

Strategic Planning Action Items and Assignments - LPJ September 2014

9/11/2014

GOAL	Assignment	Progress Report, June 2014	Progress Report, July - Aug 2014
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Note: Bold indicates lead person on the action

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

1A - Evaluate Curriculum	Joe Broder , Dept. Heads		
		The Office of Academic Planning requires all academic departments to have assessment plans on file, to provide a 1-2 page progress reports each year and to submit a full assessment reports every three years (http://www.oap.uga.edu/assessment/). 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, a academic units are require to conduct program reviews every 5 years (http://www.oap.uga.edu/pr/apr/). These program reviews address academic program and curriculum issues.	
1B - Curricular Requirements	Joe Broder , 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.	
1C - Job Market Demands	Brice Nelson		
		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	
1D - Interdepartmental Curricula	D1 - Joe Broder , Scott Angle Scott Angle	D2 -	
		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.	
	LPJ		
			The MPPPM Degree is a multi-disciplinary graduate degree involving Plant Pathology, Entomology and Crop Science. David Langston, the coordinator is leaving and the leadership coordination of this degree is changing. This degree is crucial for row-crop agriculture in GA. It is not only a source of skilled graduates for us to employ, but also a means for further expertise and education for our existing BS level Ag Agents.
1E - Increase Globalization	E1 - Carolina Robinson Joe Broder , Curriculum Committee	E2,3 -	
		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.	
1F - Distance Education	Jean Bertrand , Jason Peek Joe Broder	Jason Peak 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.	An instructional designer, Dan Ye, has been hired. She is working with faculty currently developing online courses. We are exploring the potential for additional online degree programs and courses. An instructional designer, Dan Ye, has been hired. She is working with faculty currently developing online courses. We are exploring the potential for additional online degree programs and courses. Assistant Dean, Jean Bertrand, will provide administrative leadership to online degree programs and courses in the college. Jason Peake was recently appointed as Director of Academic Programs on the Tifton Campus and will serve as a resource person for online programming in the college.
1G - Expand Graduate Enrollment	Graduate Committee, Department Heads, Office of Academic Affairs, Harold Scherm CAES Graduate Curriculum Committee CAES Graduate Curriculum Committee CAES Graduate 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 where appropriate. The Graduate Committee met twice to discuss and make recommendations (see attachment)	the Graduate Affairs and Curriculum Committee has reviewed the CAES strategic plan and per item G, "Expand graduate student enrollment in CAES", by a vote of 9:1 we endorse only items 1 and 6 modified as follows. The other points were too vague, impractical, or beyond the purview of CAES. 1) We propose that the distribution of assistantship dollars be competitive and/or used for incentivizing increased graduate student numbers or extramural support. It may be appropriate to maintain some legacy distribution, but the rest could be used to reward increases in graduate student numbers, credit hour generation and create a competitive pool to match extramural money. 6) We endorse incentives/rewards for faculty that develop large graduate programs and/or excel at graduate teaching.
1H - Modernize Facilities	H1 - Joe West Joe Broder , Chris Adcock	H2,3 -	
		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.	

Brian Watson

H2 - In its long-term staffing plan, OIT is recommending that a resource be developed centrally within OIT which would be dedicated to providing academic and extension departments with consultation services and support for web conferencing, video conferencing and instructional classroom technologies. (Brian Watson)

1I - Increase Diversity

John Sherwood

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.

John Sherwood

This section outlines several benchmarks regarding CAES programs which current baselines have not been established. 1. Feedback is needed on what should be measured to determine "increasing interactions" of under-represented populations with the Asst. Dean of Diversity and/or the CAES Academic Counselor. 2. Stipends have been, and depending on budgets will continue to be, provided to support MANRRS club members to the MANRRS national meeting and address requests of individuals from other underrepresented groups to scientific meetings. For graduate students, this has been done in partnership with the home department or advisor of the student. 3&6. Based on the most recent data (Fall 2013) available from the Office of Institutional Research (OIR) there has been an increase in the diversity of the CAES undergraduate student body compared to the CAES student body four years earlier (Fall 2009). In Fall 2013, 20% of the CAES undergraduate student body was from the minority ethnic classifications used by OIR (Asian, Black/African American, Hispanic, American Indian, Multi-Racial) versus 14% in Fall 2009. Four majors (Biological Science-47%, Animal Science-13%, Food Science-8% and Applied Biotechnology-7%) account for 74% of the minorities majoring in the CAES, perhaps because of the preprofessional tracks offered in those degree programs. Making a similar analysis of the graduate student demographics is not feasible as the ethnicity of 32% of the graduate students was not reported in Fall 2013. Of the students for which information was reported, 26% were in the minority classifications used by OIR and students appeared to be well distributed among discipline units. 4. Feedback is needed on how to determine if a staff member or an Assistant Dean of Diversity Relations would be more effective as a recruiter. The Office of Diversity Relations has one staff member and one Asst. Dean with each having distinct roles in the office. 5. The Office of Diversity Relations provides guidelines and materials through the Young Scholars Program to facilitate mentor development in the CAES.

1J - Undergraduate Rch and Interns **Jean Bertrand**

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.

We are in the process of developing guidelines for incorporating 14 \$1,000 research stipends awarded by the provost into CAES's undergraduate research program.

1K - Interdisciplinary Teaching

Joe Broder

CAES efforts to promote interdisciplinary teaching have been limited to developing interdisciplinary certificate programs.

LPJ

This is happening on the Tifton Campus. Curt Lacy (AEE) and Gary Burtle (ADS) teach a course. There are several others in AES and MPPPM. Here it is borne out of scarcity of instructors and the need to partner to get the classes taught.

Goal 2: Extension Education & Outreach

2 IA - Communicate Value of Extension

Beverly Sparks, 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.

Ongoing

2 IB - Collaboration

Steve Brown

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.

LPJ

Extension is working hard to collaborate more extensively with PSO. Educational sessions to help county faculty get to know PSO units and personnel have been hosted. SPDC Agribusiness Team has included Extension on a tour of agriculture and other projects.

LPJ

Ongoing multi-year AFRI Grant project with Public Health, Extension, Archway and Community Partners in Colquitt County Public Health and Extension cooperating on grant application to CDC to address community obesity in Calhoun and Talafarrio Counties. Due July 23, 2014.

LPJ

2 IC - Prioritize Programs	Beverly Sparks, from ELS Teams	Input	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.	Continued to keep county delivery as a guiding principle as we continue to prioritize and fill positions.
2 ID - Maintain County Delivery	Greg Price, DED's	Maintain County Delivery System (in the absence of a fully-staffed system)	Working to re-staff county positions now. County Operations has also developed a staffing priority plan and is working to generate county, city, state and grant resources.	
	LPJ		In support of county faculty, CAES and FACS are working to restructure responsibilities and hire 4 FACS Program Development Coordinators that will support FACS Extension programming at the local, district and state levels.	
	LPJ			
2 IIA - Use Technology to support Wider Audience	Chris Adcock, OCTS; Committee composed of IT, Districts, Marketing, web/Social Media		SWD piloted the Aver system to replace Tandberg with great success. It is less expensive and more efficient.	
	LPJ		ANR PDC's, Agents and Specialists are piloting a system or remote conferencing and communications that was developed in the medical field.	
	LPJ		ANR Extension Specialists and Agents are working to use distance technology and conferencing to reduce costs and conserve specialist travel time while not decreasing client education and satisfaction	
	LPJ		Ken Lewis and Todd Hurt are producing training modules with assessment tools for agents in cooperation with extension.	
	LPJ		SWD ANR PDC has organized a weekly collaborate session with specialists and agents to give out cutting edge and timely crop information. These are archived so they can be used for further education.	
	Brian Watson		1c - OIT plans to specifically request dedicated funds for professional development in future budgets. Information and communications technologies change rapidly and, as the organization charged with supporting these new technologies, OIT staff must have continuous opportunities to expand and strengthen their respective skillsets (Brian Watson)	
	Brian Watson			
	Brian Watson		1d - OIT has developed and is actively implementing a communications plan which will facilitate open communications between OIT and department-based IT staff. In addition, pathways will be developed to better communicate IT-related information to the college as a whole with the goal of communicating best practices, advertising available resources, reporting the status of major projects and alerting the community of major initiatives. (Brian Watson)	
	Brian Watson		1e - In its long-term staffing plan, OIT is recommending that a resource be developed centrally within OIT which would be tasked with coordinating IT training for the organization. (Brian Watson)	
	Brian Watson		1f - One task of the proposed IT training coordinator would be to work with college and Extension leadership to determine the IT competencies expected of knowledge workers according to their respective job functions. With this information, IT training plans can be put into action to help existing and new employees meet those expectations. (Brian Watson)	
	Brian Watson		1g - Faculty members often have grants or other monies available to them which allow them to procure new technology as it is coming to market. OIT personnel are often asked to support technology that they have no experience with or access to because of funding limitations. In its long-term staffing plan, OIT is suggesting that some IT support personnel begin specializing in specific areas and become subject-matter experts for the entire organization (similar to state specialists in the extension model). Within such a model, it would make sense that these specialists would have access to a modest research and development budget so as to have access to and be able to evaluate emerging technologies that hold promise for our operations. (Brian Watson)	
	Brian Watson		2a - In its long-term staffing plan, OIT is recommending that resources be developed centrally within OIT which would be dedicated to providing 1) academic and extension departments with consultation services and support for web conferencing, video conferencing and instructional classroom technologies; 2) coordinated technology training and 3) network infrastructure planning and support. (Brian Watson)	
	Brian Watson		2d - OIT will be evaluating IT Asset Management (ITAM) solutions which will allow true life-cycle management of the college's IT investment. With an ITAM tool in place, the college can more accurately plan for the replacement of out-of-warranty hardware, right-size software license purchases and enable IT personnel to better manage and support IT resources. (Brian Watson)	
	Brian Watson		2e - See Goal 5, Strategy F.3 for comments related to allocating resources toward mobile application development. In addition, OIT recommends that, in collaboration with OCCS, the Adobe Digital Publishing Suite and competitive products be evaluated as a potential platform for delivering some or all CAES and Extension publications directly to mobile devices. Adoption of such a platform will require an ongoing annual financial commitment to the platform as well as an investment in human capital to manage the platform and facilitate publication workflows. (Brian Watson)	

Brian Watson

2g - OIT personnel along with local campus, EITS and Board of Regents IT staff have been working together to increase bandwidth available to the extended campuses. The UGA Griffin Campus already enjoys a significant increase in network capacity while the Tifton Campus has recently seen a modest upgrade with a more substantial increase due before the end of the year. Internet services for county offices are typically provided by or are arranged and paid for by the local county government. This, of course, greatly limits the influence that OIT has upon this resource. OIT does suggest two strategies to improve county connectivity: 1) Consider including minimum standards for internet connectivity in the MOU between UGA and the county government and 2) work with county offices to periodically review agreements with local internet service providers (ISPs) to determine if the county is subscribed to the most appropriate and cost-effective plan available. (Brian Watson)

Brian Watson

4a - The CAES and UGA Extension web presences include 318 sub-sites and blogs; 27,000 live web pages; 16,000 documents; 20,000 images and 16,600 links to external resources. All of this content is maintained by 265+ content managers and 120+ blog authors all of whom are supported by 4 web developers and 2 application analysts in OIT. OIT has identified and is requesting funding for a product that can crawl all of our online content and identify and alert content managers of broken links, misspellings, and inaccessible content; give guidance on improving search engine rankings; monitor for content needing special attention; send alerts if sites go offline; and provide site statistics and visitor tracking. This tool, already in use by several other USG institutions and the UGA Terry College of Business, would empower us to significantly improve the overall quality of our content and to also identify and respond to trends in search terms used by our clientele. In its long-term staffing plan, OIT is recommending that a web developer eventually be brought on board to coordinate a formal quality assurance program for the CAES and UGA Extension web presences. (Brian Watson)

Brian Watson

5a - OIT is actively working to restructure the CAES and UGA Extension web presences with the goal of better orienting our content toward the intended consumers of that content. The overarching goal is to have a unified UGA Extension web presence that is topically organized and meets the needs of the public for whom the content is intended. The CAES web presence, while still recognizing its ties to Extension, would be primarily focused toward student recruitment, meeting the needs of current students and alumni, and highlighting the significance of our research programs. (Brian Watson)

Brian Watson

5b - Analysis of web site statistics and visitor tracking data (inclusive of search engine queries leading clientele to our sites) along with trending topics in social media can empower our organization to rapidly identify and respond to issues of interest to our clientele. With the proper tools and personnel in place, we can identify information that our visitors are looking for and respond by 1) highlighting the most popular content on appropriate homepages and subject-matter landing pages, 2) alerting appropriate content authors of search terms or trending issues for which we do not have suitable content so that they might respond or develop content if appropriate and 3) developing and socializing new content landing pages in response to a surge in interest in particular subject areas. Again, in its long-term staffing plan, OIT is recommending that this work would be a primary function of a formal quality assurance program team (See Goal 2, Part II, Strategy A.4.a). (Brian Watson)

2 - IIB - Urban Audience

Scott Angle coordinate; form Group including Susan Stewart, Rich Thompson, Kris Braman, Susan Varlamoff

The second meeting with urban legislators will occur in October at Chick-fil-A. The first meeting was at the AGCO headquarters building. At each breakfast (or lunch) a handful of interested urban legislators are invited to learn more about CAES and Extension programming, especially those related to the urban audience. The impact of these meetings will not be evident for several years.

Greg Price

In May 2014 Conducted an administrative discussion with key administrators to share ideas and support for urban programs. Sheldon Hammond and Kris Braman are going to conduct a similar discussion with key faculty in the fall of 2014.

Goal 3: Establish Interdisciplinary Focus Areas

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

3A - Organize Framework

Scott Angle will manage

This goal is on hold until the University establishes priorities for the future. This project is currently led by Provost Whitten and will be complete in the spring of 2015. At that point, CAES focus areas can be stacked on top of campus priorities.

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

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

Promote field day events that include both applied and basic research accomplishments in CAES. Provide technical support for new Extension faculty conducting applied research.

Goal 5: Faculty & Staff Productivity

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.

Greg Price

The Program and Staff Development Team will conduct a review of all learning objectives for new employees in the fall of 2014. The current training schedule will be reviewed and adjusted to make sure we are training new employees with best content and at the best time.

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

Provost Whitten has recently charged a campus committee to evaluate P and T guidelines as well as post tenure review policy. CAES will wait until this committee has completed its work before moving forward on changing our policy.

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**

I am researching work-life balance/employee support services at our 4 Land Grant Peer Aspirational Institutions: Cornell, Penn State, Minnesota, & Wisconsin

We've developed a Work/Life Balance website for the College: <http://www.caes.uga.edu/intranet/work-life/> and the Dean stated he will mention it in one of his Angle's Updates Dean announced in August Angle's Update

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

5F - Provide Infrastructure F1 - **Chris Adcock** - Jean Williams-Woodard, **Steve Brown**, Jason Peek, Travis Zetterower F3 - **Brian Watson** F4 - **Sparks**, Shulstad, Broder, Gerry Arkin, Joe West F5 - 7 - **Scott Angle** **Joe Broder**

F2 OIT is testing services that link PC/mobile-based video conferencing with traditional classroom/conference room systems into single video conference sessions. We are initiating a pilot program to explore video conferencing between agents in the field and specialists to enhance problem solving and diagnosis. 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.

Brian Watson

F1 - OIT, with funding contributed primarily by Extension, has procured a new web content management system (WCMS) which, when fully implemented, will greatly reduce the complexity of getting content to the web. Because the WCMS also includes an integrated digital asset management (DAM) solution, the college and UGA Extension will have the ability to utilize contributed content in more than one location or site. OIT has also made available what is becoming a very popular blogging platform for use by faculty and staff. To date, more than fifty CAES- and Extension-related blogs have been launched. Meanwhile, we also continue to provide support for those groups publishing electronic newsletters. Looking forward, OIT is observing the technological landscape and endeavors to identify new concepts and tools which could benefit our organization. For example, over the next few months, we will be looking closely at cloud-based collaboration tools and how they may facilitate internal communications. (Brian Watson)

Brian Watson

F2 - With funding provided by Extension administration, OIT has purchased and is managing a pool of fifty GoToMeeting licenses to facilitate web-based conferencing. (Brian Watson)

