

<p style="text-align: center;"><b>The College of Food, Agricultural, and Environmental Sciences</b> <i>Six Year Plan – 2003-2009</i></p>
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**Overarching Goal:** To be the standard of excellence for colleges of food, agricultural, and environmental sciences.

**College Goals – 2003-2009 (From FAES Vision Statement)**

1. Each unit within the College will be among the best in the nation
2. Diversity will be evident throughout the College
3. Each unit will be known for making high impact discoveries
4. The College will be the model for extending to people the latest research based information

These goals align with President Holbrook's initiatives for 2003-04 in support of the Academic Plan. Those initiatives are:

- Cutting-edge interdisciplinary research for short- and long-term societal benefit.
  - (High impact discoveries; Among the best)
- Distinctive educational experiences and opportunities for undergraduates.
  - (Among the best; Diversity)
- Outreach and engagement initiatives that connect areas of academic excellence with societal needs.
  - (Model for extending)

**Process for Making/Assessing Progress Toward Achieving College Goals – Academic Unit Level**

Each department and school within the College has prepared action plans for the next three biennia (FY's 04-09).

- These action plans describe how the department/school will demonstrate progress toward meeting the College goals.
- Each unit will identify criteria for which they will collect baseline data against which they will demonstrate progress over time.

Annually, each department chair/school director will meet with cabinet to review departmental activity for the past year. During this annual review process, each chair/director will be responsible for reporting:

- Progress made toward the criteria identified in the action plan
- Progress made toward achieving the four college goals, including the President's Leadership Agenda items
- Progress made toward developing resources required, discontinuing targeted activities, funding reallocations, and proposed action plan time lines

This meeting will also provide cabinet members and the chair/director with the opportunity to discuss current progress in providing needed programmatic resources and changes that may be needed in the coming year/near future.

Cabinet will reward units which demonstrate substantial progress toward improving their performance on the college goals and achieving their unit goals. Rewards will include funding as well as priority attention given for development activities, special legislative priorities and capital projects.

### **College Level Initiatives Which will Support Academic Units in Accomplishing the College Goals**

1. **Re-examine priority program areas for the College for the next six years.** The following five areas have served as College priorities since 1994:
  - *Managing and Using Production Resources*
  - *Developing Food and Other Agricultural Products*
  - *Enhancing Environmental Quality*
  - *Assessing Social and Economic Change*
  - *Developing Human Resources*

The Dean proposes that the College re-examine these priorities, consider emerging trends, and develop new priorities that address those trends and align College priorities with the ecological paradigm. Also, decisions will be made as to whether or not any of the newly revised areas should be given increased focus (as has been done in the past with food and environment). These areas will be given priority for additional (including redirected) resources.

#### Plan for implementation:

- Dean presents a proposal to cabinet, chairs, and school directors
  - Based on input from above, the Guiding Coalition will study the proposal, provide input, and develop their recommendations
  - Conduct town meetings to inform faculty and staff of the new areas and to gain their feedback and potential buy-in for implementation.
  - Implement
2. **Develop a pool of resources to be used to support individual unit progress on six-year plans and provide funding for newly approved initiatives.** These resources may come from any number of resource generating strategies; purely illustrative examples are:
    - levying taxes on all units
    - differential reallocation of funds from units to create the pool of needed resources
    - increased development activity
    - new legislative appropriations
    - reallocation of existing space; priority for new space

Plan for Implementation:

- Develop a proposal for creating a pool of funds for internal reallocation.
  - Refine through discussions with Cabinet and Chairs
  - Present plan to Guiding Coalition for study and recommendation
  - Adopt and announce a plan
- Determine the extent to which funds will be used for:
  - rewarding units showing substantial progress toward college goals
  - selective investment for new priorities
- Develop guidelines for competitive reallocation
  - Take proposed guidelines to Guiding Coalition; incorporate their input
  - Make final decision
  - Implement

**3. Assess the state of the climate for nurturing diversity in the College as perceived by students. Use results to guide action plan for further improving the climate for diversity in the College.**

