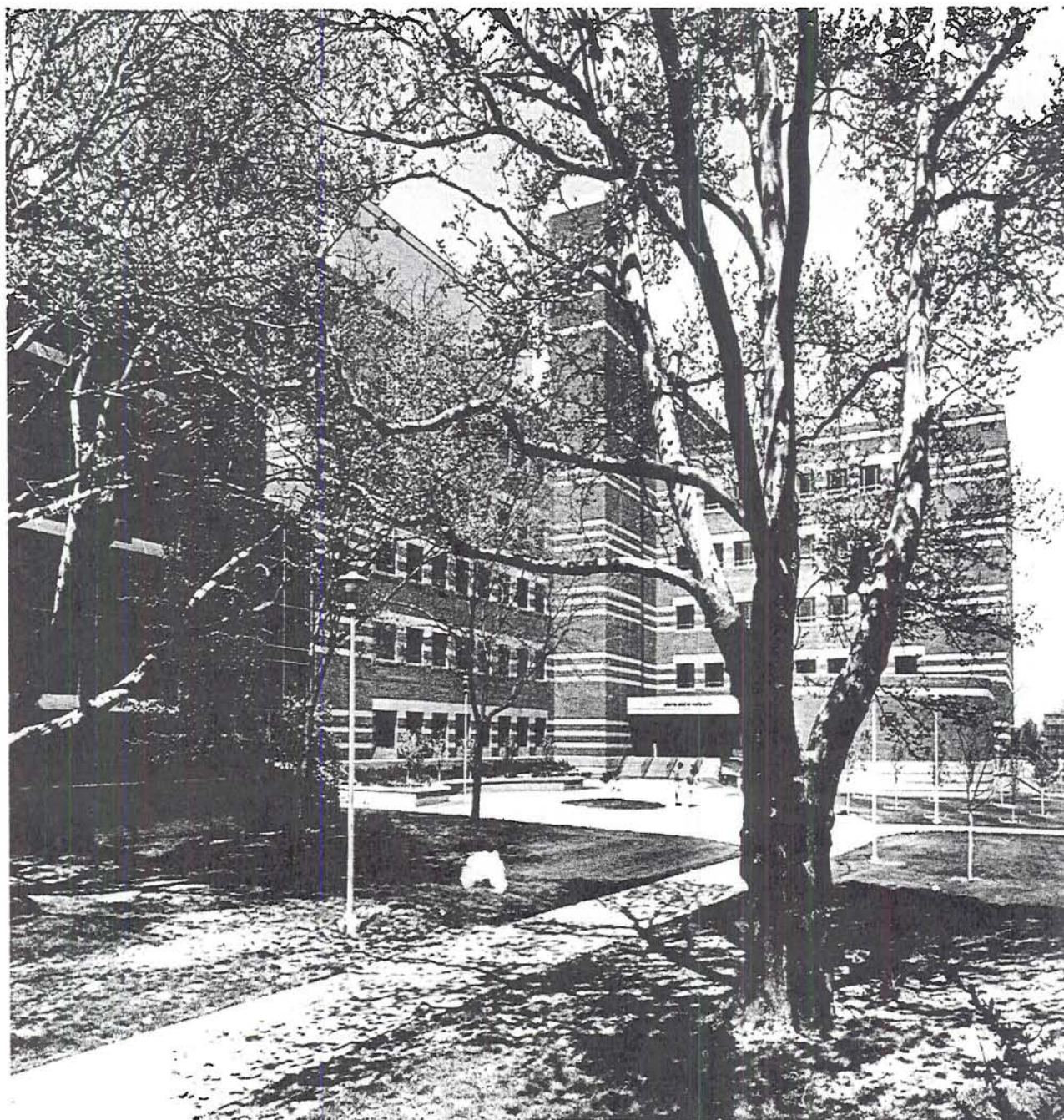




Implementation Plan for College Future Committee Recommendations



October 1993

IMPLEMENTATION PLAN FOR COLLEGE FUTURE COMMITTEE RECOMMENDATIONS College of Agricultural Sciences

INTRODUCTION

A College Future Committee (CFC) was appointed by the Dean in July 1992 to continue the downsizing process begun in 1990 and to develop a response to the University Future Committee. The sixteen-member committee was composed of faculty, county extension staff, students and administrators.

The charge to the CFC was to develop a plan for reshaping the College to bring programs in balance with appropriated resources. The CFC was instructed to focus only on programs, deferring the development of specific implementation plans to a subsequent process.

A draft plan was developed by the CFC and distributed to all faculty, staff and students in the College, and to College clientele groups. In addition, the Dean created a videotape to explain the recommendations. During October 1992, the CFC organized meetings with administrators, faculty, county extension staff, students and clientele groups to explain and receive feedback on the draft plan. Significant oral and written input was received.

