

**Visions, Missions, Values and Strategic Program Areas of  
Colleges of Agriculture and Natural Resources in AAU Land Grant Universities**

Tim White

School of Forest Resources and Conservation, IFAS

University of Florida, Gainesville, FL

tlwhite@ufl.edu

October, 2009

- The aim of this Personal Development Project for the Food Systems Leadership Institute (FSLI) was to develop a set of Vision, Mission, Values and Strategic Program Areas for a College of Food, Agriculture and Natural Resources (CFANR) at a major Land Grant university for the 21<sup>st</sup> century.
- In order to make the project as useful as possible to me, I was thinking of my own institution, UF/IFAS, during the preparation of this report and make some suggestions about possible Visions, Missions, Values and Strategic Program Areas for UF/IFAS. However, this report is not meant to be an official UF/IFAS document. This was an FSLI project, not a sanctioned strategic planning effort.
- For each section of the report (e.g., for the Vision section), there is first a brief review from the strategic planning literature about how to best articulate that aspect of the plan (e.g., what are the components and style of a good Vision statement).
- Next, I reviewed the Vision, Mission, Values and Strategic Program Areas available on the websites or in the published Strategic Plans of the CFANR of 12 peer Land Grant universities that are also AAU members: Cornell, Florida, Illinois, Michigan State, Minnesota, Missouri, Ohio State, Penn State, Purdue, Texas A&M, UC Davis and Wisconsin.
- Then, to better formulate a set of Strategic Program Areas appropriate for UF/IFAS that would address local, national and global needs for the next several years: (a) Interviews were conducted with approximately 10 leaders in agriculture and natural resources in Florida and a SWOT analysis was conducted with each one (see Table 6); and (b) Literature was reviewed relative to major national needs and global drivers of change related to food systems, agriculture and natural resources (see Table 7).
- Finally, Vision, Mission, Values and Strategic Program Areas were proposed for UF/IFAS with an aim to: (a) Clearly articulate the roles that IFAS can and should play at the local, national and international levels in teaching, research and extension; (b) Demonstrate the importance and relevance of IFAS to its students, stakeholders and citizens, as well as to the University of Florida; (3) Create an atmosphere and expectation of IFAS as a preeminent college in a major AAU university; and (4) Set forth a series of Strategic Program Areas in which we should concentrate our collective efforts to be maximally effective.