



UNIVERSITY *of* NEW HAMPSHIRE

College of Life Sciences and Agriculture

Strategic Plan

2007 - 2012

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## Mission Statement

The mission of the University of New Hampshire's College of Life Sciences and Agriculture is to serve the communities in the state of New Hampshire, the nation, and the world by:

- Fulfilling the educational needs of a diverse student population
- Equipping undergraduate and graduate students with a profession-ready globally relevant education
- Deepening and broadening our knowledge and understanding of life sciences, natural resources, agricultural, and applied technical and social sciences
- Providing a scientific framework that allows appropriate management and conservation of natural systems
- Engaging with partners and external constituents in applying the results of our efforts in real-world situations



## Vision

**We, the faculty, staff, and students of the College of Life Sciences and Agriculture (COLSA) will enhance our position as a premier Land and Sea Grant college with nationally and internationally recognized programs in life sciences, agriculture, natural resources, and applied technical and social sciences.**

To fulfill this vision, the college will attract and retain the finest faculty, students, research, and support staff. We will nurture creativity and provide an environment that fosters rigorous scientific inquiry and actively engaged learning in an interdisciplinary environment. COLSA's faculty will integrate experiential learning and classroom activities with research investigation within the context of a broad-based education that engages and inspires our students to be lifelong learners and contributors to society.

Through these efforts, COLSA graduates will continue to be sought for positions requiring both a fundamental understanding of science and an ability to provide practical applications of that science. Our graduates will have a life long commitment and passion for learning and be informed, active stewards of the planet.

Our college is and will be an open and accessible portal to higher education for the people of New Hampshire, the nation and the world. Our commitment is to provide knowledge and assistance that improves the quality of our lives. Our students, alumni, and external constituents will understand and believe that COLSA is **their** college.



## Core Values

In addition to sharing a strong belief in the fundamental values espoused by the University of New Hampshire including a commitment to the pursuit of knowledge and academic freedom, we the faculty and staff of the college commit ourselves to living these Core Values in our endeavors:

**Excellence:** We dedicate ourselves to the highest standards of quality in our teaching, research, extension and outreach, public service, mentoring, advising, and professional work.

**Integrity:** We commit ourselves to an open, honest, and trustworthy approach to all endeavors based on a strong and widely shared code of professional ethics.

**Responsiveness:** We respond to and address the needs and expectations of our students, partners, and external constituents.

**Respect:** We are an enthusiastic learning community that advocates for diverse scholarly endeavors and fosters an environment of mutual respect.

**Accountability:** We are personally and organizationally accountable for all that we do and commit to providing timely and comprehensive evaluation of our programs and efforts.

**Diversity:** We are committed to an inclusive community for diverse students, faculty and staff – a community that makes a deliberate effort to recruit, welcome, and support those who have been historically underrepresented.

**Social Responsibility:** We engage in scientific endeavors that benefit society and that result in responsible stewardship of local and global resources.



# Strategic Issues

## Strategic Issue 1. Academic & Research Programs

Decisions must be made on which academic programs to maintain, which programs to grow, and which new programs to develop as COLSA's faculty evolve the programs of the college to respond to developments in science and stakeholder needs. Academic programs must evolve so that students are competently prepared for future employment. Areas where interdisciplinary opportunities exist, or could be created, must also be identified and evaluated.

COLSA must strategically recruit and retain high quality undergraduate and graduate students in greater numbers than currently exist. Graduate students require competitive financial support in order for COLSA to effectively compete nationally and internationally. The high quality of COLSA's faculty will serve as a key lever for student recruitment and retention and the overall success of the college. Sufficient numbers of highly qualified students are required to meet the financial requirements of the college within the UNH budget system.

The lack of new tenure track hires is a major strategic issue for the College. New faculty hires are essential to COLSA's success as a vibrant college that responds to student and societal demands. Additional faculty will strengthen the College's efforts in obtaining funded research, will improve academic program quality, and support needed growth in key areas. These results will provide new knowledge to students, industry, sponsors, and the people of New Hampshire and the nation.