The CFC considered all the discussions and inputs in developing the plan submitted to the University Future Committee (UFC) on October 30, 1992. Subsequently, the Dean met with the UFC to discuss the plan and to respond to questions. The UFC accepted the plan and instructed the College to develop plans that would enable all the recommendations to be implemented by June 30, 1996.

Implementation plans have been developed for all proposed program changes in resident education. These include programs targeted for elimination, modification and enhancement. Resulting permanent budget reductions and reallocations, both within the College, and to and from the University, are specified in the College 1993 Strategic Plan Update.

Extension and research programs targeted for elimination or modification are addressed in the implementation plans. Since the College does not receive permanent general funds from the University to support extension and research programs, enhancement resources will need to come from new or internally reallocated funds. Specific enhancement plans will be developed as these resources become available.

General program and organizational recommendations contained in the CFC plan will be implemented as described.

All units impacted by a specific recommendation have developed a consolidated implementation plan for that recommendation. These plans are detailed in a notebook that is available for reference or copying from each unit or associate dean office.

The purpose of this document is to provide a summary of the implementation plans and the probable impact on College personnel and clientele. It is being distributed widely to administrators, faculty, staff, students and clientele.

RESIDENT EDUCATION

The College is committed to the preservation and enhancement of quality in resident education programs. Programs, courses and options are continually being evaluated in the context of their quality and essentiality. Over time, decisions to eliminate or enhance programs will be influenced by performance indicators such as the history and current status of enrollments, the number of students graduating over time, and the student credit hour production. Essentiality of a particular program relates to its uniqueness and complementarity with other programs. The College's capacity to retain and deliver a body of information fundamental to a specific discipline or group of related disciplines must be of prime concern. Thus, the core of vital information in programs targeted for elimination should be retained and included in redefined or closely related programs.

The elimination of underenrolled programs and courses will result in the freeing of resources which can be redirected to more essential programs slated for modification or enhancement.

Eliminate those majors and options that have low enrollments and strictly enforce University policies on underenrolled courses.

Eliminating underenrolled majors, options and courses could result in a reduction of up to 4.7 teaching FTE¹.

Low enrollment programs: Undergraduate majors six or more years old will be eliminated when the number of students graduating with baccalaureate degrees is less than 18 over the most recent three years. Graduate programs four or more years old will be eliminated when the number of students graduating with: a.) Ph.D. degrees is less than two over the most recent three years. b.) master's degrees in programs without Ph.D. degrees is less than three over the most recent three years. The FTE saved by these eliminations will be redirected toward units/programs with the greatest need.

Agricultural Economics and Rural Sociology undergraduate major: The elimination of the major in Agricultural Economics and Rural Sociology will be complete by the end of FY96². Although no new students are being admitted, the Department will continue to serve the two dozen majors presently enrolled. The FTE saved by elimination of this program will be redirected to a new undergraduate program in environmental and natural resource economics.

Entomology undergraduate major: The major has been dropped by the University Faculty Senate. The department will continue to serve the three students presently enrolled. The elimination of this program will result in a savings of 0.75 teaching FTE.

Plant Science undergraduate major: The major has been dropped by the University Faculty Senate. The students currently enrolled in the program will continue in the major through graduation. The elimination of this program will result in a savings of 0.24 teaching FTE.

¹FTE = full time equivalent.

²FY93 is July 1, 1992 - June 30, 1993; FY94 is July 1, 1993 - June 30, 1994; FY95 is July 1, 1994 - June 30, 1995; FY96 is July 1, 1995 - June 30, 1996.

Agricultural Mechanization M.Agr. program: The program has been dropped by the Graduate Council. The department will continue to serve the single candidate presently enrolled. Teaching FTE savings, if any, will be directed to the graduate program in Agricultural Engineering.

Poultry Science M.S. program: The program has been dropped by the Graduate Council. By the end of FY96, 0.06 teaching FTE and 0.06 staff FTE will be redirected toward the graduate program in Animal Sciences.

Underenrolled courses: Sections of underenrolled courses will be offered only under very special circumstances. In FY94, the College will reduce the number of underenrolled courses by 50 percent from FY93, and in FY95, another 50 percent from the previous year. If enrollments remain constant, this could result in a reduction of 3.75 teaching FTE. Special circumstances warranting exception to the minimum section enrollment requirements include: section is essential for normal degree progress for specifically identified students, or learning spaces in essential classrooms or laboratories for a section are limited.

Reduce number of courses by consolidating and restructuring current majors/courses/options.

Reducing the number of courses by restructuring and/or consolidating current majors/courses/options will result in a reduction of 2.0 teaching FTE.

Eliminate/modify/consolidate current courses: Academic units have been informed of underenrolled courses and asked to propose remediation through elimination, consolidation or less frequent scheduling. This will result in a 10 percent reduction of total course offerings by the end of FY96. The number of courses offered by the College will be reduced by four courses in FY94 resulting in a reduction of 1.0 teaching FTE in FY95. An additional reduction in course offerings during FY95 will result in a reduction of 1.0 teaching FTE in FY96. The reduction of teaching FTE resulting from the elimination of underenrolled courses is reported in the section "Underenrolled courses."

