

DR. AYANAVA MAJUMDAR

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CRITICAL SKILLS: I have a deep understanding of grassroots Extension system through career growth from county-level programs as an Extension Agent to upper administration in my current role. I excel in team management and uplifting team culture for organizational success. I have strong relationships with AU and Alabama A&M University employees.

LEADERSHIP STYLE: *Extension is all about people!* I follow servant and adaptive leadership models that focus on the development of the right team, right thoughts, and right actions for a thriving organization. I emphasize organizational capacity building and community engagement in all aspects of work. I am very good at integrating technology (including AI) in routing work!

ACADEMIC HISTORY

- Ph.D. Entomology. 2001-2006. Entomology Department, North Dakota State University, Fargo, ND.
- M.S. Agricultural Entomology (with Distinction). 1997-2000. Dr. P.D. Agricultural University, Maharashtra, India.
- B.S. in Agriculture and Animal Husbandry (with Honors). 1993-1997. G.B. Pant University of Agriculture and Technology, Uttaranchal, India.

CAREER HISTORY IN BRIEF

- Assistant Director for Grant and Program Development (2024-present)
- State Leader for Program Evaluation, ACES (2022-2024)
- Extension Professor/Entomologist, EPP Department, Auburn University(2008-present)
- Extension Coordinator & Agent - Cropping Systems, NDSU Extension (2006-2008)
- Postdoctoral Associate, North Dakota State University, Fargo
- Graduate Research Assistant, NDSU Entomology, Fargo (2001-2006)
- Product Development Executive, Novartis India Limited – Crop Protection Division (1999-2001)
- Student technician, Monsanto (India), Akola (1998-999)

MAJOR PROGRAMS (GRANT-FUNDED)

- Alabama Beginning Farmers Program (2015 to present): www.alabamabeginningfarmer.com
- Operation Grow Program (2022-present): www.Operation-Grow.com
- Received consistently top rank in annual performance evaluations for high program quality.
- Impact Videos available on Alabama Beginning Farmer Channel on YouTube and Farming Basics Mobile App. Example, https://youtu.be/fbSRmu_le-E?si=00c8_wCDxYGmsOGK with veteran farmers and <https://youtu.be/1i0y-I9yUhl?si=rkMlxYEnRmnmewP> with beginning farmers.

MAJOR AWARDS

- 34 Communications Awards from National Association of County Ag Agents (NACAA), American Society for Horticultural Science (ASHS), Association for Communication Excellence (ACE), Southern Region IPM Center, etc.
- 27 Program Quality Awards from the Alabama Farmers Federation (ALFA), Alabama Fruit & Vegetable Growers Association (AFVGA), Southern Region IPM Center, NACAA, and Epsilon Sigma Phi (ESP).
- AU College of Agriculture Dean's Awards in 2020 and 2018 for Excellence in Extension Programming and Team Award.

MAJOR LEADERSHIP TRAINING

- Enrolled in the Food System Leadership Institute (FSLI) Cohort 18, two-year senior leadership training program by the Association of Public and Land Grant Universities. Details at <https://fsl.org/fellows-cohort-18/>. November 2022- November 2024.
- Blue Ridge Conference on Leadership (2015), American Society for Horticultural Science Leadership Program.

ADMINISTRATIVE AND LEADERSHIP EXPERIENCE (INCLUDING SUPERVISION OF STAFF)

- Reviewed and approved over 50 Team Reports in the NIFA Reporting System (NRS). Edited 14 reports. Trained under current Associate Director, Dr. Paul Brown, and Director, Dr. Mike Phillips.
- Commercial Horticulture Team Leader (2011-2024): Increase capacity of a multi-disciplinary team to serve a large audience. Received many capacity building funds used for benefiting multiple ACES teams.
- Mentored over 100 departmental faculty, County Extension Coordinators, and Extension agents in program development, program monitoring and evaluation (M&E), and ACES reporting system.
- Have assessed over 97 faculty and staff members for annual performance including Regional Extension Agents; have appraised 15 employees from UF/IFAS, Clemson, Rutgers, and Texas AgriLife.
- Led eight Extension Search Committees as a Chair; served as a member on 14 committees (13 REAs, 2 Program Assistant, 7 Faculty members hired). I was appointed to the ACES Director search in 2020 by former AU President Dr. Jay Gogue.
- Devoted nearly 160 hours of support to ACES Administrative Team (AU & AAMU) over the past 2 years, including full participation in the ACES Strategic Plan development and implementation process. I serve as unofficial or official mentor to many new ACES employees for career planning and program success.
- 16 Undergraduate students (6 internships) have benefited from grant-based programs developing their interpersonal and professional skills, including authorship on Extension publications.
- Have participated in audits with various funding agencies (e.g., USDA-NIFA, USDA-AMS, USDA-SARE). Have been involved in ACES Civil Rights Calls and Trainings as grant recipient.