Plan for implementation:

- Collect data from all capstone courses in the major during 2003-2004
- Analyze data and share college-wide, including departmental analyses
- Appoint task force, including students, to recommend initiatives designed to further enhance progress
- Based on outcomes of the survey, have each department revise section on diversity in their action plans

**4. Create incentives for faculty to generate revenue to advance College goals.**

Plan for implementation:

- Have chair working group develop a plan of action
- Gain approval for needed changes from OAA
- Implement

**5. Develop a greater range of options for hiring and retaining faculty who can advance the College goals.**

Plan for implementation:

- Have chair working group, with Melissa and colleagues develop recommended options
- Seek approval from OAA
- Implement

**6. Explore and make recommendations on the use of non-tenure appointments for completing selected teaching, research, and outreach assignments.**

Plan for implementation:

- Begin to explore extent to which such an opportunity makes sense in the college, in the event it is approved by the University Senate.

**7. Initiate a speaker series to bring in nationally known speakers to enrich our understanding of how to make progress in the four College goals.** These sessions will be designed to broaden and enrich faculty, staff, and administrators understanding of the four broad goals; to give ideas which can be incorporated into the academic unit action plans.

Plans for implementation:

Assign Marilyn Trefz to plan and implement

**8. Promote President Holbrook's goal of cutting-edge interdisciplinary research for short- and long-term societal benefits.**

Plan for Implementation:

- *Communications*
  - Review current publications (bimonthly newsletter, annual report SEEDS) for focus and impact; stress science image, copy central administration as well as legislators, stakeholders, etc.
  - Use equipment funds to enhance departmental telecommunications.
- *Research Faculty*
  - If adopted by Faculty Senate, support departments **interested in utilizing research faculty** to make term appointments to address high priority areas currently not covered.
- *New and Continuing Initiatives*
  - Establish mechanisms to support external funding of interdisciplinary/center proposals.
  - Explore mechanisms to support multi-disciplinary centers to include upfront support and loans and to consider mechanisms for cost recovery to sponsoring units and departmental matches.
  - Continue equipment grants program and RECGP as competitive models to support/enhance extramural efforts; continue to encourage departmental matches and to report on impact of dollars to leverage additional resources.
  - Continue associateship program for graduate students and encourage use in association with OSU fellowships.

**9. Promote President Holbrook's goal of distinctive educational experiences and opportunities for undergraduates.**

Plan for Implementation:

- Further strengthen the honors program
  - New college honors committee is in place.
  - Seek permission for honors track enrollment in ongoing courses but have ability for students to earn honors designation through contracting.
  - Expand existing competitive program for funding undergraduate research.
  - Create an FAES honors research forum
- Document undergraduate perception of the climate for diversity in FAES
  - Develop action agenda based on data gathered.
- Continue to invest FAES resources in technology upgraded in support of teaching.
- Develop a new distance delivery classroom
- Use Price Chair Endowment to continue to support faculty development efforts in teaching.

**10. Promote President Holbrook’s goal of outreach and engagement initiatives that connect areas of academic excellence with societal needs.**

Plan for Implementation

- Increase understanding of the role of outreach through expanded use of the following definition,
 

*“It [outreach] represents that aspect of teaching that enables learning beyond the campus walls, that aspect of research that makes what we discover useful beyond the academic community, that aspect of service that directly benefits the public”.*
- Continue to support college-level central initiatives (e.g., Food Industry Center, Plant Pest Diagnostic Center, Olentangy River Wetland Research Park, Turfgrass Research Center, OSU Leadership Center, and OSUE Data Center).
- Continue expansion of target audiences through growing outreach efforts within other OSU colleges – continue to use outreach and engagement funds to jumpstart new efforts.
- Increase revenue streams through Extension’s cost recovery initiative, and utilize those funds to reinstate OSUE’s innovative grants program.
- Continuing education
- “Live, learn, create, work community” – Waterman, Piketon Economics Incubator, and Wooster Research Park.