## Strategic Issue 2. Leadership

COLSA requires dynamic leadership that manages to the mission and vision of the College. The Dean of the college must be able to continually build a consensus within the faculty and staff. Clear and open communications and dialogue will be critical to ongoing successful implementation of the strategic plan and the college's organizational structure re-design.

A major strategic issue for the college is to improve effective communication among COLSA faculty, department chairs, and administrators. Faculty and

administrators working in concert and communicating effectively provide the greatest opportunity to maintain and strengthen the programs of the College.

Leaders at all levels of the college need to be held accountable by faculty, staff, and students for their progress towards creating a new and better future for the college. Routine reporting of progress towards stated goals and implementation time lines at the college and departmental levels should be made to the faculty and to key external stakeholder groups. Major decisions about financial investments of the college should be tightly aligned with the investments called for in the strategic plan. There is also a requirement for college administrators, legislators, and partners to be more effective advocates of COLSA at UNH senior administrative levels and with external constituents.

### Strategic Issue 3. Cooperative Extension, Outreach and Public Service

COLSA must elevate its presence as an essential resource to address societal, agricultural, and environmental issues with university based research. In keeping with the purpose of a Land and Sea Grant university, many COLSA faculty currently deliver highly rated Cooperative Extension and outreach programs that serve New Hampshire, New England, the United States and international constituents. COLSA must increase collaboration with Cooperative Extension and partners to better engage New Hampshire and New England communities. COLSA must also improve its visibility with potential partners and funders on a national and international level.

The Land Grant mission of the university is carried out principally by the faculty of COLSA. This Land Grant mission requires COLSA to meet demands for service and engagement. This creates both opportunities and costs for delivering expected programs and services. There needs to be a systematic identification of the unique instructional requirements of the Land Grant and outreach missions of the college to determine if there is a misalignment with sustainable funding sources. New opportunities to create sources of funding may be available through program tuition, fees for service, obtaining increased external revenue directly tied to Land Grant activities, and targeted fundraising.

### Strategic Issue 4. Financial Issues

Continuing deficits are projected over the next several years. The reasons for these deficits are complex. The college has aggressively attacked these deficits

with the UNH administration over the past two years to mitigate these losses. A number of strategies have already been successfully implemented. However, additional measures are required in the short term to stem these deficits and in the longer term to build a sustainable financial base for college operations. Financial strategies have to be carefully considered and finely targeted to achieve financial goals without damaging the academic reputation and performance of the college.

The vision for the future of the college articulated in the strategic plan must be the basis for the long-term academic, research, and financial health of the college. Compelling curricula that meets the career aspirations of students provides one opportunity to increase the number of student credit hours and therefore revenue. New research initiatives will have major long-term impact on the financial health of the college and its reputation with students, partners, and external constituents including potential employers. Yet both of these strategies require up-front investments that may exacerbate the financial shortfall in the short-run. Start-up funding will need to be found from new sources. Industry and partner investments and innovative college fund raising and grantsmanship will be required.

### Strategic Issue 5—Infrastructure Needs: governance, organizational, physical and fiscal

By means of planning and a commitment to shared governance, COLSA must be better positioned to prioritize infrastructure needs and to allocate financial resources to implement academic and management policies to achieve its goals. Effective leadership is needed to help minimize the number of unplanned expenditures that have historically added to COLSA's deficits. In addition, more education and outreach should be undertaken by COLSA administrators to engage and inform both internal and external stakeholders of the costs related to delivering the academic and research programs of a life sciences and agricultural college.

