

Environmental Curricula

Source: Dean's Group Response to Study Group Report, July 21, 2006

Recommendation 1: *Restructure Administration of Interdepartmental Majors in the College of Agricultural Sciences. "Create the position of Program Director (coordinates and executes an interdepartmental undergraduate program) to oversee each interdepartmental program. Each interdepartmental major shall have an active Advisory Committee comprised of one Program coordinator from each department participating in the interdepartmental major."*

Response 1: All four Interdepartmental majors (Agroecology, Animal Bioscience, Animal Sciences, and Environmental Resource Management) and sixteen Departmental majors already have a designated Program Coordinator. The "Program Director" identified in Recommendation #01 is the same as the presently-existing Program Coordinator position. Program Coordinators are not provided with administrative stipends; however, Program Coordinators are provided with administrative support staff from within the sponsoring academic unit (aka, department). Moreover, historically, serving as a Program Coordinator is an inherent part of a faculty member's responsibility and considered a contribution to service. The recommendation of having an Advisor Committee from each participating department in the interdepartmental majors is an excellent one, and one that was proposed when interdepartmental majors were originally developed, but not consistently enforced. The recommendation of providing a source or pool of funds for support of interdepartmental programs is already taking place in part (ERM has a limited support budget, whereas Agroecology does not have a similar budget).

Recommendation 2: *Charge the Environment and Natural Resource Institute (ENRI) – working in close collaboration with the CAS Office of Resident Education -- to strengthen coordination between and improve visibility of environmentally-oriented undergraduate majors programs in the College. Further, place the Environmental Resource Management undergraduate program and the Ecology program (if formed) under the administrative oversight of the ENRI.*

Response 2: Approved as recommended. As of July 1, 2006, the interdepartmental, interdisciplinary Environmental Resource Management major will be placed under the auspices of the interdisciplinary ENRI -- Dr. Jim Shortle, Director – for administrative oversight. Soon, the ERM curriculum will go through thorough internal and external reviews, coordinated by ENRI. The leadership in ENRI, with the input of ERM Program Coordinator (Dr. Rob Shannon) will be able to assess whether or not staff support to assist the undergraduate program & recruitment efforts is appropriate and in consultation with the deans make changes as deemed necessary.

Recommendation 3: *Establish a new inter-college undergraduate major in Ecology, with faculty from the CAS and Eberly College of Science.*

Response 3: This particular recommendation has not been approved, but rather, has been placed on hold. The concern is that our college's experience to date with within-college, interdepartmental majors are programs that have struggled and been adversely affected due to administrative and programmatic issues. To jump into an inter-collegiate Ecology undergraduate major at this time would be arduous and may be ineffective manner in which to utilize our limited financial and teaching currencies. The development of an inter-college Ecology major can be addressed and considered at a later date.

Recommendation 4: *Strengthen the Agroecology Major.*

Response 4: We agree that it is essential that we strengthen the interdepartmental Agroecology undergraduate major. The recommendation to incorporate the Agroecology major within ENRI is not approved at this time. The interdepartmental Agroecology undergraduate major is scheduled to be administered by the Department of Plant Pathology (Dr. Barb Christ, Unit Leader) as part of the established three-year administrative cycle between the four sponsoring departments (Crop & Soil Sciences, Entomology, Horticulture, Plant Pathology). The new Agroecology Program Coordinator will be from the Department of Plant Pathology.

Recommendation 5: *Establish a new inter-college Plant Science undergraduate major, with faculty from the CAS and Eberly College of Science.*

Response 05: As with Recommendation #3 above, this recommendation has not been approved, but rather, has been placed on hold. Once again, our concern is that our college's experience with college-wide, interdepartmental majors has not been a fruitful one due to a number of administrative and programmatic issues. To take on an inter-collegiate Plant Sciences undergraduate major at this time would be ineffective use of our limited resources and time. The development of an inter-college Plant Sciences major can be addressed and considered at a later date.

Recommendation 6: *Change the name of the College to reflect the joint focus on Agriculture and Environmental Sciences.*

Response 06: This recommendation is being considered and discussed at all levels of the College of Agricultural Sciences at Penn State.

Communications and Marketing

Source: Dean's Group Response to Study Group Report, July 20, 2006

Eleven of fourteen recommendations were approved as recommended, one approved in principle, two not approved.