Consolidate the present majors in Animal Bioscience, Dairy and Animal Science and Poultry Technology and Management into one animal sciences major with a core curriculum and options such as animal biosciences, poultry production, dairy production, animal production: A single Animal Sciences program to prepare students for careers related to animal health, animal production and agribusiness as well as graduate and professional degrees is under study and will be offered by the Departments of Dairy and Animal Science, Poultry Science, and Veterinary Science. The new curriculum will be open for student enrollment by Fall 1995, and undergraduate programs in Animal Bioscience, Dairy and Animal Science, and Poultry Technology and Management will be phased out. This will result in some yet undefined savings of staff and teaching FTE.

Create, enhance and/or modify majors/courses, options/programs that have real or potential strong appeal to students.

Priority One

Two undergraduate programs, Environmental Resource Management (ERM) and Landscape Contracting (LSCPE) have been identified for enhancement. The ERM program, presently the largest major in the College, is one of long standing which is experiencing exceptionally high enrollments. In the last four years, enrollments have more than tripled to a current level of 550. Enrollment in the LSCPE program is limited by the availability of personnel and equipment. Both programs could and should grow. Continued unbridled growth, however, could only be accommodated by an unacceptable diminution of quality; an outcome in direct conflict with this College's goal of excellence.

Enhance the ERM major by providing adequate resources for teaching and advising: Immediate instructional needs will be met with a commitment from the Department of Agricultural Economics and Rural Sociology to instruct ERM 411, a one year renewal of a fixed-term faculty position in the School of Forest Resources and employment of two additional half-time teaching assistants. Reallocation funds from the University will be used for additional faculty to teach and advise undergraduate students in the program. New faculty positions may be located in any of the academic units sponsoring the program.

Enhance the Landscape Contracting major by providing needed resources: The College offers a premier, nationally recognized program in Landscape Contracting. The present competitive advantage relates in part to the state-of-the-art technology which plays a key role in the future of our students and the industry. This computer-based technology advantage can erode rather quickly. Software advances must be incorporated continuously and hardware replaced over time. The College is proposing to add an equipment surcharge to the tuition bills of students enrolled in Landscape Contracting as a high-quality preeminent program.

Enhance the minority undergraduate scholarship program: The College is committed to the enhancement of diversity. We have made significant strides in attracting and retaining minorities to the College, and we must do more. In the last four years we have invested more than \$390,000 of discretionary funds in minority scholarships. The principal barrier to the growth of this scholarship program is the lack of funds to support more scholarships. All units and the College's development personnel will work with prospective donors including the College of Agricultural Sciences Alumni Society, alumni recipients of minority scholarships and their employers, foundations and agribusinesses to increase support for the program. The College also will seek financial support through the proposed USDA-HEP Minority Scholarship Program.

Internationalize the curricula: The Department of Agricultural Economics and Rural Sociology has initiated and will implement a new student education abroad program with the Department of Agricultural and Food Economics at Queens University, Belfast, Northern Ireland. This program will be expanded to enable students from other majors within the College of Agricultural Sciences to participate in a semester-abroad experience. Other opportunities for internationalizing the curricula will be explored.

Priority Two

Explore development of a crop management major with options in agronomy, fruit and vegetable crops, plant protection and plant science: Unit leaders and faculty from the Departments of Agronomy, Entomology, Horticulture, and Plant Pathology will plan and develop a new interdisciplinary curriculum for offering by Fall Semester 1995.

Change the administration of the ERM undergraduate major: The two options recommended by the CFC are under consideration and a decision will be made by the end of FY94.

Enhance the availability of service courses. The UFC recommended and the President has appointed a Life Sciences study group. Two faculty from the College serve on the committee. In meeting with the group, the Dean has emphasized the essentiality of developing a practical solution to the service course issue.

Strengthen the science and engineering technology component of the Agricultural Education major: A recently approved environmental science option in the Agricultural Education major will increase the biological and physical sciences competence of students. An interdepartmental committee from the Departments of Agricultural and Extension Education and Agricultural and Biological Engineering has been appointed to address the quality of the physical and engineering sciences component of the Agricultural Education major.

Develop a natural resources management major in the School of Forest Resources: The faculty in the School of Forest Resources will continue to explore the development of a new natural resources management major with a core curriculum and several options. Careful consolidation in core courses will reduce overlap, make better use of instructional resources and improve academic quality by stressing fundamental principles and fostering integrated views of resource management.

EXTENSION

The recommendations of the CFC reflect a significant focusing of resources on priority issues facing citizens in the Commonwealth. The College will maintain its traditional commitment to meeting the needs of the Pennsylvania food system, refocus family living programs on resource-stressed families and minority audiences, strengthen youth development programs, and enhance capacity to deliver quality educational programs that support rural development.