PROFESSIONAL DEVELOPMENT OF ACES EMPLOYEES (2008-2023)

- Organized 57 field events, Plan of Work Meetings, and capacity building workshops with Specialists, REAs, and CECs (1,719 participants) for technical training with grant support.
- Some events were in collaboration with University of Georgia, University of Tennessee, Tennessee State University, Tuskegee University, University of Florida/IFAS Extension, and Clemson University Extension Service.

PROGRAM DEVELOPMENT AND EVALUATION SUPPORT, CAPACITY BUILDING

- Focus areas include program development, evaluation capacity building, and utilization of results.
- Developed 3 journal papers, 22 evaluation articles archived on ACES Evaluation Toolkit Website; 12 success stories and facilitated 15 other reports.
- Completed 70+ evaluation workshops (3,395 participants total) in Alabama, Georgia, Florida, Arkansas, Missouri, Idaho, North Carolina, and South Carolina.
- Developed the Evaluation Toolbox in ACES Intranet. Allows access to over 30 evaluation templates (needs/process/impact assessments), E-newsletter articles, and training resources. The website is available to all ACES employees.
- Five New ACES Team Impact Reports completed in 2023 – Animal Science, Home Grounds, Food Safety, Poultry Science, and Commercial Horticulture. Developed them in collaboration with Assistant Director for Programs and Team Leaders.
- Improved county and grassroots surveys along with utilization of results in collaboration with the Assistant Directors for Field Operations and County Extension Coordinators (match Plan of Work with needs).
- Evaluation advisor to producer organizations and boards, like, Alabama Fruit and Vegetable Growers Association, SSAWG (former regional conference), and Alabama Sustainable Agriculture Network.
- Achievements as an Internal Evaluator focused on capacity building (2022-present): Developed 53 program plans and 66 surveys including needs, process, and outcome evaluations. Individual consultancy = 169 sessions with 222 consultancy hours. Group evaluation training/workshops reached 1,387 participants with 76 hours invested, not including travel to various meeting locations across Alabama.
- Worked with CEC (24%), REAs (27%), Extension Specialists (35%), and Program Assistants (7-10%) from AFNR, Human Science, and 4-H Extension teams.
- Training & Capacity Building Outcomes: A **2023 survey** of ACES employees (n=23) indicated 81% of respondents used the evaluation information or survey tool immediately. Over 70% respondents indicated significant improvements in outcome and impact reporting for internal process, while 64% respondents indicated significant improvements in reporting to external stakeholders. Pre- and Post-test indicated an overall 47% improvement in the attitude toward program evaluation and acceptance of results. The **2022 survey (n=20)** indicated 65% respondents were in strong support of program evaluations. 82% respondents were immediately using the evaluation information and 100% indicated improvement in reporting quality using feedback data from clientele. 47-76% respondents utilized the Evaluation Toolkit Website and E-newsletter. Side benefits include evaluation software and data visualization training. Numerous testimonials are available upon request or attached separately. I think these are good indicators of the increasing positive attitudes of employees. Employee testimonials are available upon request.

CONTRACT & GRANT EFFORTS AS THE ASSISTANT DIRECTOR

- Served on 15 USDA-NIFA, American Evaluation Association, and Citrus R&D Foundation grant panels. *Currently serving on one major USDA-NIFA grant panel.*
- Conducted needs assessments (62 ACES employees) to find major challenges for developing an action plan.
- Developed a communication plan with the Office of Sponsored Programs and ACES Business Office through regular dialogue and significantly improved teamwork.
- 7 funded, 4 submitted and 4 proposals in planning phase with \$706,000 total outlay for ACES. Developed 12 Logic Models and Program Implementation Plans.
- Negotiated and released over 8 proposals (~\$132,000) that were stuck in the AU post-award system.

- 23 hours of group training reached 329 participants within two to three months. Also facilitated 9 external meetings to meet collaborators and develop project plans.

EXTRAMURAL FUNDING & REVENUE GENERATION AS EXTENSION SPECIALIST/PROFESSOR

- 53 Competitive/Collaborative Integrated Grants = **\$12 million** (ACES funds = \$1.9 mil). PI on 22 grants.
- 15 Research & Education Short-term Grants = **\$173,035** (ACES & AU CoA program support)
- 20 Capacity-building Extension Grants = **\$208,339** (ACES & AU CoA program support)
- 29 Industry grants = **\$163,600** (100% ACES program support)
- Other revenue generation (Grower Conferences & other event fees, sponsorships) = **\$155,255**
- Completed many grant audits and over 100 technical reports to agencies and commodity groups.

RESEARCH AND TEACHING OUTPUTS

- 23 refereed papers; 58 published abstracts; 15 research and Extension posters; 5 IPM symposia.
- Maintained a continuous vegetable and peanut IPM entomology research and Extension program to benefit producers statewide (2008 to 2023). Role ended with full time administrative role in 2024.
- 23 classroom lectures in AU Entomology and Plant Pathology, Horticulture Departments (579 students)
- International agriculture development projects: 7 projects trained 411 participants from Albania; Republic of Georgia; India; Sri Lanka via USDA FAS Cochran Fellowship, USAID, & other grants.

EXTENSION PROGRAM MAJOR OUTPUTS (MANY AWARD-WINNING PUBLICATIONS)

- 8 Program brands developed, 58 marketing and promotional materials (circulation = 100,273+)
- 16 Radio and TV spots, numerous podcasts with ACES, SARE, and NCAT.
- 468 Extension presentations/workshops/field days with 19,181 direct participants
- Participated in 64 grower exhibitions with 6,549 direct and 36,107 indirect participants.
- 321 Extension print publications including handbooks, slide charts, peer-reviewed bulletins, and grower magazine articles. Total print circulation for ACES materials = 83,986.
- 209 digital publications with 107,828 participants reached directly and indirectly (50:50)
- COVID-19 Special events (151 in 2020-2021) trained 4,279 direct and 57,039 indirect participants. These included webinar series, Virtual Farm Tours, and Q&A Friday. Coordinated 111 commercial horticulture team webinars since 2010 reaching 4,795 direct and 28,416 indirect participants.
- Farming Basics Mobile App: A Digital Convergence Tool has 4,300 (2020) and 9,600 installations (2023).
- Farming Basics Online Course (Phase 1 & 2) with 1,300 participants.
- Alabama IPM/Sustainable AG E-newsletter (11 issues per year, since 2010): 3,400 subscribers; 2,000 to 3,000 blog views per year.
- Developed a social media evaluation plan called Virtual Events Monitoring & Evaluation System (VEMES) for ACES Teams and published results in a journal paper.

ADDITIONAL SERVICES

- AU College of Agriculture Strategic Committee (2016)
- ACES Civil Rights Strategic Team (2016-2017)
- Member, ACES Budget Committee (2012)
- Diversity, Equity, and Inclusion Educational Steering Task Force, AU COA (Oct 2020)

CURRENT PROFESSIONAL AFFILIATIONS (Top Five)

- American Evaluation Association (AEA, 2009-current)
- National Association of Extension Program and Staff Development Professionals (NAEPSDP, 2022-)
- American Society for Horticultural Science (2009-current)
- Entomological Society of America (ESA, 2002-current)
- National Association of County Ag Agents (NACAA, 2006-present)
- Epsilon Sigma Phi (ESP)

REFEREED PAPERS (PAST FIVE YEARS)

- **Majumdar, A.** 2024. Paper origami for program development and evaluation training of new Extension employees. *Accepted in Journal of Extension (JOE) on Feb 11, 2024.*
- **Majumdar, A.,** H. Willis, A. Chambliss, B. Chavez-Cordoba, and A.N. Rabinowitz. 2022. Alabama Extension Commercial Horticulture Virtual Events and Social Media Evaluation System During the Pandemic. *Journal of NACAA.* ISSN 2158-9429. Vol. 15, Issue 1 (June 2022). <https://www.nacaa.com/journal/a09738e6-362a-437c-b20c-cb56e2501c65>
- **Majumdar, A.,** A. Chambliss, H. Fadamiro, and R.R. Balusu. 2020. A practical evaluation toolbox for Extension educators and grant writers. *Journal of the NACAA.* ISSN 2158-9429. Vol. 13, Issue 1. [Online] <https://www.nacaa.com/journal/87631066-d80e-4f59-aa9e-0b148529a6a5>
- **Majumdar, A.,** and M. Price. 2020. Effectiveness of miticides against spider mites in peanut, 2017. *Arthropod Management Tests* (Oxford Academic Press). [Online] <https://doi.org/10.1093/amt/tsaa074>
- **Majumdar, A.,** K. Balkcom, C. Parker, and L. Wells. 2020. Effectiveness of in-furrow insecticides for thrips control in peanuts, 2017. *Arthropod Management Tests* (Oxford Academic Press). [Online] <https://doi.org/10.1093/amt/tsaa052>
- **Majumdar, A.,** and M. Price. 2020. Effectiveness of miticides against spider mites in peanut, 2019. *Arthropod Management Tests* (Oxford Academic Press). 45 (1): TSAA040. [Online] <https://doi.org/10.1093/amt/tsaa040>
- **Majumdar, A.,** M. Price, and G.V.P. Reddy. 2019. Major lessons from large-scale trap cropping demonstrations for pest reduction in vegetables. In *Application of trap and cover crops in integrated pest management*, *Annals of the ESA Special Collection* (G.V.P. Reddy, editor). [Online] <https://academic.oup.com/aesa/advance-article/doi/10.1093/aesa/say059/5321231?guestAccessKey=656e3088-209d-43c5-8742-b7cc8fcff4f2>

Acronyms Used: Alabama Cooperative Extension System (ACES), Food Systems Leadership Institute (FSLI), Association of Public and Land Grant Universities (APLU), Auburn University (AU), Alabama A&M University (AAMU), Principal Investigator (PI), United States Department of Agriculture (USDA), USDA National Institute of Agriculture (USDA-NIFA), USDA Agricultural Marketing Service (USDA-AMS), USDA Sustainable Agriculture Research and Education Program (USDA-SARE), Small Extension Teams (SET), Regional Extension Agents (REA), County Extension Coordinator (CEC), National Center for Appropriate Technology (NCAT).