Brian Watson

F3 - OIT recently completed a 2 1/2 year pilot project wherein a mobile application developer was hired to work on specific projects. Each project contributed funding for the developer's soft-money position. As a result of this project, a small number of native mobile applications and a mobile-friendly website have been developed. The take-aways from this pilot are: 1) If soft funds are to be used, contract labor should be acquired to address each project specifically. This constrains the work effort to the resources contributed per project and prevents the possibility of one project unfairly subsidizing another. OIT can assist in identifying contractors for such circumstances. 2) Alternatively, if demand is great enough for this resource (See Goal 2, Part II, Strategy A.2.e), a minimum of one full-time, centrally-funded developer should be placed with OIT to address this need. The projects submitted to this resource should be first-come-first-served or otherwise prioritized by using a predetermined scorecard approach. 3) There are valid reasons to develop native mobile applications for the various platforms. When warranted, native mobile applications have to be developed with the understanding that a specific version must be developed independently for each host platform and resources will have to be contributed throughout the life of each application to accommodate bug fixes, OS upgrades, etc. In many cases, a mobile-friendly website or web-based application leveraging responsive design standards greatly simplifies the construction, distribution and maintenance of applications for consumption on mobile devices. (Brian Watson)

5G - Attract Interdisciplinary Faculty Bob Shulstad & Beverly Sparks

5H - Diverse Faculty and Staff John Sherwood

The pool of faculty (n=91 of tenure track and public service) hired in CY2012 and 2013 is more diverse than the pool of faculty in the CAES in Fall 2011. In Fall 2011, the CAES faculty was 33% female, whereas 44% of the faculty hired in CY2012-2013 was female. By ethnicity, in Fall 2011 the faculty in the CAES was 5.2% Asian, 5.4% Black/African-American, 1.8% Hispanic and 86% White. The ethnicity of the pool of faculty hired in CY2012-2013, was 7.7% Asian, 7.6% Black/African American, 3.2% Hispanic and 80.2% White. Hence, there has been some success in finding a greater diversity of candidates for positions in the CAES in the last two years compared to the demographic composition of the CAES in Fall 2011.

5I - Increase Named Professorships Rob Cooper

ag econ, food science, crop and soil, poultry all have possibilities; developing strategies and prospect lists

5J - Awards and Recognition Faith Peppers

We continue to seek and nominate faculty for awards and recognition. This year we nominated faculty members for the Christopher Columbus Medal (won by Mike Doyle), the World Food Prize, the CAST Borlaug Communicator Award, as well as numerous national, state and university awards. We are working to better promote faculty, staff and student award winners through social media, traditional media and campus outlets. CAES faculty and staff have been selected to be highlighted on the Provost's Focus On Faculty site and Columns Faculty and Staff Profiles in the coming academic year.

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.
Action 2: Perform a salary survey of all employees.
Action 3: Benchmark survey results.