The CFC adopted three principles in making recommendations regarding current and future extension education programs. The first principle restates the commitment of the College to meeting local needs. A second principle is that the College should focus on those important areas where educational programs are unavailable from alternative sources. Third, the CFC noted the important principle that information regarding the production of agricultural and forest products must be accessible through the county extension offices. It is not essential that the College conduct pro-active educational programs for producers of all food and fiber commodities. But the county offices should have the capacity to provide written material or identify a source for written material regarding all agricultural and forest products of economic significance to the citizens of Pennsylvania.

The CFC recommendations were presented in three categories: (1) programs to be eliminated or modified because they are duplicated in the private sector or are available from other states and/or the private sector; (2) programs that should be eliminated or modified because they are directed at minor commodities or low-priority issues and/or have little public interest or impact; and (3) programs that can be eliminated, modified or reduced because resource allocation to the program area is disproportionate to the requirements of other priority programs or where appropriate cost sharing is not provided.

During the three-year implementation period, 9.3 faculty FTE will be redirected from low to high-priority educational programs and 0.3 FTE will be eliminated. At the county level, 18 county staff positions will be redirected to higher-priority educational programs and 0.5 FTE will be eliminated. It is important to note that in addition to the redirection of existing staff, implementation of the CFC recommendations will have a significant impact on the responsibilities of faculty and county staff hired during the coming years. In short, the combination of refocusing existing staff and hiring of future staff with different expertise will greatly influence the College's future extension education programs.

Eliminate or modify programs that are duplicated in the private sector, other states and/or public agencies.

Implementation of the CFC recommendations will result in a redirection of 5.9 faculty FTE and 13.6 county staff FTE, and a saving of 0.3 faculty FTE.

Adult exercise/fitness: Support for exercise and fitness educational programming was eliminated at the end of FY93 and 0.04 faculty FTE will be redirected to developing program materials on nutritional labeling. Regional units will redirect 0.7 county staff FTE to enhancing educational activities in nutrition and family strengths.

Aquaculture: By the end of FY93, county offices had limited their activities in aquaculture to providing information available from other sources including the Northeast Regional Aquaculture Center, other universities, and government research institutions. Support for the county-based aquaculture information system will be provided by the Director of the Juniata Valley Aquaculture Program under a contract with the College. Regional units will redirect 0.1 county staff FTE to other agriculture programs.

Educating caregivers for the elderly: Programming directed toward educating caregivers for the elderly will be scaled back each year and eliminated by the end of FY95. PENpages and AgSAT will be used to disseminate information on alternative sources of caregiver information. Academic units will redirect 0.33 faculty FTE and regional units will redirect 3.92 county staff FTE over the three-year period toward high-priority problems facing resource-stressed, low-literacy clients.

Dairy genetics: By the end of FY93, 0.6 faculty FTE working on educational programming in the genetic improvement of dairy cattle was redirected toward other extension programs with the dairy industry. By the end of FY94, 0.06 county staff FTE will be redirected to other educational programs related to dairy cattle.

Dairy retail test: Dairy product evaluation and education programming will be modified to focus on the educational aspects of dairy product safety, flavor and quality. The retail test component will be eliminated as an extension education program and will become a service under the direction of academic unit staff, with input from an advisory board of industry and academic unit representatives. By the end of FY93, 0.02 county staff FTE

were redirected toward educational aspects of dairy flavor and quality. By the end of FY95, 0.8 faculty FTE will be similarly redirected.

Health promotion: Extension education programming in health promotion and risk reduction will be phased out by the end of FY94. Through FY95, 0.31 FTE of faculty and academic staff will be redirected toward rural development activities related to rural health. An additional 0.33 faculty FTE will be saved during that period. A total of 1.1 county staff FTE will be redirected toward nutrition, family and leadership programs by the end of FY95.

Home-based business/tourism: Support for educational programs directed toward tourism development for economic diversity will be phased out by the end of FY95. A total of 0.46 faculty FTE will be redirected toward educational programming in micro-enterprise development, youth entrepreneurship, leadership, and working with resource-stressed clientele. Regional units will redirect 1.5 county staff FTE toward educational programs in the community, family, human resource, and agriculture program areas.

Household hazardous waste: Educational programming related both to managing household waste and to household chemicals and their effect on water quality will be phased out by the end of FY95. A total of 1.1 faculty FTE will be redirected to other areas of consumer education relevant to the needs of resource-stressed families. Regional units will redirect 3.3 FTE to educational programs in the areas of water quality, youth, and resource-stressed audiences.

