

Strategic Plan

NOTE: Strategic planning for the Department of Youth, Family, and Community Sciences was truncated due to the College of Agriculture and Life Sciences restructuring of academic departments that resulted in the merger of Youth, Family, and Community Sciences with Agricultural and Extension Education. However, the mission and goals of the Youth, Family, and Community Sciences program will continue as the formal organization of the new department evolves.

Introduction

A new College of Agriculture and Life Sciences (CALs) strategic plan and a new vision for North Carolina Cooperative Extension make this an opportune time for the Department of Youth, Family, and Community Sciences to examine our past, present, and vision for the future. The Department must present a shared vision that is representative of faculty, staff, students, stakeholders, and the customers we serve. This strategic plan is our common voice, as we all have a role in shaping the future of Youth, Family, and Community Sciences.

How do we prepare today for an uncertain tomorrow?

Our work with families and communities is particularly salient, given the rapidly changing population of North Carolina, increased stress on families, greater economic uncertainty, increases in nutrition related chronic disease, heightened food safety concerns, higher consumer demand for local sustainable food, and persistent food insecurity.

Enrollment in our graduate program has risen each year along with an increased interest in the expansion of our program to include a Ph.D. offering.

In addition, our Department has to do more with less as state and federal support for the work we do continues to decline.

Planning the Plan

The Department enlisted the help of the Office of Training & Organizational Development at NC State to guide the strategic planning process, with a goal of delivering the strategic plan in one year. The planning process began in February 2015 with the creation of a strategic planning team. This team consisted of all faculty members in the department (see Appendix A for complete list of strategic plan participants).

Early in the process, the team crafted a new mission statement that further defined the indicators of success for the department. The team met through the fall to discuss the Department's most pressing challenges as well as the department's strengths and opportunities. Thus began the building of the strategic plan.

The Future of the Plan

As CALS restructures, this plan will need to evolve. As the Department changes, we will revisit the College and University strategic plan to ensure that our goals and objectives align. The Department will review and update the strategic plan at regular intervals such as the annual appraisal process, faculty recruitment, cluster hire applications, graduate education changes, and grant application assessments.

The YFCS strategic plan reflects a highly collaborative process that requires the creativity, effort, and commitment from each individual in the department to accomplish our bold goals. To be successful in our mission, the Department also needs the support of Extension and CALS administrative leadership. Together, we will continue to be the leader for the “human dimension of CALS” and become an even more vital resource for the College, the University, and for North Carolina.

VISION

Healthy **YOUTH** Empowered **FAMILIES** Thriving **COMMUNITIES**

MISSION

The Department of Youth, Family, and Community Sciences believes that healthy families are the cornerstone of a healthy society. We are recognized as leaders in the fields of youth development and family and consumer sciences. We design evidence-based programs, conduct translational research, and prepare graduate students to help youth, families, and communities prosper. Our innovative programs employ research-based strategies to assist families as they manage resources, practice good nutrition, develop healthy relationships, and support sustainable communities.

VALUES

We value excellence and integrity in scholarship.

We value critical thinking and innovation.

We value student success and empowerment.

We value diversity and inclusion.

We value community engagement and teamwork.

These values guide all of the work we do: how we work together as colleagues, how we engage partners, how we mentor students, and how we serve stakeholders.

STRENGTHS

1. People-focused
2. Applied research that creates results
3. Partnerships with top organizations
4. Expansive grant funding
5. Large-scale programs with impact
6. Innovative and creative faculty and staff

OPPORTUNITIES

1. New sources of funding
2. Development of a sustainable business model for the future of Youth, Family, and Community Sciences
3. Creation of a cohesive department
4. Corporate partnerships that result in private funding
5. Engagement of citizens at a time when the work of YFCS is more relevant than ever

YFCS Strategies for the Future

Funding

We will continue to be one of the top departments in CALS per FTE for grants and contracts and will communicate our accomplishments in gaining additional funding.

Partnerships

We will build on and develop diverse partners for Youth, Family, and Community Sciences.

Technology and Facilities

We will increase access to technologies and facilities that support faculty creativity and enhance applied research and outreach efforts.

