



Overarching Vision:

Virginia Tech's Department of Agricultural, Leadership, and Community Education (ALCE) is an advocate and catalyst for the development of personal, professional, and social change to address some of the most critical and complex issues of our time. We work across the educational continuum from communities to classrooms with a diversity of networks, partners, leaders, and learners. In doing so, we embrace the United Nations Sustainable Development Goals to holistically carry out the mission of the global land-grant institution in our educational, research, and community engagement initiatives.

Strategic Priority 1: Advance excellence in research, teaching, and extension for the Commonwealth and beyond

Aspirational Vision: ALCE will be a global leader with world-class faculty and students. We will accomplish this by convening and contributing to teams that address the human dimensions of wicked problems at local, national, and international levels.

Goal 1: Advance excellence in research, scholarship, and discovery for the Commonwealth and beyond.

Goal 2: Advance teaching and learning excellence for the Commonwealth and beyond.

Goal 3: Advance excellence in Extension and outreach for the Commonwealth and beyond.

Goal 4: Advance excellence in the integration of the land grant mission areas (research, teaching, and extension) to support the praxis of engagement within the Commonwealth and beyond.

Milestones

- Ensure that 100% of academic majors have required experiential learning and durable skill components by 2028.
- Increase student (undergraduate and graduate) involvement in teaching, research, and extension by 5% annually.
- Expand funded opportunities for graduate engagement in teaching, research, and extension by 5% annually.
- Strengthen collaborative efforts by initiating, maintaining, strengthening, and expanding interdepartmental, intercollegiate, cross-institutional, national, and international partnerships to carry out integrated work and build capacity to meet needs in communities of interest.
- Increase nominations of faculty, staff, and students for college, university, and national awards.
- Increase the number of faculty partnering with Virginia Cooperative Extension leadership to capitalize on opportunities and develop solutions that strengthen the organization.

Strategic Priority 2: **Elevate the Ut Prosim (That I May Serve) Difference**

Aspirational Vision: Recognizing Cooperative Extension and outreach are the foundational components of Virginia Tech's Ut Prosim (That I May Serve) mission of service to humanity, ALCE is uniquely positioned to study and implement these important components of the land grant university that provide for establishing strong relationships for the two-way exchange of information that keeps the work of Virginia Tech relevant in an ever-changing, global society. ALCE will provide scholarship and work with communities to develop leadership, communication, and educational approaches that assist them in resolving critical and emerging challenges.

Goal 1: Build diverse and inclusive communities around the Commonwealth and the world to address critical challenges.

Goal 2: Increase the impact and visibility of ALCE within the university, state, nation, and world.

Goal 3: Support lifelong engagement and learning opportunities for alumni, professionals, and local communities through a wide array of learner-centered educational opportunities.

Milestones

- Update and enhance undergraduate and graduate programs and course offerings that increase enrollment and prepare students to make a positive and productive difference in the world by addressing current and emerging challenges.
- Enhance the quality, strength, and number of partnerships with stakeholders through internships, service learning, activities, and programs that make a difference.
- Improve faculty, staff, student and stakeholder awareness of and engagement in the land-grant mission in domestic and international contexts.
- Increase ALCE's impact on Virginia and beyond as measured by contributions to the United Nations Sustainable Development Goals, highlighted by the Times Higher Education Impact Rankings.
- Increase external communication about ALCE activities addressing critical challenges as measured by the number of scholarly publications, citations, and popular media stories by 15%.
- Increase on-site and virtual learning opportunities for alumni and community members with ALCE programs by 10%.

Strategic Priority 3: **Be a Destination for Talent**

Aspirational Vision: *ALCE will attract and retain innovative, diverse, and dynamic faculty, staff, and students. ALCE will value, empower, support, and invest in the people of our community and stakeholders who will champion our vision for the future. Alumni, local, and global communities will recognize our department as a lifelong learning destination at Virginia Tech.*

Goal 1: Attract, retain, develop and invest in the talents of diverse faculty and staff in research, teaching, and extension.

Goal 2: Attract, retain, invest in, and ensure degree completion of a diverse body of students.

Goal 3: Increase representational diversity and cultural awareness in academics, research, and extension.

Milestones

- Increase hiring and retention of under-represented minority (URM)* and international faculty and staff to at least 15%.
- Build capacity of URM faculty in leadership development opportunities, including principal investigator and co-principal investigator roles on funded projects.
- Attract, retain, and support a diverse graduate student community, including at least 10 funded URM graduate students per year.
- For first-year undergraduate students entering ALCE, increase the 4-year graduation rate within ALCE to 75%.
- Eliminate the graduation rate gap between URM and non-URM students.
- Increase ALCE faculty and staff satisfaction with career advancement opportunities and life-work balance to at least 80%.

*URM includes but is not limited to underrepresentation based on race, color, gender, gender identity, religion, sexual orientation, age, socioeconomic status, and disability.

Strategic Priority 4: **Ensure Institutional Excellence**

Aspirational Vision: *ALCE will, through continuous strategic planning with intentional stakeholder involvement, create opportunities to solicit and explore adaptive and innovative ideas, inform resource allocation, deliver effective instruction, and engage in collaborative research and programmatic efforts. ALCE will also optimize efficiency, the effectiveness of personnel, fiscal resources, and processes in support of strategic goals across the statewide campus and global community.*

Goal 1: Continually enhance the physical and technological resources and human capital of the statewide and global campus to nurture robust, dynamic, inter-disciplinary research, extension, and instructional programs.

Goal 2: Develop and foster mutually beneficial relationships with internal and external stakeholders.

Goal 3: Develop sustainable financial models necessary for meeting the human and physical aspirations of ALCE.

Goal 4: Develop and launch a responsive, inclusive process for continuous strategic planning.

Milestones

- Increase philanthropic support (e.g., alumni giving and endowment donations) by 20% to fulfill unique program needs.
- Provide additional graduate assistant support through funding for sponsored programs.
- Ensure regular engagement with departmental and programmatic steering committee(s)/advisory board(s).
- Increase cross-program awareness and collaboration through improved communication about departmental efforts.
- Facilitate regular educational communications for constituents through podcasts, webinars, workshops, etc.
- Maintain a positive trajectory with increased grant support for research and funded projects, as a ratio of grant funds per tenure-track faculty member.