Housing: Educational programming for general audiences in creating and sustaining Pennsylvania's housing stock, nontoxic housing and home environments, and extending safety, accessibility, and independence to the elderly in their homes will be eliminated by the end of FY95. A total of 1.9 faculty FTE will be redirected toward educational programs focusing on affordable housing for resource-stressed families and to collaborative work with projects for youth and resource-stressed families. By FY95, 1.7 county FTE will have been redirected toward work with low income/minority clientele, and towards family, nutrition, agriculture, and community programming.

My new weigh of life: The "My New Weigh of Life" program will be restructured to stress the nutrition component and the needs of resource-stressed audiences and communities. No redirected faculty time is anticipated. By the end of FY95, regional units will redirect 0.11 FTE toward work with resource-stressed audiences.

Tourism: See "Home based business/tourism" above.

Rural law: Educational programs on legal issues involving real and personal property transfers were scaled back in FY93 and will be eliminated at the end of FY94. A total of 0.33 faculty FTE will be redirected toward educational programs on environmental law and policy issues. Regional units will redirect 1.1 FTE toward programs related to improving business management skills and increasing profitability in agriculture.

Eliminate or modify programs that relate to minor commodities or low-priority issues and/or have little public interest or impact.

CFC proposals to eliminate or modify programs that relate to minor commodities or low-priority issues will result in a redirection of 2.1 faculty FTE and 4.1 county staff FTE. In addition, there will be a saving of 0.3 faculty FTE and 0.2 county staff FTE.

Domestic game birds: Active programming in this area ceased in FY92 and new educational programs will not be developed in the future. A total of 0.9 faculty and academic unit support staff will be redirected toward work with the commercial broiler, turkey, and layer industries.

Energy utilization and field machinery performance: Educational programming related to field machinery was eliminated at the end of FY93. A total of 0.6 faculty FTE will be redirected toward educational programs on recycling and solid waste management pertinent to agriculture with major focus on systems analysis and mechanization. Regional units will redirect 0.2 FTE toward educational programs relating to nitrogen uptake and preventing farm worker injury.

Horses: Horse extension programs for adults will continue to be limited to providing technical information, primarily to Amish farmers classified as an underrepresented/underserved group, and toward the support of selected horse industry events which have well-established advisory committees. There will be no saved or redirected faculty or county FTE.

Income tax program: Program costs will be reduced and a revised fee schedule will be implemented to make the income tax program completely self-supporting by the end of FY96. At that time, a full-time extension associate, paid entirely from program revenues, will assume full responsibility for the program. No faculty FTEs will be saved or redirected during the FY93-FY96 period. After that time, 1.0 FTE will be redirected toward farm management extension and resident education programs. Regional units will redirect 0.33 FTE toward educational programming focusing on increasing the business management capabilities of agricultural producers.

Irrigation: Educational programming on irrigation management and design was eliminated after FY93. A total of 0.1 faculty FTE will be redirected toward educational programming in crop management with a focus on irrigation system design and management. Regional units will redirect 0.08 FTE toward programs in crop management, especially with new operators and minority clientele.

Rabbits: Active educational programming for non-youth ended in FY92 and will not be reinstated. The elimination of this program will result in savings of 0.3 faculty FTE and 0.15 county FTE. Programming directed toward the commercial poultry industry will benefit from the general redirection of effort in this area.

Sheep production: Faculty support for organized educational programs related to sheep production will be phased out by the end of FY96. A total of 0.48 faculty FTE will be redirected to extension education programs on pasture management for all species. York County, with 170 sheep farms, and Lancaster County, with 450 sheep farms, will continue sheep programs as a local county effort. The West Region will provide educational programs with a reduced staff component and resources drawn from other states. A total of 3.39 county staff FTE will be redirected from sheep programs to programs in a wide range of agricultural program areas including nutrient management, forage utilization, profitability, youth, beef and swine, animal health, livestock buildings and equipment, and dairy.

Textiles. No faculty support for organized educational programming will be provided. Faculty will ensure the availability of materials for access by county staff and will cooperate with specialists from other states who wish to provide information in PENpages. Faculty time is being redirected toward increased curriculum and research productivity and

involvement with the National Design Team for Curriculum Development. Regional units will redirect 0.08 FTE toward food and nutrition programming.

Eliminate, modify or reduce programs where resource allocation is disproportionate to the requirements of other priority programs or where appropriate cost sharing is not provided.

Implementation of the CFC recommendations will result in a redirection of 1.3 faculty FTE and 0.5 county staff FTE.

Assessment of 4-H events and activities. The Youth Program Coordinating Committee (YPCC) will take the lead in:

- encouraging agents to transfer program responsibilities to volunteers
- developing a College policy of collaborating only with organizations and activities which promote educational objectives for youth
- establishing a committee to develop criteria for participation in youth animal events
- developing a statement on the appropriate role of county staff in sales at large animal events
- formulating guidelines for volunteers and an in-service program on the effects of competition on youth
- defining time spent by faculty and staff on large animal events

Drinking water clinics: During FY93 clinics were reduced to about 25% of previous levels. Materials were made available to county staff with water quality program responsibility. Occasional programs for county staff by faculty and support staff will continue. A total of 0.14 faculty/academic support staff FTE will be redirected toward programming on hardwood regeneration issues.

