

Strategic Plan

5 Year Implementation Plan

February 5, 2021





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OVERVIEW

The purpose of this implementation and assessment plan is to assist AgriLife with successfully reaching desired outcomes. The mission, vision, and guiding principles are the roadmap and serve as the current location, destination, and pathway for elevating AgriLife.

For each recommendation included in the final report the following table captures the key aspects of the implementation and assessment. Overall, the process is designed to measure what matters most by focusing on key initiatives and a well-defined commitment from leadership and all within the organization. The timeline for key results is three-months, creating a quick learning system where everyone knows where to place efforts and understands progress with the initiatives. The quick feedback loop is response to enhancing, adjusting, and stopping initiatives as metrics warrant.¹ These initiatives are the vital goals the organization must accomplish. **Everyone in AgriLife should be able to clearly articulate these six objectives.**

Figure 1 AgriLife’s Objectives 2020-2025



¹ Doerr, J. (2018). *Measure what matters: How Google, Bono, and the Gates Foundation reach the world with OKRs.* Portfolio/Penguin.

Each initiative is defined by a specific set of criteria specifically designed for reaching the desired objective. The table below includes the criteria and explains the importance of each.

Objective: <i>Succinctly defines the desired outcome.</i>
Champion: <i>Identifies THE key person who will oversee, take responsibility, and commit to the initiative.</i>
Team Members: <i>Lists those who will implement the key results.</i>
Focus: <i>Highlights whether the initiatives is a process or an internal or external initiative</i>
Key Results: <i>Defines the outcomes for the next 90 days.</i>
Timeline: <i>Sets guideposts for noting when Key Results will be completed and schedule for the initiative.</i>
Metrics: <i>Clarifies how key results will be measured.</i>
Achievements: <i>Highlights both positive and negative assessment of key results and is used to establish future direction for the objective which could include enhancing the project and resources, adjusting the objective, or closing or “sunsetting” the objective whether it is complete, or feedback indicates the objective cannot be reached.</i> (Capture completion of key results and accomplishments of units, departments, and agencies.)
Communication Plan: <i>Informs internal and external stakeholders, as appropriately identified, of the planning, implementation, evaluation, and outcomes of the initiative.</i>
Community Engagement: <i>Targets specific internal and external stakeholders as part of the initiative.</i>
Funding Source: <i>Indicates funding to support the initiative.</i>
Next steps: <i>Outlines future activities related to the objective.</i>





1. ADAPTIVE STRATEGIC PLANNING STEERING COMMITTEE

The Adaptive Strategic Planning Steering Committee is responsible for implementing and developing the adaptive strategic planning effort, explained in the next initiative. The Adaptive Strategic Planning Steering Committee will be led by the Chief Business Strategy Officer who serves as the chair of the Committee. AgriLife leadership will select this person to carry out this role. Members of the Committee, at least 12, will take ownership and are responsible for intimately knowing the process for adaptive strategic planning and serve as representatives for their units. Supporting member communication will be critical to the success of this entire process.

Elected members should be in good standing and supervisors must approve nomination.

Objective 2: Establish the AgriLife Adaptive Strategic Planning Steering Committee
Champion: Susan Ballabina, deputy vice chancellor
Focus: Process
<p>Key Results:</p> <ul style="list-style-type: none"> 2.1. Define membership roles and responsibilities. 2.2. Agencies nominate or self-nominates, and members are elected to the committee. 2.3. AgriLife Leadership selects one leader from each agency. 2.4. Steering Committee holds inaugural meeting. 2.5. Steering Committee Members collect agency’s strategic plan and feedback from constituents on future initiatives. 2.5. Steering Committee holds second meeting to identify objectives for next 90 days.
<p>Timeline: 90-day initiation with annual reviews of process and outcomes.</p> <p>January 2021 – Membership roles and responsibilities are defined. Members are selected and elected.</p> <p>February 2021 – Inaugural meeting</p> <p>March 2021 – Second committee meeting.</p>
<p>Metrics:</p> <ul style="list-style-type: none"> 1. Committee completes key results and identifies key results for the next 90 days. 2. Employee Net Promoter Score.
<p>Achievements:</p> <p>(Capture completion of key results and accomplishments of units, departments, and agencies.)</p>
<p>Communication Plan:</p> <ul style="list-style-type: none"> 1. Define and share membership roles and responsibilities. 2. Invite nominations and self-nominations. 3. Communicate Steering Committee Meeting times, agendas, and outcomes.
<p>Community Engagement:</p> <p>Inform internal community.</p>
<p>Funding Source: Operational funds.</p>
<p>Next steps: Meet once a quarter (June, September, December, and March) to review and establish key results.</p>



2. ADAPTIVE STRATEGIC PLANNING

Compared to traditional strategic planning, Adaptive Strategic Planning provides a flexible process for coordinating the efforts of the individual units, departments, and agencies in AgriLife.

