

Thank you for coming this morning. I have organized my comments into four major themes. First I want to talk briefly on forces that I see are shaping our future, provide a brief update on budget realities, and introduce you to President Holbrook's Leadership Agenda. I then want to turn our attention toward the progress we have made on developing our College agenda for the future by providing a progress report on the Departmental six-year planning process, and conclude with an introduction to the College six year plan that is being developed.

We have a lot of ground to cover this morning - to provide you with a guide during my comments, there are packets of information on your tables. The top sheet provides a guide to my remarks. I hope you will use this guide to make note of things you feel are important, or for noting questions that you wish to raise at the end.

## **Forces that Are Shaping Our Future**

Let me start by talking with you about things I am hearing and seeing that I believe are shaping our future on a number of different levels:

*Within the University:* Among the many plans that President Holbrook has laid out in her State of the University address as future goals are:

- A university focus built upon a foundation of research
- A continued focus on accountability, productivity and outcomes through budget restructuring
- An average ACT of 26 by 2006 and 27 by 2008

### **Forces that Are Shaping Our Future**

- **Within the University**
  - Research as the Foundation
  - Continued emphasis on accountability, productivity
  - Increased ACT Scores (26 by 2006; 27 by 2008)
- **Within the State of Ohio**
  - Minimal increases at best
  - Third Frontier
  - OARDC Review
- **Across the Nation**
  - No formula fund increases in sight
  - Extension system under attack

*Issues we are facing within the State of Ohio:*

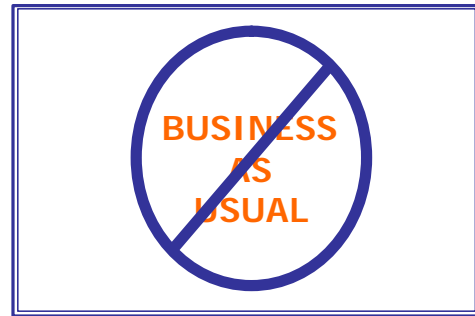
- Although we will continue to work with the legislature, we should expect minimal growth in budgets.
- We continue to work hard to sell agriculture as an integral component of the Third Frontier. Success is yet to come.
- The Governor has requested a review focusing on the return on the investment of the research conducted by OARDC.

*And, as I look across the country:*

- In my service as Chair of the Policy Board of Directors for the Agriculture Assembly of NASULGC, I see no opportunity for increased formula funds on the federal level. Any major increase in federal funds will be competitive in nature.

- In numerous states the future of Extension is increasingly under attack.

In the midst of all this, one thing is very clear - **WE CANNOT CONTINUE WITH BUSINESS AS USUAL.**



### **Funding in the Future**

All of us in the College must realize that relying on entitlements will no longer serve us. Funding in the future is going to be based on our ability to compete for funds - at all levels. And those that win will be those that can best meet the priorities that continue to change.

We need to learn to operate in the big science arena. We need to be an entity that automatically receives an invitation to be involved in large, big-science, interdisciplinary projects, (e.g., Homeland security centers).

We cannot base our future on our past accomplishments - no matter how significant those accomplishments have been. Our future will be based on our effectiveness and competitiveness in the emerging agenda, not what we have done or what we are doing now.

But, most importantly, our greatest challenge for success will be to thrive in this environment without forsaking our mission. Our mission is my passion and #1 priority. We must hold on to that.

The time for this change is now.



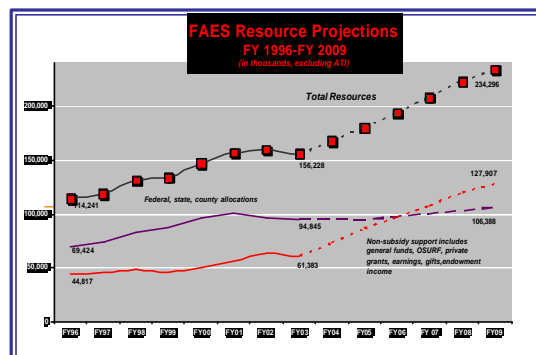
### **Update on Budget Realities**

Last fall, at this very meeting, I referred to a number of changes as our "new budget realities". Two weeks ago, President Holbrook reinforced the continued presence of those realities as she began her State of the University address with the phrase, "This is a time of profound change for higher education across the nation ..."