Discovery

We will conduct high-quality applied research that builds evidence for novel approaches in youth, family, and community sciences. We will contribute to the field by disseminating findings in well-respected peer-reviewed journals and other scholarly venues in our fields.

Teaching

We will continue to grow our graduate program and hold our students to a high standard of excellence. We will expand our program to include a Ph.D. program.

Extension and Engagement

We will continue to provide evidence-based programs with strong impacts that affect youth, families, and communities through NC Cooperative Extension or other networks.

Identified Needs for Tenure-Track Faculty

1. We will support strategic partnerships and programming that engages faith communities in health interventions and initiatives, particularly in rural communities.

NEEDED: Faculty in the area of Faith and Health.

2. We will provide support to be the resource for youth development within NC State University.

NEEDED: Faculty in the area of Positive Youth Development

Strategic Goals & Objectives to Accomplish Our Plan

The following goals, objectives and action steps highlight both the significant ongoing work that the Department is doing, as well as the ways in which we plan to enhance the already thriving and creative work of department faculty and staff.

FUNDING

GOAL: Youth, Family, and Community Sciences will increase fundraising and giving to support faculty, staff and programs.

OBJECTIVE: Build awareness of who we are and what we accomplish with donors and corporate partners to seek additional funding for Youth, Family, and Community Sciences.

ACTION STEPS

Ongoing

- Continue creating results-focused communications strategies including websites, program portals, branding, and social media.
- Continue to be recognized as one of the most prolific departments in CALS for securing funding for outreach and research projects.

New

- Develop major advancement goals such as an endowed professorship.
- Create advisory champions (or “brand advocates”) for Youth, Family, and Community Sciences.
- Identify new sources for increased funding and staff support.

OUTCOMES

- Increased diversity of fundraising and giving to Youth, Family, and Community Sciences.
- Increased contracts and grants to support Youth, Family, and Community Sciences programs.
- Increased tenure and non-tenure track faculty in Youth, Family, and Community Sciences.
- Increased network connections with donors and corporate partners.

PARTNERSHIPS

GOAL: Youth, Family, and Community Sciences will continue to develop diverse partners in order to educate and serve the changing population of North Carolina.

OBJECTIVE: To work with diverse communities and coalitions to promote the health and well-being of youth, families, and communities.

ACTION STEPS

Ongoing

- Invite members of target organizations to statewide training, seminars and webinars.
- Offer on-site training programs or workshops to new and existing networks.
- Promote and encourage participation in diversity programs.
- Seek grant funding for innovative projects with diverse communities.

New

- Seek funding for graduate fellowships for staff members of our non-profit partners.
- Develop a successful cluster hire proposal.

OUTCOMES

- Additional connections with groups across the state that work with marginalized populations in North Carolina.
- Stronger connections with non-profit and community partners.
- Increased grants and contracts for programs that address the needs of these audiences.

TECHNOLOGY AND FACILITIES

GOAL: Youth, Family, and Community Sciences will increase access to technologies and facilities that will enhance applied research and outreach efforts.

OBJECTIVE: Youth, Family, and Community Sciences will invest in technology and tools to enhance faculty work.

ACTION STEPS

Ongoing

- Support the enhancement of the Healthy Families Laboratory.
- Invest in specialized equipment and technology that enriches applied research and extension efforts of faculty.
- Train faculty in the use of the NeXus-10 biofeedback equipment.
- Utilize studio equipment to professionally create, record, and edit digital videography for instructional, research, and/or extension purposes.

New

- Seek funding for a consumer test kitchen.
- Inventory existing technology to determine gaps and needs.

OUTCOMES

- Increased number of evidence based programs to increase the health and well-being of youth, families, and communities across the state.
- Increased interdisciplinary partnerships across the university.
- Increased opportunities to conduct needed industry research on consumer food preparation behavior.
- Enhancement of student access to new technologies and innovative research practices.

DISCOVERY

GOAL: Youth, Family, and Community Sciences will continue to share results from high-quality applied research that builds evidence for innovative programming in youth, family, and community sciences.

OBJECTIVE: Youth, Family, and Community Sciences faculty will continue to share results of their work at appropriate national and international conferences. In addition, we will identify new venues to share our innovative research.