Recommendation 01: *Establish a standing college Communication, Marketing, and Advertising Advisory Committee that will serve in an advisory role for communication and marketing efforts in the college.*

Response 01: *Approved.* Please proceed to draft the committee's charge and composition for consideration by the dean's group. Please include recommendations for the strategic, fair and functional composition or make-up of such a committee, keeping in mind the tri-fold mission of the College of Agricultural Sciences at Penn State (Teaching, Research, Outreach). Moreover, I believe the college's Assistant to the Dean for Student Recruitment and Activities (currently held by Dr. Marianne Fivek) should be part of this committee.

Recommendation 02: *Hire a Communication and Marketing Specialist to develop, implement, and coordinate communication and marketing efforts for the college; to work with units on unit communication/recruitment plans, best practices, and training; and to facilitate the CAS Communication, Marketing, and Advertising Advisory Committee.*

Response 02: *Approved.* There is wide support for the college to hire a Communication & Marketing Specialist as described above. The specialist will be hired and placed in the Office of College Relations (Mary Wirth, Director). For estimated salary, see [Recommendation #11](#)

below. Include input from ICT as well as our colleagues in University Marketing. Please proceed to draft the job description, including specific duties, and submit to the dean's group for consideration.

Recommendation 03: Request college units submit a biennial communication/recruitment plan to the Communication and Marketing Specialist to be used to develop a college communication/marketing/recruitment plan and budget; to prioritize centralized marketing funding to units; to increase efficiency by assisting in standardizing layouts, optimizing production schedules, and cataloguing available resources; and to share marketing/recruitment successes across units towards the development of best practices and training.

Response 03: **Approved.** The college's Assistant to the Dean for Student Recruitment and Activities (currently held by Dr. Marianne Fivek) needs to be part of this discussion and process.

Recommendation 04: Create templates for a variety of college recruiting and marketing products and Web site pages to ensure utilization of a consistent design and approach across the college based on the current college marketing campaign.

Response 04: **Approved.** We will continue to work with ICT and University Marketing to assure consistent and quality look and deliver the proper and consistent message.

Recommendation 05: Set aside a portion of the college's marketing budget for distribution to the units as a match (at a rate to be determined) for funding of marketing materials.

Response 05: **Approved.** Amount approved is \$60,000/year (see [Recommendation #11](#) below). Budget to be managed by the college Communication & Marketing Specialist as recommended by the college Communication, Marketing and Advertising Advisory Committee, and with input from ICT and University Marketing.

Recommendation 06: Using defined criteria, identify program clusters and/or units to concentrate current marketing efforts and to determine the amount of college match from centralized marketing funds.

Response 06: **Approved.** Determined by the college Communication, Marketing and Advertising Advisory Committee, under the leadership of the college Communication & Marketing Specialist, and with input from the Recruitment Coordinator, ICT and University Marketing.

Recommendation 07: Require review by the college Communication and Marketing Specialist, and approval by the Dean of Undergraduate Education, of requests for marketing materials outside the design approach of the current marketing campaign.

Response 07: **Approved.** However, this assumes that all materials and efforts associated with this initiative are targeted toward undergraduate students and programs, and brings up the issue of materials and efforts outside of undergraduate education (Graduate Program brochures, departmental view books, etc.). Please consider rewording the recommendation, possibly to: *"Require review by the college Communication and Marketing Specialist, and approval by the appropriate dean, of requests for marketing materials outside the design approach of the current marketing campaign."*

Recommendation 08: Evaluate, expand, and facilitate marketing delivery methods, particularly current and prospective paid advertising efforts.

Response 08: **Approved.** The college Communication & Marketing Specialist will lead this effort with the council of the Communication, Marketing and Advertising Advisory Committee, ICT, Recruitment Coordinator, and University Marketing.

Recommendation 09: Develop meaningful measurements to track effectiveness of marketing expenditures to evaluate return on investment to guide future investment.

Response 09: **Approved.** The college Communication & Marketing Specialist will lead this effort with the council of the college Communication, Marketing and Advertising Advisory Committee, ICT, Recruitment Coordinator, and University Marketing. An annual report should be presented to the college's administrative team (Deans, UL, Staff leaders).