Objective 1: Communicate Adaptive Strategic Planning
Champion: Holly Shive, assistant vice chancellor for Marketing and Communications
Focus: Process
Key Results: 1.1. Implement communication plan for Adaptive Strategic Planning. 1.2. Provide tools and collateral with individual unit, department, and agency leaders to share with each unit.
Timeline: January, February, March 2021: 90-day initiation with annual reviews of process and outcomes.
Metrics: 1. Completion of key results. 2. Accomplishment of unit, department, and agency strategic plans.
Achievements: (Capture completion of key results and accomplishments of units, departments, and agencies.)
Communication Plan: 1. Create a web page to communicate what adaptive strategic planning is and track progress. 2. Send initial email and invitation to state of AgriLife Address 3. Provide an overview of Adaptive Strategic Planning at the State of AgriLife Address 4. Share semester updates on achievements (Summer, Fall, and Spring)
Community Engagement: <ul style="list-style-type: none"> • Implement internal communication plan • Promote revised mission, vision, and guiding principles to external stakeholders
Funding Source: Current operating budget.
Next steps: Review adaptive strategic planning model, process as well as mission, vision, and guiding principles to revise for 2025, as needed.



3. MATRIX MANAGEMENT STRUCTURE

Functional supervisory structure and reporting lines will remain in place. The Matrix Management Structure is designed to bring expertise from functional areas to serve on identified projects and initiatives in support of strategic priorities.

Objective 3: Initiate Matrix Management Structure.
Champion: John Tracy, director, Texas Water Resources Institute and interim head, Department of Biological and Agricultural Engineering
Focus: Internal
Key Results: 3.1. Identify objectives and key results based on agency’ strategic plans. 3.2. Select Project Directors and functional area employees to serve as project staff. 3.3. Establish objectives and key results tied to agency strategic plans.
Timeline: January - March 2021 – Identify objective and key results, Project Directors, and project staff. April 2021 – Begin identified projects and initiatives. June 2021 – Report progress to steering committee on projects and share next objectives and key results.
Metrics: 1. Established matrix management structure. 2. Progress on objectives and key results.
Achievements: (Capture completion of key results and accomplishments of units, departments, and agencies.)
Communication Plan: 1. Promote Matrix Management Plan to internal stakeholders. 2. Highlight achievements.
Community Engagement: Internal stakeholders
Funding Source: Current operating budget.
Next steps: Review process and structure in 2022.



4. LEADERSHIP AND PROFESSIONAL DEVELOPMENT

Reinvigorating leadership and professional development will assist AgriLife with elevating and advancing projects and initiatives. Additionally, leadership and professional development, when designed appropriately and offered at appropriate times such as when someone is promoted to a leadership or a supervisory role, are mutually beneficial for the organization and the employee. The topics and activities should focus on the initiatives and projects included in this plan with a definitive focus on processes and assessment. A mix of formats should be included in the plan such as individual workshops, book clubs, trainings, opportunities for applying leadership and professional development knowledge, skills, and abilities such as committees and projects. It should also, ensure opportunities at all levels of the organization as well as beginning with orientation and progressing throughout the career cycle.

Objective 4: Reinvigorate Leadership and Professional Development
Champion: Caitlyn Calvert, assistant vice chancellor for Digital Learning
Focus: Internal
Key Results: 4.1 Develop a leadership and professional development plan including objectives and key results.
Timeline: March 2021 – Develop leadership and professional development plan. April continued through 2025 – Begin implementing, evaluating, and adapting plan.
Metrics: 1. An employee engagement inventory such as the one offered by the Gallup Organization. 2. Evaluation of individual events.
Achievements: (Capture completion of key results and accomplishments of units, departments, and agencies.)
Communication Plan: 1. Promote Leadership and Professional Development opportunities to internal stakeholders.
Community Engagement: Internal stakeholders
Funding Source: Current operating funds.
Next steps: Continue to monitor and adjust plan as needed.



