reviewed and selected for submission to the UF Vice President for Research. Funds are also made available to faculty for sponsoring undergraduate research summer internships. Evaluation of current research programs and input for new programs is obtained through informal faculty discussions, quarterly breakfast workshops with faculty and quarterly meetings of the IFAS Faculty Research Advisory Group. Faculty also serve on program review panels and provide input on improvement of research services.

Research projects conducted by UF/IFAS faculty are reviewed at both the unit and federal level. New research project proposals are submitted to the USDA’s Current Research Information System (CRIS).
and peer reviewed, with final approval from the unit leader. Research projects align with the mission and specific goals of UF/IFAS and the National Institute of Food and Agriculture (NIFA). CRIS projects are approved for a five-year period. Faculty with CRIS projects submit an annual report to the USDA by September 30 of each year. This annual report includes the project’s outcomes and impacts for the year, outputs (e.g., publications and presentations), participants in the project, target audiences and project modifications (if any). At the end of the five-year period, a final comprehensive report is submitted detailing overall outputs, outcomes and impacts of the project. All CRIS project proposals and reports are reviewed by a departmental review committee and the FAES CRIS Coordinator prior to submission to USDA.

Faculty progress in their research program is evaluated annually by the unit leader via the individual faculty’s report of accomplishments. Evaluation criteria are determined at the unit level, and typically include the quality and quantity of peer-reviewed publications and grant funding received. Annual evaluations are submitted in the spring of each year with a written evaluation provided by the unit leader.

In addition, as a land-grant institution, the USDA requires us to demonstrate the measurable impact of the research and education conducted each year and to conduct internal and external reviews to ensure we are effectively meeting our most critical statewide needs. See the Community and Public Service (Extension) section below for more details.

Community and Public Service
The community and public service mission of UF/IFAS, conducted by UF/IFAS Extension as part of the Florida Cooperative Extension Service (along with Florida A&M University), is to develop educational programs targeting critical issues throughout Florida. With nearly 350 Extension faculty (including courtesy faculty paid by their county employer) located in Florida’s 67 counties as well as 220 state specialists on the UF campus and at 12 research centers around the state, UF/IFAS is well-positioned to disseminate the agricultural, natural resources and human systems research discoveries that can provide solutions to challenges facing the state. This development and dissemination of knowledge for the benefit of the state and its people is directly aligned with the missions of both UF/IFAS and the University of Florida.

To insure that UF/IFAS Extension is conducting educational programs that address critical state issues, needs assessments and advisory groups are heavily utilized. Each county Extension office has a county-wide advisory committee and each county faculty member is expected to have at least one program advisory committee. County Extension Directors (CED) and District Extension Directors (DED) review the membership of the committees as part of the faculty member’s annual review, conducted in the spring of each year.

As a land grant institution, UF/IFAS submits an annual report to the USDA to demonstrate the impact of the research and education conducted each year. This report requires us to conduct both an internal and external assessment each year to make sure we are effectively meeting our most critical statewide needs. Externally, at a minimum, we conduct a needs assessment of the 67 county commissions in Florida. In 2011-2012, we conducted a more comprehensive needs assessment by holding listening sessions in every county, conducting ten regional meetings to discuss the findings of the listening sessions, completing a Delphi study of key stakeholders and opinion leaders and conducting an online survey of nearly 4,300 Floridians.

As a result of that effort, UF/IFAS Extension is now organized around seven key initiatives that will guide our work over the next decade (but reviewed each year as described above). These initiatives are:

• Increasing the sustainability, profitability and competitiveness of agricultural and horticultural enterprises
• Enhancing and protecting water quality, quantity and supply
• Enhancing and conserving Florida’s natural resources and environmental quality
• Producing and conserving traditional and alternative forms of energy
• Empowering individuals and families to build healthy lives and achieve social and economic success
• Supporting urban and rural community resources and economic development
• Preparing youth to be responsible citizens and productive members of the workforce

Each initiative is further broken down into priority work groups, consisting of teams of county and state faculty working together to develop logic models that include situational statements, rationale, input, methodology, output and outcome/wider impact. Extension faculty use this structure to develop their own plans of work for the upcoming year that are reviewed by their CED and DED as part of their annual review.

Internally, state and county faculty reviewers assess the logic models, resource needs, and expected outcomes and impacts (i.e., measured change in knowledge, behavior, or condition) for these major statewide initiatives. Formal merit reviews are conducted annually by faculty not directly involved in a particular initiative but who are peers and understand both the logic model process and the outcomes. Extension faculty, as well as research faculty, are encouraged to use SMART objectives when determining the effectiveness of their projects. SMART objectives are Specific, Measurable, Achievable, Realistic, and Time-oriented. Reviewers rate the logic model, including SMART objectives, and provide feedback and recommendations for improvement to the initiative teams. Initiative teams then meet to make changes to the logic model. This merit review process is shared with Extension administration, including program leaders, and is part of the annual USDA report.

UF/IFAS Extension conducts county program reviews, five per year, to insure the faculty’s educational programming is effective and meets the needs of the county. Teams consisting of state specialists, county faculty (from other counties) and Extension administrators and/or unit heads visit a single county for 2-3 days. Presentations and meetings are held with county Extension staff and faculty as well as county administrators, stakeholders, and clientele. Each review team submits a written report (including SWOT analysis and recommendations for improvements) to Extension administration, program leaders, and the appropriate CED and DED. DEDs select up to three priority items from the report for CEDs to work on over the following year. CEDs are required to complete a one-year follow-up report demonstrating the improvements or changes made to these priority areas. Reports are sent to Extension administration, program leaders, and DEDs and shared with unit leaders as needed.

Each December/January, UF/IFAS faculty report the transfer of research-based information to the community (i.e., non-formal student population) in terms of clientele contacts. Faculty also report the level of knowledge/skill/behavior changes found among program participants and more significant impacts such as a decline in pollution or disease.

The individual level data are reviewed by all CEDs and DEDs, or unit leaders in the case of state specialists and are part of their annual report of accomplishments. The data are organized around the initiatives and priority work groups. The summarized data are provided each Spring semester to UF/IFAS Senior Vice President’s office and the Director of Governmental Relations and used for Return on Investment publications available online to the public. Trends in clientele contacts are tracked and discussed among UF/IFAS administrators and UF/IFAS Program Development and Evaluation Center staff.

Through in-service trainings, Extension faculty are offered numerous opportunities to learn the latest research and discoveries from state specialists and researchers. They also receive training on SMART objectives, logic models, and evaluation methodologies and tools. These evaluation tools are tied directly to the SMART objectives within a logic model and provide measurable results that can be used for assessment.

Effectiveness Oversight
Institutional Effectiveness Report Complete: