

## Strategic Planning Action Items and Assignments - LPJ June 2014

GOAL	Assignment	Progress Report as of January 2014
<b>Note: Bold indicates lead person on the action</b>		

### Goal 1: CAES will be at the forefront of all Land Grant Academics

<b>1A - Evaluate Curriculum</b>	<b>Joe Broder</b> , Dept. Heads	The Office of Academic Planning requires all academic departments to have assessment plans on file, to provide a 1-2 page progress report each year and to submit full assessment reports every three years ( <a href="http://www.oap.uga.edu/assessment/">http://www.oap.uga.edu/assessment/</a> ). Reports are to include learning outcomes from existing curriculum, employer assessments of graduates and areas of improvement. Currently, departments submit their assessment plans and reports directly online with no oversight or input from the college or university. Plans are underway to re-engage the Office of Academic Affairs in the assessment and curriculum reform process. In addition, academic units are required to conduct program reviews every 5 years ( <a href="http://www.oap.uga.edu/pr/apr/">http://www.oap.uga.edu/pr/apr/</a> ). These program reviews address academic program and curriculum issues.
<b>1B - Curricular Requirements</b>	<b>Joe Broder</b> , Curriculum Committee	The Undergraduate Curriculum Committee and the Graduate Affairs and Curriculum Committee was given a copy of the 2020 Strategic Plan. They were asked to respond to the recommendations curriculum recommendations where appropriate. No written responses to date.
<b>1C - Job Market Demands</b>	<b>Brice Nelson</b>	Brice Nelson was appointed as Director of Student and Employer Engagement with the expectation that he would develop employer relations for improved student placements and career development
<b>1D - Interdepartmental Curricula</b>	D1 - <b>Joe Broder</b> , Scott Angle; D2 - <b>Scott Angle</b>	Interdepartmental degrees struggle with identity, ownership and credit hour generation. Efforts were made to restructure the Applied Biotech major for improved faculty input, greater access to faculty advising and more separation from the Biological Sciences major. Regarding the Biological Sciences major which is rich in enrollments but poor in credit hour generation, the Department of Poultry Science has initiated curriculum proposals to add selected courses to the General Education curriculum and therefore increase student credit hours. These offerings also serve to recruit new students into the college.
<b>1E - Increase Globalization</b>	E1 - <b>Carolina Robinson</b> ; E2,3 - <b>Joe Broder</b> , Curriculum Committee	Carolina Robinson has been instrumental in promoting study abroad among CAES students and faculty. CAES continues to match study abroad participation rates with that of the University. CAES has a record number of students participating in full-term study abroad programs. Efforts are being made to enhance existing study abroad partnerships and to develop new opportunities.

<b>1F - Distance Education</b>	<b>Jean Bertrand</b> , Jason Peake	Jason Peake was appointed Director of Distance Education. Plans are underway to hire an Instructional Designer to assist in developing and delivering online instruction. Instructional Development funds have been set aside to assist faculty in developing online courses. FY14 Student Technology funds have been allocated to department to increase the distance education / online delivery of their courses.
<b>1G - Expand Graduate Enrollment</b>	Graduate Committee, Department Heads, Office of Academic Affairs, <b>Harold Scherm</b>	The Undergraduate Curriculum Committee and the Graduate Affairs and Curriculum Committee was given a copy of the 2020 Strategic Plan. They were asked to respond to the recommendations where appropriate. The Graduate Committee met twice to discuss and make recommendations (see attachment)
<b>1H - Modernize Facilities</b>	H1 - <b>Joe West</b> ; H2,3 - <b>Joe Broder</b> , Chris Adcock	Through the allocation of student technology funds, investments have been made to increase the capacity of our classrooms and teaching labs to deliver and/or receive distance ed courses. Efforts are being made to shift CAES department to new distance education technologies.
<b>1I - Increase Diversity</b>	<b>John Sherwood</b>	Carolina Robinson has been appointed Associate Director of Student Engagement. In addition to her duties as the CAES Study Abroad Recruitment Coordinator, she will assist the Office of Diversity Affairs with recruitment of underrepresented students at the undergraduate level.
<b>1J - Undergraduate Rch and Interns</b>	<b>Jean Bertrand</b>	A Dow Education Grant in the amount of \$2000 was secured to support the 2014 CAES Undergraduate Research Symposium. Summer school opportunities for undergraduate research were added in 2013.
<b>1K - Interdisciplinary Teaching</b>	<b>Joe Broder</b>	CAES efforts to promote interdisciplinary teaching have been limited to developing interdisciplinary certificate programs.

## **Goal 2: Extension Education & Outreach**

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<b>2 IA - Communicate Value of Extension</b>	<b>Beverly Sparks</b> , Maria Bowie, Marketing Committee	Extension Marketing Campaign with new branding will be implemented in January 2014. Additional staff person hired to assist with marketing in fall 2013. Work has begun to combine the web presence of Extension CAES and FACS for better access to information by clientele. Expansion of our branded program WALK GEORGIA with grant funds provided by Coca Cola. Will highlight value of Extension in all our efforts to recognize and celebrate the 100 Anniversary of the signing of the Smith Lever Act. 500 impact statements regarding the impact of faculty programs entered into our data system in fall of 2013.
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<b>2 IB - Collaboration</b>	<b>Steve Brown</b>	We continue to collaborate with FVSU by providing space for FVSU agents in county extension offices and conducting joint program planning activities. We have a close relationship with ACCG and participate in many of their statewide activities. We collaborate with the Ga. Dept. of Agriculture in many activities including pesticide applicator training and certification and pesticide residue analysis. We collaborate with the DOA and the Ga Farm Bureau to jointly sponsor Ag Forecast meetings across the state. We work with Land Grant universities in surrounding states by sharing extension and research faculty. We collaborate with county and city governments in funding and supporting extension agents. We collaborate with Georgia Organics to provide educational opportunities for organic producers.
<b>2 IC - Prioritize Programs</b>	<b>Beverly Sparks</b> , Input from ELS Teams	Filled critical vacancies in Extension Leadership Team to assist with setting program priorities. Reorganized the management and delivery of ELS training for agents and will resume instruction and review of ELS teams in 2014 at county level.
<b>2 ID - Maintain County Delivery</b>	<b>Greg Price</b> , DED's	Maintain County Delivery System (in the absence of a fully-staffed system)
<b>2 IIA - Use Technology to support Wider Audience</b>	<b>Chris Adcock</b> , OCTS; Committee composed of IT, Districts, Marketing, web/Social Media	
<b>2 - IIB - Urban Audience</b>	<b>Scott Angle</b> coordinate; form group including Susan Stewart, Rich Thompson, Kris Braman, Susan Varlamoff	

### Goal 3: Establish Interdisciplinary Focus Areas

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Note: This is more of a PR Issue and How we communicate

**3A - Organize Framework**      **Scott Angle** will manage

**3B - Funding & Staffing**

**3C - Faculty**

**3D - Internal Funding**      **Bob Shulstad**

**3E(G) - Evaluation**

**3F(H) - Review and Communicate**

### Goal 4: Balanced & Supported Basic & Applied Research

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**4A - Contribute to Focus Areas**      **Bob Shulstad**

**4B - Camaraderie between Basic & Applied Faculty**    **B1 - Bob Shulstad**, Beverly Sparks; B2-5 - **Mark Harrison**, Action Team 4 manages research accomplishments in CAES. Provide technical support for new Extension faculty conducting applied research.

**Goal 5: Faculty & Staff Productivity**

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**5A - Support for Early Career Faculty & Staff**    A1,3 - **Joe Broder** survey Departments; Beverly Sparks & Steve Brown assist A2 - **Lisa Chandler**

Department heads discussed programs to support early career faculty. Faculty are encouraged and given release time to participate in college and university-level faculty development opportunities including the Teaching Academy Fellows Program and the Lilly Fellows Program. A survey of early career faculty support and development opportunities is planned to determine the effectiveness of these programs.

**Beverly Sparks**

District Directors have enhanced our mentoring and training of new agents in two ways. In high Ag production counties we have encouraged new agents to ride along with a senior agent one day per week in addition to the normal mentoring program. Districts have added an in-district component to the new agent foundations training. This three part orientation brings all new agents into the district office every couple of months for more intensive training and support.

**Beverly Sparks**

New agent training held in fall 2013. Mentor system in place for new county agents, county secretaries, and resource managers. Update/revise core trainings for agents underway. A two-day orientation program called “New Specialists Foundations” is provided for new departmental faculty with Extension appointments. Both tenure-track and public service faculty are included. Various speakers give participants critical guidance in subject matter such as managing grant and gift money, liability in Extension programming, the Extension publication process, the county delivery system, the promotion process and more. Participant evaluations have been very supportive of the program and indicate that new specialists have experienced smoother adjustment to their Extension assignments because of this training.

**5B - Increase Rigor of Evaluations**    **Scott Angle**

**5C - Strengthen Interdisciplinary**    C1 - **Joe Broder** and Jean Bertrand; C2,3 - **Bob Shulstad**; C4 - **Joe Broder & Bob Shulstad**, Department Heads

**5D - Promote Healthy Work-Life Balance**    **Steve Gibson**

Researching work-life balance/employee support services at our four Land Grant Peer Aspirational Institutions: Cornell, Penn State, Minnesota and Wisconsin

**5E - Use Faculty Research Expertise Database**    **Bob Shulstad** with Department Heads

**5F - Provide Infrastructure**

F1 -**Chris Adcock**; F2 - Jean Williams-Woodard, **Steve Brown**, Jason Peake, Travis Zetterower; F3 - **Brian Watson**; F4 - **Sparks**, Shulstad, Broder, Gerry Arkin, Joe West; F5-7 - **Scott Angle**; F8 - **Joe Broder**

OIT is testing services that link PC/mobile-based video conferencing with traditional classroom/conference room systems into single video conference sessions. OIT is also in discussion with another UGA college who has a well-established video conference infrastructure in place to partner with them for larger events. OIT is in discussion with a vendor of web-based meetings to leverage BOR/UGA-wide participation for improved pricing and access to their service as well. An alternative product to the current Tandberg units has been identified and can duplicate their abilities for about 1/3 of the cost and has been tested successfully in Tifton. These will be a cost-saving alternative to departments/units that need to replace aging or defective Tandberg systems.

**5G - Attract Interdisciplinary Faculty Bob Shulstad & Beverly Sparks**

**5H - Diverse Faculty and Staff John Sherwood**

**5I - Increase Named Professorships Rob Cooper**

**5J - Awards and Recognition Faith Peppers**

**5K - Competitive Salaries Bill Cheesborough**

**Strategy: Ensure competitive salaries comparable to aspirational universities:**

Action 1. The Ag Business Office suggested to UGA HR to empower supervisors to offer salary adjustments up to "Base + 15%" at any time during an employee's tenure, rather than only at the time of employment offer. UGA HR tabled the suggestion. December 2013

Action 2: Perform a salary survey of all employees. Summer 2014

Action 3: Benchmark survey results. Fall 2014

Ongoing

Action 4: Director, F&A will continue to lobby UGA HR to support pay increases into the upper half of pay bands. Current UGA preference is to use primarily the lower portion of the pay band. The long term effect of this practice is lower salaries across the board.

Action 5: CAES pursued multiple successful faculty and staff counter offers to provide competitive salaries to retain key personnel. The Ag Business Office will continue to lobby UGA HR to eliminate policies on staff counter offers that are extremely restrictive. FY13, FY14

**6B - Grant Mentoring**

B1 - **Bob Shulstad**, Department Heads; B2 - **Beverly Sparks**, Bob Shulstad, Sadie Brown, Steve Brown; B3,4 - **Joe Broder**; B5,6 - **Bob Shulstad**; B7 - **Bob Shulstad & Beverly Sparks**

Grant workshops offered to faculty through ASRED

**6C - Grant Advisory Group**

**Bob Shulstad**

6D - Office of Grant Attainment	Harold Scherm; Jessica McVey	
6E - Support for Interdisciplinary Grants	Harold Scherm; Jessica McVey	
6F - Support for Fundraising	Rob Cooper; Mary Ann Parsons	<p>1. Hosting meetings with all departments and key units with the goal of enhancing communication and understanding of the fund development process. Exploring some internal communication strategy that would continue to educate faculty/staff and combine #1,#3 thus having a positive impact on #2. 4-H has developed an issue team around development to continue the education process.</p> <p>2. We are planning for faculty/staff campaign and identifying strategies to increase faculty/staff giving both participation rates and overall \$\$\$. We are coordinating closely with 4-H due to overlap of employee base and giving interests among employees.</p>
6G - Increase Sales & Service	Bill Cheesborough	<p><b>Strategy: Increase generated funds from sales, services, and facility rentals, and optimize the flexibility for efficient use of these funds.</b></p> <p>Action 1: Ag Business Office is currently revamping business sections of the CAES website. Included in this effort, ABO will improve the selection of materials available to assist in this area. Ongoing</p> <p>Action 2: Ag Business Office has developed a "quick look" budget assistance tool to assist PI's in developing budgets and running "what if" drills. This will be posted on the CAES website. Ongoing</p> <p>Action 3: Ag Business Office is working with AES in developing guidance for cost recovery that maximizes return to the department level. Ongoing</p> <p>Action 4: CAES new auditor will review procedures regarding accepting credit cards to pay for sales, services and products provided. FY15</p> <p>Action 5: Ag Business Office participated in learning session, primarily with Tifton faculty, to explain Sales &amp; Service basics, and to educate them on the significant advantages of having IDC money kept in the college, rather than absorbed by UGA. Summer 2013</p> <p>Action 6: Implemented numerous Master Services Agreements with third parties to facilitate funding for routine testing projects and associated budgeting and accounting. Ongoing</p> <p><b>Rob Cooper</b></p> <p>THE CAES Office of External Relations is the coordinating point for all giving in the college, including corporate and foundation relations. Faculty and staff should contact us first and we will engage others throughout campus as appropriate.</p>
6H - Cost Recovery	Beverly Sparks, Joe Broder, Bob Shulstad, Tony Tyson, Greg Price	<p>Extension Committee on Cost Recovery completes work and provides document for county agents to use for planning program budgets for various levels of cost recovery. DED will begin implementation with agents in 2014. Pilot use of credit card machines at county level to streamline business practices/payment in county offices.</p>

6I - Equipment & Infrastructure	Bob Shulstad		
6J - Alternative Funding	J1 - <b>Bob Shulstad</b> and Steve Brown; J2-5 - <b>Rob Cooper</b>	#2 -To be done; #3-To be done; #4 -Procedures already in place/done; #5-need to explore feasibility of this idea	
6K - Collaboration between Development and Grants	Rob Cooper, <b>Bill Cheesborough</b> , Mary Ann Parsons	<p><b>Strategy: Encourage collaboration and resource sharing between the Office of College Advancement and grant support personnel ----</b>  <i>Recommend changing this strategy title. It is too narrow in scope, as it only addresses collaboration between External Affairs and Grant personnel. Recommend including collaboration with faculty and departments in the title.</i></p>	
		<p>Action 1: CAES F&amp;A has tasked Contracts &amp; Grants to begin monthly series of instructional workshops ("Sponsored Research101"). First one held in Tifton, December 2013, with excellent feedback.</p>	Monthly
		<p>Action 2: External Affairs and Contracts &amp; Grants meet on a regular basis, at least quarterly.</p>	Ongoing
		<p>Action 3: Ag Business Office is currently revamping business sections of the CAES website. Contracts and Grants personnel currently have all the same specialties listed, which is not helpful. As part of the update effort, C&amp;G will specify the duties assigned to each office and employee. External Affairs will review their sites to ensure similar clarity exists in areas related to gifts and fund raising efforts.</p>	Ongoing
		<p>Action 4: External Affairs will participate in workshops regarding obtaining grant and gift funding.</p>	FY15
		<p>Action 5: CAES Director of F&amp;A contacted heads of all CAES departments and activities in Dec 2013 for input on Contracts &amp; Grants support. We will use the significant feedback received from this effort to improve our service in sponsored research.</p>	Ongoing
7B - Across UGA	To be assigned later		
7C - With Decision Makers and Public	Committee will review; 2, 4, 7 will be referred to goal 2; C9,10 - Arch Smith, Beverly Sparks; 14 - refer to goal 5	Extension E-News (with submissions from Sparks, Brown, Smith, Murray and ABO) keep Extension employees informed on new projects, employees, upcoming events.	
7D - Assess and Evaluate resources in Communications	Committee will review		