Changes she listed were "diminished state budgets, demands for accountability, competition among institutions on all levels, and new responsibilities for faculty".

At last year's fall faculty meeting I proposed an agenda that would respond to these budget realities while maintaining a focus on advancing our college vision and priorities. I set a six-year planning horizon for this agenda.

One piece of that agenda - the budget side - pointed to the need for significant increases in funding from non-appropriated support. I showed you this graph that charts our resource history since 1996 and projections through 2009.



At that time I set a goal to increase our gross income for each of the next six years to keep pace with the increases of the past six years. For planning purposes only, I included a 3% annual increase in federal, state, and county budget appropriations. We have already fallen behind that prediction, as cuts were taken during the last half of FY 03 and budgets for FY's 04 and 05 are basically flat. We also need to keep in mind that salary increases must be internally funded, creating the need to further reduce budgets to accommodate these increases.

Goals were set for significant growth in non-appropriated support through general funds, OSURF, private grants, earnings, gifts, and endowment income. The General Fund is now based on what we produce in terms of credit hours taught.

If budgets continue as projected, in 2006 the trend line that measures non-appropriated support will cross over and exceed the trend line that measures support from appropriations. We are becoming a different college in terms of funding.

### President Holbrook's Leadership Agenda Goals

- I. Cutting-Edge Interdisciplinary Research for Short and Long-Term Societal Benefits
- II. Distinctive Educational Experiences and Opportunities for Undergraduates
- III. Outreach and Engagement Initiatives that Connect Areas of Academic Excellence with Societal Needs

### President Holbrook's Leadership Agenda

Another challenge before us is to align our College strategies with President Holbrook's recently announced Leadership Agenda. This agenda outlines the President's priorities from the Academic Plan for this year. I want to take a couple of minutes to familiarize you with the Leadership Agenda and will later lay out the actions our college will be taking to align with it.

Three overarching goals have been designed to focus the Leadership Agenda of the Academic Plan.

Funds have been allocated on the University level to support a number of initiatives within each of these goals. Let's look at the strategies that are being initiated to achieve them. It is important that we position ourselves to be a major contributor to these efforts.

I. **Interdisciplinary research** efforts will be advanced through:

1. Creating a research faculty track. (no new outlay of funds)
  - This would be a non-tenure track.
2. Funding three-year competitive cash award to jumpstart promising multidisciplinary centers. (\$1million cash per year)
3. Seeding faculty grant preparation by competitively awarding release time for research proposals most likely to attract external support. (\$500,000 cash per year)
4. Awarding two-year competitive cash grants to graduate and professional students working across disciplines. (\$250,000 cash per year)
5. Identifying solutions to barriers to progress in cross-disciplinary research. (no new outlay of funds). This is the big science I was talking about earlier.

**I. Cutting-Edge Interdisciplinary Research for Short- and Long-Term Societal Benefit**

**STRATEGIES**

- Institute research faculty track
- Jumpstart multidisciplinary centers
- Seed grant preparation – release time
- Grants for grad/professional students to work across disciplines
- Solve barriers to cross-disciplinary research

**II. Distinctive Educational Experiences and Opportunities for Undergraduates**

**STRATEGIES**

- Create undergraduate research experiences
- Recruit students with higher ACT scores
- Expand recruitment and financial aid to enhance diversity
- Invest in technology to support teaching and learning
- Use student housing as a means to enhance student academic achievement

II. Actions slated to **improve the educational experiences for our undergraduates** are:

1. Creation of new research experiences for undergraduates in every discipline. (variable costs)
2. Recruitment of an entering class with a median ACT score of 26 by 2006, with a target of 27 by 2008. (\$250,000 in continuing funds) L.H. tells me that the average ACT score of our freshman this fall is 24.5. He also has learned there are just 13,000 Ohio seniors that have achieved a score of 27 or better on the ACT test this year.
3. Enhancement of diversity through expanded recruitment and financial aid. (\$500,000 in continuing funds)
4. Investment in technology to support faculty teaching and student learning. (\$3.7 million in cash per year)
5. Focus on student housing as a means for enhancing student academic achievement. (uncertain amount). Studies have shown that students who live on campus have a higher retention rate than those who live off-campus.

