

September 18, 2007  
Unit Leaders/Dean/Staff Meeting  
Garden Room, Pasquerilla Spiritual Center  
1:30-4:30 p.m.

Attending: J. Travis, S. Smith, B. Pollock, J. Price, A. August S. Donlan, D. Calvin, T. Kelsey, L. Ressler, R. Young, L. Pruss, B. Kleiner, D. Behring, A. Dodd, J. McDougall, D. Jackson, R. Marini, M. Depp-Nestlerode, T. Schaffer, T. Hoover, N. Vines, M. Fernandez, B. Steele, P. Wangsness, G. Felton, D. Sylvia, M. McDavid, J. Floros, J. Coupland, F. Gildow

Absent: B. Elkin, J. Ladlee, T. Etherton, J. Shortle, P. Heinemann, J. Stevenson, D. Lingenfelter, M. Corbin, M. Wirth, C. Strauss, B. McPheron, R. Kauffman, G. Sheppard, C. Lyons, M. Sharer

Dr. Steele started the meeting with the following updates:

- The Civil rights review was held last week. The exit meeting was on Friday. Bottom line is it was a very good positive exit interview. Jackson said it was obvious it was an organization wide commitment to diversity however we were criticized because faculty and staff don't understand the civil rights law. We need to make sure faculty and staff understand the law as well as diversity. Jackson commends Human Resources staff and all other staff that worked on this review. Steele said we will get written a report within 60-90 days and will have an opportunity to respond formally. He thanked everyone for their part in the review.
- We are in the 4<sup>th</sup> week of the semester and we are still getting applications; the University is at approximately 99,803 applications. M. Fernandez thanks everyone for their help in recruiting. This is the third fall in a row that enrollments have increased and the paid accepts at the first week of classes was up 3% from last year. In contrast to the University it is 5% below record pace. Undergraduate student applications and offers of admission are up 30% over the last two years.
- Steele said the legislature is back in session. There is no question the front burner issue is Right to Know bills. We will have to see how this turns into legislation. Penn State is working very hard to find a negotiated compromise. There is a version beginning to show some light in Senate for Penn State.
- Trustees met a few weeks ago and it is official that the Penn State budget request including 6.9% is the official requested increase. This works its way up to the Governor's office to decide what budget to request. Our discussion in weeks ahead will be working with organizations to decide our request from our advocate and grass roots supporters. The past few years our request was 3+3. This will play out over the next couple months with State council of farm organizations.
- There is quite a bit happening privately but very little happening publicly around appropriations and the farm bill. Privately the wheels are turning rapidly; there is a fourth iteration of research bill farm title on the Senate side.
- At the Academic Unit Leader's meeting a **handout: College of Agricultural Sciences All Appointments Funded Totally or Partially by the Dean with a Start Date of July 1, 2004 or Later**, was distributed and we are distributing it here also. We received a 2% increase in the state budget but are continuing to hire. We don't intend to have layoffs. This first handout is a comprehensive list of who we've been hiring and what positions we've approved to hire

and the status of searches in each unit. The second **handout – College of Agricultural Sciences Summary of Dean's Reserve Funds Deans Meeting August 24, 2007** is the budget. The question is do we make a permanent or temporary commitment? Generally the only way we can make temporary commitments for a year is to hold back money. Our college has run on turnover, salary savings, retirements, and this time last year we were in the beginning stages of an 8% increase in our budget. We took a conservative approach and this year only received a 2% increase. The College has always tried to maintain a buffer to maintain funds that aren't committed permanently so we can respond when needed. In comparing the bottom figure on the first page and third page you will see that so early in the fiscal year we are taxing the system. The question is does the buffer carry through the rest of fiscal years? The message is we have to get a handle on what our permanent reserve is and determine if we can make commitments to permanent reserves as we go through strategic planning. Secondly, we want to make sure we have sufficient reserves to continue to make temporary commitments (e.g. start-up, spousal, new servers, security systems).