Fall 2014
Fall 2014
Spring 2015

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. Ongoing

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

<p>6B - Grant Mentoring</p>	<p>B1 - Bob Shulstad, Department Heads B2 - Beverly Sparks, Bob Shulstad, Sadie Brown, Steve Brown B3,4 - Joe Broder B5,6 - Bob Shulstad B7Bob Shulstad & Beverly Sparks</p>	<p>Grant workshops offered to faculty through ASRED</p>	
<p>6C - Grant Advisory Group</p>	<p>Bob Shulstad</p>		
<p>6D - Office of Grant Attainment</p>	<p>Harold Scherm; Jessica McVey</p>		
<p>6E - Support for Interdisciplinary Grants</p>	<p>Harold Scherm; Jessica McVey</p>		
<p>6F - Support for Fundraising</p>	<p>Rob Cooper; Mary Ann Parsons</p>	<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. 4H 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>	<p>ongoing.</p> <p>baseline data has been gathered; year end numbers are just becoming available; strategies and tactics are planned for FY15</p>
<p>6G - Increase Sales & Service</p>	<p>Bill Cheesborough</p>	<p>Strategy: Increase generated funds from sales, services, and facility rentals, and optimize the flexibility for efficient use of these funds.</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.</p>	<p>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.</p>	<p>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.</p>	<p>Ongoing</p>
		<p>Action 4: CAES new auditor will review procedures regarding accepting credit cards to pay for sales, services and products provided.</p>	<p>FY15</p>
	<p>LPJ</p>		<p>We now have a system for county offices to accept payment by credit card</p>
		<p>Action 5: Ag Business Office participated in learning session, primarily with Tifton faculty, to explain Sales & Service basics, and to educate them on the significant advantages of having IDC money kept in the college, rather than absorbed by UGA.</p>	<p>Dec-13</p>
		<p>Action 6: Implemented numerous Master Services Agreements with third parties to facilitate funding for routine testing projects and associated budgeting and accounting.</p>	<p>Ongoing</p>
	<p>Rob Cooper</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>	<p>We have retained Lighthouse Counsel to conduct feasibility study; case for support and internal needs for increasing our overall fundraising capacity. We anticipate outcome reports during Q4 of this calendar year</p>
<p>6H - Cost Recovery</p>	<p>Beverly Sparks, Joe Broder, Bob Shulstad, Tony Tyson, Greg Price</p>	<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>	<p>Cost Recovery guidelines have been implemented in county operations. Credit card machines have been successfully piloted. We are in a process of implementing the use of credit card machines in all counties where feasible.</p>
<p>6I - Equipment & Infrastructure</p>	<p>Bob Shulstad</p>		
<p>6J - Alternative Funding</p>	<p>J1 - Bob Shulstad and Steve Brown 5 - Rob Cooper</p>	<p>J2- #2 -To be done #3-To be done #4 -Procedures already in place/done #5-need to explore feasibility of this idea</p>	

6K - Collaboration between Development and Grants and with Faculty, Units and Departments

Rob Cooper, Bill Cheesborough, Mary Ann Parsons

Strategy: Encourage collaboration and resource sharing between the Office of College Advancement, grant support personnel and faculty and staff

Action 1: CAES F&A has tasked Contracts & Grants to begin monthly series of instructional workshops ("Sponsored Research101"). First one held in Tifton, December 2013, with excellent feedback. Two more accomplished in the last half of FY14, with great feedback...but that also means we're lagging in this area by only doing two in six months. We have one scheduled for August, but I've tasked Contracts & Grants to devise a schedule for one per month until the end of FY15 to get this on track.

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 August - Sponsored Programs Overview
 September - REEport (with OSP)
 October - ePortal - (requesting OSP participation)
 November - Budget/Budget Justification - Federal and Non-Federal
 December - Award Close-out (target: Athens accounting personnel; faculty welcome)

Monthly

Action 2: External Affairs and Contracts & Grants meet on a regular basis, at least quarterly.

Ongoing

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&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.

Finished the updating of duties, and continually working to refine information

Ongoing

Action 4: External Affairs will participate in workshops regarding obtaining grant and gift funding.

FY15

Action 5: CAES Director of F&A contacted heads of all CAES departments and activities in Dec 2013 for input on Contracts & Grants support. We will use the significant feedback received from this effort to improve our service in sponsored research.

Ongoing

7B - Across UGA

To be assigned later

7C - With Decision Makers and Public

Committee will review; 4, 7 will be referred to goal 2 - Arch Smith Beverly Sparks refer to goal 5

2, C9,10 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 Scott Angle

Several committees have been charged to assess and operationalize communication strategies. In the short term, an effort was made to communicate to South Georgia our efforts to encourage students to attend our UGA Tifton campus. This was an immediate need in response to declining enrollment and increased competition from ABAC. Print and electronic PR has been developed and is currently in use. Also in the short term, two production videos telling a broad version of our collegiate goals has been completed or are in production. These videos are 10K foot level summaries of CAES and our direction. Finally, a short term PR Strategy Committee was chaired by Dr. Kay Kelsey. The purpose of which was to help us think about our broadest level message...in essence who are we and what are we most proud of. Work of this committee is now in the hands of a communications marketing firm to help us develop our message (mid to long term). Lighthouse Council has been contracted for this purpose and is currently collecting information that will be used for message development. Once complete, the report will be turned over to our internal communication group for implementation. However, prior to this time, the report will be vetted among faculty and staff for input and advice. Finally, communications, PR and development have presented plans and needs to the Associate Deans group for consideration. Support was approved for short to midterm needs. Longer term need for resources were put on hold until a strategy plan is complete.

Ongoing