III. Plans to connect areas of academic excellence with societal needs through outreach and engagement initiatives are:

**III. Outreach and Engagement Initiatives that Connect Areas of Academic Excellence with Societal Needs**

**STRATEGIES**

- Permanent office for Outreach and Engagement
- Full-time Vice President
- "Live, learn, create, work community"

1. Create a permanent office of Outreach and Engagement with a full-time Vice President. (\$250,000 to \$500,000 in continuing funds)
2. Turn the vision of a “live, learn, create, work community” into a bold and viable business plan. (\$100,000 to \$250,000 in cash each year)

The President has asked each college to develop a plan to show how we will contribute to this leadership agenda. Our six-year plans will incorporate action in support of the President’s Leadership Agenda. I will outline those efforts later as I unfold the components of our College six-year plan.



## OUR AGENDA FOR THE FUTURE

As I mentioned earlier, meeting fiscal challenges is but one aspect of our agenda for the future. Over the past twelve months our college administrative cabinet, working with our department chairs and school directors, has developed strategies to meet these fiscal challenges while also driving to achieve college and departmental goals and priorities.

Let me share what we have accomplished and our plans to proceed during this academic year and beyond.

### Departmental Six-Year Plans

Our efforts began by charging each academic unit in the College to develop a six-year action plan. I trust that you were involved in the development of the plan for your unit.

These plans focus primarily on three things:

- Actions your department will take to forward the College’s four major goals.
- Identifying departmental priorities, the activities to achieve them, and a timeline for action.
- Strategies your department will use to operate successfully within the new budget realities and generate funds to accomplish your priorities.

### **OUR AGENDA FOR THE FUTURE The Six-Year Plans**

#### Departmental/School Plans

- Actions to forward College goals
- Identification of departmental priorities
  - Development of activities and timelines
- Strategies to operate within budget realities to accomplish the plan

### College Goals

Let me remind you of the four college goals that provide the foundation for the departmental and college plans. These were identified in 2001 as the initial priorities within our college vision.

- Each unit in the College is among the best in the nation
- Diversity is evident throughout the college
- We make high impact discoveries, and
- We are the model for extending to people the latest research-based information

The departments have been asked to make documented progress on these goals in two different ways:

#### Department-Specific Plans

Each department has been asked to develop an action plan that advances departmental priorities, aligns with college and university goals, and generates revenue needed to accomplish the plan.

#### Common Criteria

In addition, the Administrative Cabinet and Chairs came together and agreed on five common criteria that will be measured annually within each department across the college:

- Credit hours taught per faculty FTE
- Impact weighted publications per faculty FTE
- Total citations per faculty FTE
- Extramural funds expended per faculty FTE
- Peer reviewed Extension/outreach products per faculty FTE

I understand that you may have concerns with this activity. We are not trying to reduce our measures of progress to bean counting. But we do believe they provide a foundation for growth in areas that are important to each academic unit. And, research in organizational behavior shows that what is measured is more likely to change than what is not measured.

#### Next Steps in the Departmental Six-Year Planning Process

The Cabinet has scheduled meetings with the faculty in each department/school to discuss their action plans in greater detail. These meetings are scheduled to start in early November and will be completed by mid winter quarter.

### **The College Six-Year Plan**

At a two-day retreat in early August, the Cabinet and Chairs/Directors also began the ground work of shaping a college-wide plan. I want to remind you that the departmental plans provide the framework for and drive much of the development of a college plan.

Ten college-level strategies have been formulated to focus on the President's Leadership Agenda and the promotion of the departmental six-year plans.