- We are not the only ones planning in the University system; there is a lot of planning activities going on in the University. The system directly will impact, overlap, and integrate with us. There is planning activity in Outreach, Huck, Social Science Institute, Materials Institute, and PSIEE. Typically where the University puts dollars to cost share for hiring is primarily for faculty. A fundamental question, "Do we want to continue to be a player when Huck Institute talks about life sciences?" If we do, we need to have our presence known.
- Steele briefed the group on the University Health Science council. He said we are in the early stages in strategic planning for health sciences at University Park. He said he thinks it is a given that we should be a player. As this takes shape it gives direction to a simple question, "What are the health sciences going to look like at Penn State in the next 25 years?" To be a player we need to have our presence known and consider resources needed. There will be a website that will be live in a few days so you can follow the process. This is very key to us and will be extremely important to what our college strategic plan will look like.
- Very strategic goals—
  - In context in setting us apart from Pitt, Temple, Drexel, Jefferson, a new private medical school in Scranton. So thinking right now what sets us apart internally from other institutes? What sets us apart from rural health? Talk about what rural health means. Get more and more involved since this will not go away.
  - Clinical and Translational Science Award Initiative (CTSA). For decades funding was for the General Clinical Research Center (GCRC). Studies were conducted at these places and if you were doing research you would work funds into your budget to do these surveys. Over the last year it goes back to NIH road map where they were visioning where are we headed in years to come. On the translational side, there is a visioning committee at work. Jack Vanden Heuvel is on this committee, a number of work groups are out there working. Marilyn Corbin has been part of some of these meetings also. Dr. Steele distributed a **handout-Clinical and Translational Science Award Initiative**.
  - Hershey College of Medicine is having a formal presence of Hershey Medical Center in Central Pennsylvania at the Mt. Nittany Medical Center doing research, etc. Do we want to be a part of that? It would be a fatal error if we don't talk about this and address this.

- The question is - 1) Do we want to be at the table for these issues, and 2) if we do, we need to have our presence known and consider resources needed.
- A lot is going on out there that will impact our planning. Start jumping into the launch of our own planning process. Keep this an open process.
- D. Jackson said Outreach is having a retreat within the next month to kick off their planning process.
- Steele said we've submitted our diversity report and the update is on the Office for the Vice President for Educational Equity website:  
[http://www.equity.psu.edu/Framework/updates\\_04\\_09/colleges\\_midpt\\_04\\_09.asp](http://www.equity.psu.edu/Framework/updates_04_09/colleges_midpt_04_09.asp).

Ann Dodd took the floor to discuss strategic planning. Ann Dodd provided a handout, **“Summary of the College strategic plan and 2006/2007 program priorities.”** (Attached).

The College strategic plan is due to the Provost, July 1, 2008. It is a five-year plan. There are a lot of things in the current plan that are relevant but there are a lot of things around us that have changed.

Each table should designate a volunteer to record your information on the flip chart and to be the reporter for your table. Our purpose today is to evaluate our progress to implement our present College and unit strategic plans. And then determine next steps to update the College plan. We will focus on our program priorities.

We will start with brainstorming, “how did we do in the past year with the implementation process?” Among your respective tables, come up with major achievements in the College and units.

Table report outs –

**1. How did we do this past year regarding the implementation progress? Identify major achievements by unit and at the college level.**

- Increase extramural funding at UP and county levels
- Enhanced partnerships with models
- Focused on international
- Biomass energy initiative
- Farm safety
- Renewable energy, environment issues, pest response
- Job economics and community development
- Increase county funding
- Increased stakeholder use
- Increased quality of buildings around campus
- Up in terms of publications as well as patents and commercialization
- Have done more eLearning on campus and around state with extension
- Doing better job with international opportunities; both undergraduate and graduate
- Technology on and off campus
- Considerable progress if you look at hiring activities – many relate to program priority areas identified and support staff
- A lot of positions were cost shared leveraging other funding

- Strengthened undergraduate enrollments and some increasing progress in graduate program in number, funding, quality of students, recruiting efforts
- More effort to connect with stakeholders in planning, like Ag Council and others.
- Continue effort to enhance work climate
- More integrations toward systems approach research and education

**2. Determine what we need to continue to highlight over the next year to ensure successful implementation of both programmatic and operational priorities. List top 3 programmatic priorities and top 3 operational priorities**

Short lists from table reports-programmatic priorities

- Enhanced capacity for energy extension programming
- Continue to promote collaboration and cohesion within water quality program area
- Continue momentum with metro research and outreach center
- Agro solution to today's health problems somehow merge what we do in agriculture with what is done in health
- Maybe rather than another Hershey here we ought to have a research for animals and plant sciences
- Energy security
- Rural and urban applications for renewal energy
- Consumer led college of agricultural sciences as opposed to commodity driven—address health and wellness, energy, water, entrepreneurship
- Evaluate the balance of faculty hires regarding extension, research and teaching programs
- Get the word out that we are an environmental college
- eLearning – figure out a way to make it work in the College
- Identify college programs that apply to health issues
- Form collaborative research & extension committees
- Address new technology to address agriculture community issues
- Labor
- Pest control
- Product efficiency
- Energy conservation
- Implement CVENT, CASPAR
- Compete aggressively for grants from nontraditional sources
- Develop common standard metrics for educators and faculty by individual units that indicate programmatic excellence.