Farm safety: Agricultural Accident and Rescue (AAR) will be changed from a 30-hour University Park program to four 8-hour programs taught at fire school weekend programs at the county level. All educational support products previously credited to Pennsylvania Agricultural Safety Council (PASC) will now be designated as extension. A total of 0.02 faculty FTE will be redirected to development and delivery of comprehensive programs in agricultural accident prevention and rescue. Regional units will redirect 0.17 FTE to crop production programming and the 4-H engineering science curriculum.

Non-mandated programs: The cooperative extension system is founded on the principle that resources will be contributed by county, state and federal governments. In those cases where county resources are not provided, only federally mandated programs (i.e., EFNEP and Urban Gardening) may be available at the county level. During the three-year implementation period, attempts will be made to generate county operational support.

Poultry: Educational programming in poultry health and disease prevention was discontinued in FY93. Programming toward improving the economic stability of the poultry industry will be discontinued in FY94. Faculty positions are being defined to address educational programming needs in poultry production economics and housing and environmental systems for the poultry industry. A faculty or staff position relating to avian disease will also work with the poultry industry.

School enrichment: Extension will modify school enrichment programs to build in uniform cost-recovery methods. Greater life skills education and subject-matter quality

control will be integrated into school enrichment curricula. The impact of school enrichment programs will be reevaluated.

Small fruit (except grapes): The small fruit (except grapes) program will be reduced to one major statewide educational program each year and a semiannual update of the Small Fruit Production and Pest Management Guide. A total of 1.15 faculty and academic unit support staff FTE will be redirected toward entomology research, horticulture cropping systems research, grape extension education, and tree fruit integrated crop management (ICM). Regional units will redirect 0.32 FTE to educational programs in ICM, vegetable marketing, agronomics, greenhouse production and landscape management, ICM for vegetable crops, and tree fruit ICM.

RESEARCH

Implementation of the CFC recommendations will result in a greater focus of research resources on the issues facing the citizens of the Commonwealth. The recommendations will facilitate enhancement of research on agricultural and natural resource systems as well as specifically emphasize research priorities on topical issues such as leadership and youth development, and land and waste management in rural and urban communities.

The CFC used five criteria in developing recommendations on future research programs. The first three assess the quality of the programs and their impact on Pennsylvania. Is the program strong or weak; essential or not essential? Has productivity associated with the program been high or low? Is the program of more or less importance to Pennsylvania? The fourth asks the question: Is research information available from other institutions or agencies? It is important not to unnecessarily duplicate research programs regardless of the resources available. The last criterion is to evaluate a program in the context of the unit's plan. Each unit has developed a strategic plan. Is the program compatible with the unit's research priorities?

The CFC recommendations were presented in three categories: (1) programs to be eliminated or modified because they are duplicated in the private sector, other states and/or public agencies; (2) programs that should be eliminated or modified because they are directed at minor commodities or low-priority issues and/or have little public interest or impact; and (3) programs that can be eliminated, modified or reduced because resource allocation to the program area is disproportionate to the requirements of other priority programs or where appropriate cost sharing is not provided.

During the three-year implementation period, there will be a redirection and/or savings of 7.85 faculty FTE. It is anticipated that resource redirection will increase the level of support per faculty research FTE in high priority areas.

Eliminate or modify programs that are duplicated in the private sector, other states and/or public agencies.

Implementation of the CFC recommendations will result in a redirection and/or savings of 2.60 faculty FTE.

Christmas trees: By the end of FY96, new research on breeding and seed orchard development related to the improvement of Christmas tree varieties will be terminated. Research on advanced selections will be phased out or fully supported by external funding.

Faculty time will be redirected to urban and community forestry programs. Implementation will result in the redirection of 0.15 faculty FTE and 0.05 support FTE.

Corn and small grains breeding: The corn and small grain breeding programs have been reduced in scope over the last 10 years. By the end of FY95, 0.65 faculty FTE and two support positions will be redirected from this program. The forage variety evaluation program, covering forage grasses and legumes, will be expanded to become a comprehensive crop evaluation program. The redirection will have minimal impact on clientele needs as parts of the program are being continued and coordinated.

Disposal of toxic materials in the home: Research related to managing household wastes and household toxic chemicals will be eliminated by the end of FY96. The 0.10 faculty FTE will be redirected to research on the effects of formal and nonformal consumer education, particularly for the needs of resource-stressed families.

Field machinery design, performance, and evaluation: Research in this area has been eliminated with the retirements of four faculty members. In the future, some research may be needed to support the interdisciplinary forage systems engineering program.

Housing: The program on human housing in the College will be discontinued.

Near-infrared reflectance: By the end of FY96, redirection of research will result in a savings of 0.85 faculty FTE and 1.0 support FTE. The development of the new Near-Infrared Reflectance Spectroscopy (NIRS) technology has aided in the overall improvement of forage quality.

Small grain diseases: Wheat, barley and oats acreage has been steadily decreasing in Pennsylvania. The College program in this area has been limited. Further redirection in this program will result in limited resource savings. However, the College will continue to respond to requests for assistance in disease diagnosis.

Tree fruit diseases: Tree fruit disease research will be reduced and the resources (0.85 FTE) directed to post-harvest research on tree fruits. The College has a major fruit tree research facility at Biglerville in the Cumberland-Shenandoah Valley. Virginia, Maryland, West Virginia, and the USDA/ARS also have research programs in this area. An enhanced collaborative research and education program in tree fruit production will provide the needed information for Pennsylvania growers.

Eliminate or modify programs that relate to minor commodities or low priority issues and/or have little public interest or impact.

Implementation of the CFC recommendations will result in a redirection and/or savings of 2.81 faculty FTE.

Beef body composition: The research program in beef body composition is completed and will not be continued. There will be no measurable savings in resources. Project leadership will be redirected to other priority beef production problems.

Commodity branding: This research, which was based on a single project on brand name identification of eggs, was terminated in FY93. The faculty member with primary responsibility for this program left University employment. Implementation has resulted in the savings of 0.25 faculty FTE and the redirection of 0.07 faculty FTE and 0.05 support FTE.

Domestic game bird diseases: The domestic game bird disease research program was eliminated in FY93. Suppliers of vaccines who supported and relied on the research will continue to develop products for this market without College assistance. The Department of Veterinary Science and the Animal Diagnostic Laboratory will continue the game bird diagnostic and field investigation programs. Most research funds in this area were redirected within Veterinary Science in 1989, and thus no resources have been saved by this action.

Forest service policy issues: This research performed by a single investigator will be terminated by the end of FY96 with completion of the current research project. The 0.70 faculty FTE will be redirected to research on the economic and sociological aspects of environmental and natural resource policy.

Health promoting behavior: Research in health promoting behavior will terminate in FY95, with the retirement of the faculty member conducting this research. No new initiatives in health-promoting behavior will be undertaken. This will result in a savings of 0.43 faculty FTE. Research capacity will be redirected to rural economic and community development research issues and resource-stressed audiences.

Home-based business: The research on home-based businesses was completed in early FY94. The 0.20 faculty FTE will be redirected to analysis of family businesses and women/minority-owned businesses which have important implications for rural economic and community development.

Small fruit (except grapes): The College will reduce its research in small fruit production in all areas except grapes. Expertise and information is available through other states via regional programs. Faculty will continue to be involved in multistate research collaborations on all aspects of fruit cropping systems which rely heavily on integrated pest management and cropping management techniques. This will result in a savings of 0.10 faculty FTE.

Spray technology for forest application: By the end of FY96, the research program in spray technology for forest application will be eliminated. At that time, the current grant and contract obligations will be completed. No new contracts that extend past FY96 will be initiated. Because of the recent unexpected death of the project leader in this area, 0.86 faculty FTE is available immediately for redirection and/or savings.

Tobacco: The College will not maintain a tobacco research program, resulting in the redirection of 0.2 faculty FTE and 0.4 support FTE.

Eliminate, modify or reduce programs where resource allocation is disproportionate to the requirements of other priority programs or where appropriate cost sharing is not provided.

Implementation will result in a redirection and/or savings of 2.44 faculty FTE.

Aquaculture marketing and biology: All research activity in the area of aquaculture marketing and biology will be completed by the end of FY96. The research effort is currently supported primarily by funds from the Northeast Regional Aquaculture Center and the Pennsylvania Department of Agriculture. The 0.15 faculty FTE in aquaculture marketing research will be redirected to the faculty's primary area of responsibility, agricultural finance. The scientist working on aquaculture biology will refocus his efforts on other fisheries and ecosystems interests.

Artificial intelligence: This research program has received \$300,000 of College funds and numerous extramural grants. No additional institutional funds will be provided, but faculty are encouraged to secure extramural funds for this research area. New priorities, research directions, and funding opportunities could be explored by the recently created information management issue committee.

Food processing/engineering: Current programs devoted to processing fruits, vegetables, poultry, eggs, and fish will be reassessed to determine the areas of greatest importance to the consuming public and food processing industries. A maximum of 0.29 FTE will be redirected and/or saved.

Intercollege research grants program: Consideration will be given to initiating a new competitive research grants program. The emphasis will be on topical issues. The objective will be to provide seed money for obtaining preliminary data to enrich subsequent grant proposals at the state and federal levels. Emphasis will be placed on interdisciplinary and interdepartmental research collaboration. In addition, selected noncompetitive special research grant funds on specific topics received from USDA at the request of Congress will be allocated on a competitive basis within the College.