Although the first draft was developed at the administrative level, each of these strategies will be further developed and refined with the input and approval of faculty and staff leadership. I am counting on the College Faculty Council, our Staff Advisory Council, and the university senators within our college to provide that input.

In addition, I intend to form a new Guiding Coalition within the College to play a key role in developing and guiding these efforts. The Guiding Coalition initiated during Project Reinvent was instrumental in shaping and leading change-related strategies in the 90's; I want to see such a dynamic leadership group re-energized for these next six years.

#### College Strategies

Here are the ten strategies. The first three deal directly with the President's Leadership Agenda. The specific details associated with each of these efforts have not been worked out, but it is our plan to have the details in place and begin implementation yet this academic year.

1. Promote the President's Leadership Agenda for Interdisciplinary Research

- Change the image that is communicated through our science-based publications.
- Use equipment funds to enhance departmental telecommunications.
- Utilize the research faculty category (if approved by Senate) to make term appointments to address high priority areas. These would be non-tenured self-funded positions.
- Support external funding of interdisciplinary center proposals.
- Explore the inclusion of upfront support loans and consider methods for cost recovery to sponsoring units and departmental matches.

**The Six-Year College Plan Strategies**

**1. Promote President's Leadership Agenda for Interdisciplinary Research**

1. Change the image we communicate
2. Use equipment funds – telecommunication
3. Utilize research faculty category – term appointments
4. Support funding of interdisciplinary center
5. Explore upfront loans and cost recovery methods

**The Six-Year College Plan Strategies**

**2. Promote President's Leadership Agenda on Undergraduate Experiences**

1. Further strengthen honors program
2. Document student perception of FAES climate for diversity
3. Continue investment in technology
4. Develop new distance delivery classroom
5. Continue Price Chair Endowment support for faculty development efforts in teaching

2. Promote the President's Leadership Agenda on Undergraduate Educational Experiences

- Further strengthen the Honors program – one proposed effort is to create an FAES honors research forum, along the lines of the University's Denman Research Forum. In addition, we should set a goal to triple the involvement of our students in the Denman Forum.
- Document undergraduate perception of the climate for diversity in FAES.
- Continue investment in technology upgrades to support teaching.
- Develop a new distance delivery classroom.
- Continue use of Price Chair Endowment to support faculty development efforts in teaching.

3. Promote the President's Leadership Agenda on Outreach and Engagement

- Expand target audiences by increasing outreach partnerships with other colleges. We are working with the Colleges of Pharmacy, Education, and Engineering just to name a few.
- Increase revenue streams through Extension's cost recovery initiative and utilize those funds to reinstitute the Extension innovative grants program.
- Focus on continuing education/life-long learning. OSU Extension has created a

**The Six-Year College Plan Strategies**

**3. Promote President's Leadership Agenda on Outreach and Engagement**

1. Expand target audiences by increasing partnerships with other colleges
2. Increase revenue streams – OSUE cost recovery
3. Continuing education/lifelong learning
4. Align College efforts with "live, learn, create, work community"

partnership with the university's Office of Continuing Education, and Nikki Conklin now spends part of her time working to build efforts in that area - I firmly believe this is a good move and the right thing to do.

- In concert with the President's "Live, Learn, Create Work Community", we propose to move forward on plans for Waterman, Picketon, the Research Park at OARDC-Wooster, the Food Industry Center, and the Plant Disease and Pest Diagnostic Clinic.

4. **Develop a pool of resources for selective investment within FAES.** This college must start new initiatives to better position us to achieve our aspirations. New funds are not likely to be "given to us". We will need to generate a portion of these funds from outside the college and we will need to thoughtfully make tough reallocation decisions based on productivity, performance, high potential, and our commitment to reward departmental progress toward accomplishing the four College goals.

We have historically lived off the formula funds and have developed an entitlement mentality. We can no longer look to the state legislature for growth. With budget restructuring, I can't go to the Provost and ask for more money in the General Fund.