Recommendation 10: Create clearly defined object codes and standardize use across the units to document marketing expenditures.

Response 10: **Approved.** The college Communication & Marketing Specialist will lead this effort with assistance or input of the college's budget office.

Recommendation 11: After standardizing object codes, perform an audit of college marketing expenditures to base future investment.

Response 11: **Approved.** The college Communication & Marketing Specialist will lead this effort with assistance or input of the college's budget office.

Recommendation 12: Implement the following marketing budget expenditures: (A) Current college Web site redesign (Vendor Proposal est. \$125,000.00); (B) Hire a College Communications Specialist (Salary est. \$50,000.00 / year); (C) Centralized Marketing Budget for Unit Match (\$60,000.00 / year); (D) Advertising / Media Buys (\$50,000.00 / year).

Response 12: **Approved in principle, though the amount of funding for each area will have to be refined based on need and experience.** (A) Website is currently being redesigned with consultation and guidance from MOM, ICT, College Relations, Office for Undergraduate Education, and University Marketing; (B) Hire a Communications & Marketing Specialist, estimated salary line \$50,000/year, reporting to Director of College Relations (see [Recommendation #02](#) above). (C) Centralized Marketing Budget for Unit Match estimated \$60,000/year managed by the college Communications & Marketing Specialist under the consultation of the college's Communication, Marketing and Advertising Advisory Committee, Recruitment Coordinator and ICT (see [Recommendation #05](#) above). (D) A Advertising/Media Buys budget estimated at \$50,000/year will be managed by the college Communications & Marketing Specialist under the consultation of the college's Communication, Marketing and Advertising Advisory Committee, and ICT and University Marketing.

Recommendation 13: Provide financial incentive to those academic units that increase their enrollment.

Response 13: **Not Approved.** Support for teaching and educational programs will be supported adequately on an individual, case-by-case basis, including making the necessary changes and providing the support needed as a result for increased enrollments and demands for educational offerings and programs.

Recommendation 14: Review programs with extremely low enrollment to determine sustainability of the program and take appropriate action.

Response 14: Not Approved. Although a valiant suggestion, the review of academic programs and their future is the responsibility of the college faculty by way of the University Senate.

Plant Sciences Graduate Curricula

Source: Draft Plant Sciences Graduate Curricula Recommendations 4-27-06

Recommendation #1: Create Plant Sciences graduate courses intended to satisfy the educational needs of students across disciplines, starting with stats & experimental design, ethics & professional development, and plant stress physiology/biology. *Added following discussion with deans: initiate market research regarding plant sciences professional degree program(s).*

Recommendation #2: Create a plant sciences student colloquium, a plant sciences seminar series, and a plant sciences symposium.

Recommendation #3: Coordinate interdepartmental graduate student recruitment in the plant sciences to include a central web portal, recruitment weekends, and lab rotations.

Status as of 8-7-06: Implementation teams are currently being formed to address each of the above recommendations.

Data and Assessment

Source: Draft final report 2-26-06

Recommendation #1: Implement a standard collection process for the seven measures the group deemed most critical to the college's ability to self-assess and make informed decisions: 1) Increase CAS undergrad and grad enrollment by 5% per year; 2) Increase student, employer, alumni, employee, and stakeholder satisfaction; 3) Increase non-appropriated funding by 5%; 4) Enhance cost saving/cost avoidance; 5) Increase funding for scholarships and fellowships to \$2 million; 6) Increase number of multi-disciplinary and integrated proposals in strategic areas; 7) Increase number of multi-state and international grants in strategic areas.

Status as of 8-7-06: The Data and Assessment group is currently gathering baseline data for the seven measures that they are recommending be used to gauge the success of strategic planning implementation. Baseline data will be presented at the August 21-22 administrative team retreat.

Information & Technology Assessment

Source: Executive Summary 1-27-06; memo from D. Jackson to study group 5-19-06

Recommendation #1: Contact University Information Technology Services to request a college-wide security audit and recommend security actions to protect the college's networks. Convene a group comprised of IT reps from each college unit to meet regularly to assure collaboration and working relationships among central IT staff and units IT staff. This group should develop a college-wide disaster tolerance and disaster recovery plan upon receipt of ITS recommendations.

Study group meeting notes are posted at www.cas.psu.edu/strategicplanning/.