Plant physiology: Plant physiology is not a program per se, but a discipline and a broad area of research in the College. Reallocation of some resources supporting these research activities will be implemented upon the retirement of faculty members working in these research programs. Implementation of this recommendation should ultimately redirect and/or save 1.50 faculty FTE.

Poultry disease: In FY94, poultry disease research will be reduced to 0.7 faculty FTE, and in FY95, poultry disease research will be reduced to 0.5 faculty FTE. This is a reduction of 50% in both faculty and staff support from FY93, and it will result in a loss of research on virus diseases, especially infectious bronchitis. Of the redirected 0.5 faculty FTE, 0.4 FTE will be focused on diagnostic services in fish and avian virology, and 0.1 FTE will be shifted to teaching in avian diseases. It is expected that new biotechnology processes will be developed to speed diagnosis and to improve accuracy of the results of diagnostic investigations.

Support to centers and institutes: The College has provided "start up" support for a number of centers and programs. Examples are the Electron Microscopy Facility and the Artificial Intelligence Laboratory. The College will continue to provide start-up support for other appropriate priority programs.

Support to other colleges: The College has provided resources for research programs in the Eberly College of Science and the College of Health and Human Development. The Science funding has been reduced over the last several years and the final allocation will be made in FY95. The allocation to the College of Health and Human Development will be on a project basis starting in FY95.

GENERAL

Academic unit consolidations: The structure of the College should optimize the effectiveness and efficiency of program delivery. While no major changes are anticipated in FY94, the merits of unit consolidation or restructuring will continue to be explored. Consolidations will not take place without prior study by a committee composed of faculty, staff, students and administrators.

Ag Information Services (AgIS): AgIS will provide enhanced services to county staff through the identification and origination of in-service communications training.

To develop this inventory of staff training support, AgIS will establish a planning group to include AgIS senior staff, county staff and representation from staff development. This group will identify and prioritize needed in-service topics and will work to identify, develop and present these topics in a measured and predictable way. This group will function as a Continuous Quality Improvement team. Constraints placed on this team will depend on College funding. Every effort will be made to coordinate team meetings with existing events to minimize travel. It is expected that most group activity will be conducted electronically via PENmail or conference call.

The overall goal will be to develop an appropriate, expanded set of in-service modules that will address news writing, newsletter production, media relations, marketing and other areas identified by the planning group. Priority will be given to those topics that promise to encourage the most significant improvement in staff skills.

Agriculture events and activities: The unique mission of the College requires that it carry out research and education programs that address societal needs. Decisions on participation in events and activities will continue to be made in the context of our education mandate. During FY94, academic and regional units will consider ways to enhance the educational focus of our contributions to these events and activities.

Animal containment facilities: An intercollege committee has been formed to determine the specific research and educational program needs for animal containment facilities at University Park. Currently, the colleges that need such facilities are Agricultural Sciences, Health and Human Development, and Science. Preliminary discussions have taken place about the need for animal containment facilities with the Senior Vice President for Research and Dean of the Graduate School. It is expected that consultants and/or experienced users outside the University will be asked to evaluate the possible options for facilities here at Penn State. A statement of faculty program needs, along with justification and facility options, will be submitted through the College Deans to the Provost within the next several months. The proposal will be used as the basis for a funding request to the University and to federal, state and private sources.

Change name of School of Forest Resources to School of Natural Resources: The College will recommend to the President that the name be changed.

Improve efficiencies in farm operations: Major changes have or will take place in the facilities available to support three of the College's five animal research and education programs. The first of the new facilities to become operational will be poultry in early 1994, to be followed by dairy in mid-1994. Improvement of the swine center is in the design stage. As these new facilities come on line, the College will form committees that include qualified professionals from peer colleges of agriculture to study the efficiency of the several respective operations. Because Farm Operations works closely with the animal units, a

proposed review of the efficiency of that unit will be scheduled when the three new animal research and education centers are operational.

Reduce number of deans: Current activities in the resident education, extension and research offices have been inventoried. Some of those will be eliminated. Others will be shifted to administrative interns, support staff and/or unit leaders. Faculty and county extension staff are participating in these decisions. The target of reducing the number of associate and assistant deans to six will be accomplished by eliminating up to four assistant dean positions and one associate dean position by the end of FY96.

Staff development: The CFC recognized the critical importance of staff development. The committee made two specific recommendations. The committee's first recommendation focused on the need to expand the staff development capacity in the College's Office of Human Resources. The second committee suggestion related to the need for expanded staff development support to accommodate the implementation of the CFC recommendations.

The College's Office of Human Resources will be increased by two professionals in FY94. As a result, the College will have capacity in institutional socialization, education skill development, coordination of subject matter skill development, and diversity training and minority program development. In addition, support will be provided on an as-needed basis to assist faculty and staff retraining.