Budget restructuring has done this for the General Fund. We will be look at something similar for OARDC and OSU Extension.

#### The Six-Year College Plan Strategies

4. **Develop a pool of resources for selective investment within FAES**
5. **Assess the FAES climate for nurturing diversity**
6. **Create incentives for faculty generate revenue**

5. **Assess the state of the climate for nurturing diversity in the College,** beginning with a measure of student perceptions. A survey has been developed and data will be collected from all capstone courses within the major during 2003-04. Analysis will be conducted for determining the status of the culture within each department as well as across the college. The results of that analysis will be shared with each department.

6. **Create incentives for faculty to generate more revenue.** A task force of department chairs and school directors are at work on this right now.

7. **Identify and implement a greater range of options for hiring and retaining top quality faculty.** Here again, we have a task force of chairs and directors working on this issue. They are focusing their efforts on (a) flexibility in meeting targets within specific funding lines, (b) 9 and 12 month appointments, and (c) differential compensation packages.

8. **Appoint a task force to explore and make recommendations on the use of non-tenure appointments for completing selected teaching, research, and outreach assignments.**

9. **Initiate a speaker series to align with the four college goals.** These sessions will be designed to broaden and enrich faculty,

#### The Six-Year College Plan Strategies

7. **Identify and implement a greater range of options for hiring and retaining top quality faculty.**
8. **Explore/recommend use of non-tenure appointments for selected teaching, research, and outreach assignments.**
9. **Initiate a speaker series to align with four college goals.**

staff and administrator understanding of the four broad goals.

**10. Re-examine College program priorities**. In this last strategy, I want us to explore changes that may need to be made in the priority areas of focus. Established in 1994, we have operated for nearly 10 years under these five program priorities

**The Six-Year College Plan Strategies**

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**10. Re-examine College program priorities**

**Current priorities:**

1. Managing and Using Production Resources
2. Developing Food and Other Agricultural Products
3. Enhancing Environmental Quality
4. Assessing Social and Economic Change
5. Developing Human Resources

The targeted investments we have made, particularly in the areas of food and the environment, have served us well and we want to continue to emphasize both of these areas.

I believe, on one level that the five areas still point us in the right direction. But change needs to be made in how we operate within those five areas - and how we help lead stakeholders into new areas in research, teaching, and Extension.

### **What Are Trends that Signal Change?**

- We need to move beyond commodity production. This is not to say that we abandon the improvement of yields, but we need to devote more energy into doing something bigger with what we produce - value added (e.g., Pharma corn, nutrient-dense corn, soy diesel, biomass conversion). We need to prepare our students and prepare farmers through Extension programs to not only improve production, but to become part of the after-production business.
- We need to examine the future of animal agriculture in Ohio.
- We need to expand our emphasis in the green industry. Ohio calls for a greater focus and investment in urban agriculture.
- We have yet to really scratch the surface in the area of social responsibility.
- We need to become more closely aligned with the health sciences.

**Examples of Leading Trends**

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- Beyond commodity production
- Future of animal agriculture
- Urban agriculture
- Social responsibility
- Alignment with health sciences

### **Conclusion**

This is a most ambitious agenda to say the least. To persevere and prevail will require the attention and support of each and every one of us.

This is not an administrative agenda - this is a college-wide agenda. We will develop this together. It must reach into and touch the programs and productivity of every faculty and staff member in every corner of our college - in Columbus, in Wooster, and across the state.

It is a complex agenda - it will require more conversation and communication and commitment than every before. I look to you and trust that you will make that commitment.

But, most importantly - I believe it is an agenda for success

- It will be built around the four college goals.
- It will bring us success in meeting the fiscal challenges
- It will enable us to be successful in responding to new programmatic realities, and
- It will do all this without forsaking our mission.

### Agenda for Success - College Goals

- **Diversity** is evident throughout the College
- Each unit within the College is among the **best in the nation**
- We make **high impact discoveries**
- We are **the model for extending** to people the latest research-based information

I feel with this plan we can succeed in moving this college from good to great.

Thank you.