ACTION STEPS

Ongoing

- Present work at national and international conferences.
- Publish results in highly ranked scholarly journals.
- Develop peer-reviewed extension publications that translate research into practice.
- Conduct training with extension agents, community partners, and other youth and family science leaders based on faculty research.
- Nominate faculty for significant university awards, including University Faculty Scholars, Academy of Outstanding Faculty Engaged in Extension, and other prominent awards.
- Encourage faculty participation in leadership and professional development training.

New

- Nominate faculty for prominent international awards.
- Increase the awareness and support of leadership and professional development programs for faculty and staff.
- Reinstate the Eloise S. Cofer Family and Consumer Issues Forum to share the significant work of faculty across the spectrum of youth, families, and communities.

OUTCOMES

- Increased number of programs implemented across NC and the nation.
- Increased number of publications in peer-reviewed venues highlighting results of programs.
- Increased number of relationships with community, national, and international partners to advise and facilitate research, program development and evaluation.
- Enhancement of the already distinguished reputation of Youth, Family, and Community Sciences faculty for excellence in scholarship.
- Continued faculty growth in their professional development and skills.

TEACHING

GOAL: Youth, Family, and Community Sciences will continue to hold students to a high standard of excellence.

OBJECTIVE: Attract high quality MS and MR students and expand the Youth, Family, and Community Sciences academic program to include a Ph.D. program.

ACTION STEPS

Ongoing

- Continue to select students who exhibit strong academic and professional promise.
- Showcase student research and projects at university, state, national, and international conferences.
- Identify new opportunities for student learning, including potential study abroad opportunities.

New

- Identify funding for graduate student support, including research and teaching assistantships.
- Formalize a Ph.D. planning committee and begin the approval process for a Ph.D. program.
- Conduct a needs assessment regarding the Ph.D. program and gather background data to develop a plan.

OUTCOMES

- Youth, Family, and Community Sciences students are recognized as excellent scholars, practitioners, and leaders in their fields.
- Ph.D. program in Youth, Family, and Community Sciences established.

EXTENSION AND ENGAGEMENT

GOAL: Youth, Family, and Community Sciences will continue to provide evidence-based programs with impact in the area of youth, families, and communities through NC Cooperative Extension or other infrastructure.

OBJECTIVE: Youth, Family, and Community Sciences faculty and staff will actively develop, deliver, and evaluate extension-based outreach and engagement programs for North Carolinians.

ACTION STEPS

Ongoing

- Continue to be proactive in assessing and addressing the needs and assets of our stakeholders.
- Continue the legacy of quality training for field faculty and other professionals across the state and nation.
- Seek new delivery strategies for extension programming in a changing teaching and learning environment.
- Translate discoveries from research into practice for practitioners and consumers.
- Develop national models for content delivery that result in behavior change and improved well being.
- Secure funding for program support.
- Support and lead the CALS strategic goal of improving human health and well-being for individuals, families, and communities.
- Demonstrate leadership in the disciplines of Youth, Family, and Community Sciences.

New

- Create new and innovative programming for field faculty in Extension that incorporates the use of highly trained volunteer leaders.
- Identify new opportunities to engage constituencies outside of Cooperative Extension core areas in order to reach youth, families, and communities with vital information.

OUTCOMES

- Continued acknowledgement of the Department as a national and international leader in Youth, Family, and Community Sciences.
- Continued involvement of faculty in national initiatives related to youth, family, and community sciences.
- North Carolina families have solutions to issues that impact their everyday lives.

Making Our Voice Heard

Youth, Family, and Community Sciences represents the human dimension of the College of Agriculture and Life Sciences. We work with diverse stakeholders. We know that how we communicate our vision to these audiences is critical to our success.

Audience to Target	The Message
Donors, Legislators, Corporate and Public Partners	We provide the critical human dimension to meeting global grand challenges.
Youth and families	We care about YOU, your health and well-being.
Students	We prepare you to lead, serve and empower.
CALIS/Extension leadership, faculty and staff in department and across College	We work to improve human health and well-being for individuals, families, and communities.

Appendix A

Strategic Plan Participants

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