Blended both operational and programmatic

- Evaluate and check growth in college and maybe this would mean investing in people we hired
- Hire extension associates to help extend what we are doing out in counties
- Continue to support in programmatic growth in IT – backbones out to counties, deliver programming, proposals
- Increase student work at commonwealth campuses to make them feel more like part of UP campus

**Consolidated list—**

- Consumer and commodity approach (science based approach)
- Energy solutions
- Air, land and water (environmental solutions)

- Metro
- Health solutions
- Entrepreneurship
- Food solutions
- IT
- e-Learning
- Curricular improvement
- Marketing – evaluations and public relations of success stories
- Grant dollars

### **What else do we need to consider to update the college plan?**

- Also keep looking at and evaluating curricula since it wasn't brought up and should we include this thinking.
- In past report it was recommended that ERM be put under ENRI which was implemented so keep looking at how programs are managed.
- Focus for implementation of resource allocation is what we are deciding now.
- Need to focus on what consumer is interested in to maintain health, etc.
- Ag is solution to food, energy, health.
- Direction is to use program priorities from 2006/07 (attached) and update this list to reflect what we've got done over the last year.
- We should consolidate and summarize our lists to a more understandable manner showing the status of positions, priorities, and investments as related to implementation of our college and unit strategic plans. Units will need to help provide this information.
- All positions are considered new positions.
- We will continue to use this list with our five main priority areas (renewable energy, pest prediction and response, environmental issues, food safety and quality, and job, economic and community development) and incorporate new priorities considering the consolidated list above.
- We will not stop doing everything else. We could look at this as updating our program priorities.
- This is not a stand alone list – there is a lot implied that is not on the list.
- The pawprint list has been used for the new hiring.
- Define point person –need someone who can keep pushing, put grant teams together.
- Operational -strength as a college is a new discovery of knowledge and education; educational network across state – continue to strengthen ties between research base.

- How do we involve other constituents, faculty, staff, students, county commissioners, how do we address the other issues Bob was talking about – all other activities are going on around us.
- Map all the things we do in Ag to see where we fit with health. Also, we need to look at opportunities out there that Steele discussed.
- Metro implementation is putting together a report that we may be able to use to move this part forward.
- Do we need to go through list of priorities and determine what we have accomplished?
- Use approach -- where are we now, where are we going and how are we going to get there?
- We have decided to do the college plan before individual unit plans.
- Is it useful for the college plan to have such detail – could the college plan just list visions of success and leave detailed information at unit level?
- It came up a lot to operate more as a system. Need to determine as a college how we are going to develop the plans. We don't want to lose the collaborative approach we did for the last plan.
- What have we been able to achieve? Question is how can we convey the achievement and value of strategic planning to the rest of the college? We owe the rest of the college an explanation of their effort over the last few years. We need to come up with a more detailed version of what we have done.
- This is an accountability issue – we need to be accountable to what we asked.
- We need a point person for each strategy to be focal point for collecting information. In most cases everybody is responsible to be a point person although with this approach we run into accountability gaps.
- Unit plans probably will be due fall of 2008.
- Are there areas whether it be health sciences or other important areas on the radar screen or new ones where we need to have some think tanks for faculty staff involvement to help us refine the next plan?
- Maybe we need to get together the remaining invasive species group have them give us some perspective of where they are going.
- Health would be an area that would be a goal.
- What is the process for looking at future hires - how do we decide? Do we look at these priorities ... how do we do this?
- Before we consider new hires we should evaluate where we are as a college and where we want to go. Make some hard decisions – look at this as a systems approach.

- Refine our accomplishments, our capacity

**Next steps –**

- Figure out a way to come up with a score card to see where we are.
- What have we accomplished based on our college and unit priorities? Units will need to help provide information.
- Where are we going?
- How are we going to get there?

Wangsness said to send any more ideas you have to Ann or Dean Steele.

On behalf of Dean Steele, Wangsness thanked everyone for coming.

--Notes by D. Holsopple