5. INSPIRE AGRILIFE AMBASSADORSHIP

Starting with an initial internal promotion campaign and shifting to new employee orientation, AgriLife employees at all levels and AgriLife Extension Volunteers learn about the organizational structure, the history, the background, and the successes of AgriLife.

Employees develop a common understanding across all agencies of what the AgriLife Mission and Vision means for their functional priorities. Further, employees know expectations and have clear opportunities to engage, outreach, and promote AgriLife. Most importantly, strong internal communication highlights current and future efforts for employees know when, where, why, and how to connect with others in AgriLife and to connect with stakeholders. AgriLife Ambassadors realize the importance of smooth transitions from one unit in AgriLife to another and work with others in AgriLife to ensure stakeholders are encouraged and supported as they engage with AgriLife in new and continuing ways. Ultimately, serving as an ambassador for AgriLife will be ingrained in the culture.

Objective 5: Develop AgriLife Ambassadors.
Champion: Rebecca O'Neal, Events manager
Focus: Internal
Key Results: 5.1. Create an internal campaign to foster AgriLife Ambassadors. 5.2. Engage ambassadors to collect information to drive needs. 5.3. Identify specific resources to support ambassadors.
Timeline: Begin March 2021 with Ongoing with 90-day reviews.
Metrics: Net Promoter Score.
Achievements: (Capture completion of key results and accomplishments of units, departments, and agencies.)
Communication Plan: Develop an internal communication campaign.
Community Engagement: Engage and support internal stakeholders.
Funding Source: Current operating funds.
Next steps: Infuse ambassador campaign within employee orientation.



6. RESPOND TO AN EVOLVING TEXAS

To effectively reach and engage evolving stakeholders, AgriLife needs to respond to specific demographic, mindset, interest, and location related needs. Three primary directives arose from the environmental scan, stakeholder engagement, and the strengths, weaknesses, opportunity, and threats analysis.

Objectives: Transform stakeholder engagement through digitization; target more informed consumers and support producers.

Champions: Holly Shive and Caitlyn Calvert

Focus: External

Key Results:

- 6.1. Develop a process for digital project management, including an annual schedule of course and educational product development aligned with agency strategic plans.
- 6.2. Develop and support AgriLife’s government relations process with a Texas broadband access initiative to support the changing consumer market and enhance producer access.
- 6.3. Develop and employ digital education outreach that facilitates content prioritization to enhance sustained consumer life cycle and maximize internal efficiency.
- 6.4. Promote science-based information and solutions that support environmentally sustainable and economically profitable market needs.
- 6.5. Deliver function-based solutions to strengthen the intersections of talents, research, education and service that support producers in a dynamic market.
- 6.6. Highlight production to deliver safety and enhancement of agricultural market channels.
- 6.7. Define AgriLife’s requests for financial support from donors and outline expected ROIs.
- 6.8. Promote agricultural value chain topics relevant to urban consumers and as driven by matrix management projects.
- 6.9. Enhance service and education to promote food security.

<p>Continued:</p>
<p>Timeline: March 2021 – Promote topics to urban consumers and enhance food security services and education. April 2021 – Expand outreach. May 2021 – Monitor response and engagements. June 2021 – Evaluate and plan for next steps.</p>
<p>Metrics:</p> <ol style="list-style-type: none"> 1. Net promoter support. 2. SEO and VSEO for campaigns. 3. Engagement with urban consumers to support producer focused solutions. 4. Progress for food security services and education.
<p>Achievements: (Capture completion of key results and accomplishments of units, departments, and agencies.)</p>
<p>Communication Plan:</p> <ol style="list-style-type: none"> 1. Define digital stakeholder engagement needs to empower AgriLife’s government relations with data. 2. Communicate across functional areas to ensure digital project management falls within resource constraints and restraints and meets prioritization requirements. 3. Develop a campaign targeted to more informed consumers. 4. Communicate internally to ensure unity of effort across agencies. 5. Develop an external call to action to engage capital contributors in specific projects.
<p>Community Engagement:</p> <ol style="list-style-type: none"> 1. Develop data-driven approach that solicits consumer feedback on digital education content to inform content production and prioritization. 2. Communicate internally. 3. Engage external financial stakeholders at designated forums with clear request and ROI. 4. Engage the more informed modern consumer with specified purpose of enhancing the modern producer’s delivery to market.
<p>Funding Source: Current operating funds.</p>
<p>Next steps: Evaluate and consider opportunities for function-based solutions that drive consumer-producer priorities and advance the AgriLife mission and vision.</p>