COLSA's core teaching and research infrastructure is very diverse. The infrastructure ranges from laboratory equipment and academic buildings to natural and agricultural resources (i.e., farms, woodlands). Maintenance and shared governance of these core facilities are critical for creating and sustaining academic and research programs. COLSA needs to improve the management of

its infrastructure through structured planning efforts that address operational issues, strategic initiatives, risk management, external fundraising needs, and sustainable funding mechanisms.

Financial projections show that even with numerous and sizable mitigation strategies, COLSA will still be lacking the financial resources needed to add faculty and create new academic and research programs. To enable COLSA to address this structural fiscal issue, further analysis is needed to identify where current funding mechanisms are inadequate.

COLSA has carefully reviewed and considered the changes and projected outcomes of the most recent University-wide review of RCM. The college as a whole is now more financially astute with regards to the RCM principles and methodologies. Even with the improvements that came to the science based academic units (i.e., COLSA and CEPS) from the recent review of RCM (i.e., increase in state appropriations, no assessments on graduate stipends), there still remain questions as to whether or not the current funding models are sufficient to allow COLSA to fulfill the university's Land Grant mission while maintaining financial stability.

## **Strategic Goals, Expected Outcomes, Operational Strategies & Key Actions**

Among the many goals that guide research, education, and outreach activities at COLSA, five primary goals are identified in this strategic plan as areas deserving special focus in the development of strategies and actions to achieve our vision. Broadly defined, these goals address five fundamental priorities for the college:

- Academic Programs (Goal 1)*
- Research Programs (Goal 2.)*
- Student Recruitment and Retention (Goal 3.)*
- Outreach and Partnerships (Goal 4.)*
- Organizational Dynamics (Goal 5.)*

For each goal, a set of strategies and action items provide specific recommendations for moving towards achievement. Also articulated are expected outcomes for each goal, which serve to guide and measure our progress.

**Additional action items, responsibilities, and timeframes for completion will be added in future updates of this plan.**

**Goal 1. Offer outstanding educational programs that incorporate and anticipate major trends and developments.**

**Strategies**

1A Identify existing and new academic programs to offer. Develop and evolve academic programs based on internal and external evaluation.

1B Identify financial resources and models needed to sustain and grow existing programs and create future programs.

1C Attract, hire, and retain quality faculty and staff required to deliver nationally recognized academic programs.

1D Determine new ways to integrate teaching, research and scholarly activities.

1E Maintain and enhance infrastructure facilities, classroom, labs and experiential learning instruction.

1F Enhance study abroad programs and international experiences.

1G Enhance internships, field opportunities and extramural opportunities.

**Outcomes**

- Decide and implement financial plans by AY 2006-2007 for sustaining and supporting existing academic programs consistent with the COLSA Strategic Plan and the UNH Academic Plan.
- Decide investments for new academic programs and courses by 7/1/07.
- Realign programs and courses that are no longer consistent with COLSA's mission and vision based on review by COLSA faculty and periodic external evaluation. Student and external stakeholder input will be sought in the academic program realignment and evaluation process.
- Complete the reorganization of COLSA's academic programs by the end of AY 2007 - 2008.
- Develop a common set of knowledge, skills, and experiences for all COLSA undergraduates by 7/1/07.
- Increase international curriculum content.
- Increase opportunities for international study and experiences.
- Increase student enrollment and participation in international studies and experiences.

**Strategy 1A - Identify existing and future academic programs to offer. Develop and evolve academic programs based on internal and external evaluation.**

***Action Items***

- COLSA faculty will evaluate all existing programs during AY 06/07 to inform the redesign of academic programs, to designate which existing programs to maintain and grow, and to identify key program areas for new investment.
- Identify new program initiatives in response to identified needs for strategic growth by the beginning of AY 07/08.
- Consult with stakeholders to identify key future needs with regard to expertise. Initiate by 9/12/06; continue through AY 06/07.
- Establish formal mechanisms for ongoing, critical review of academic programs and curricula.

**Strategy 1B - Identify financial resources and models needed to sustain and grow existing programs and create future programs.**

***Action Items***

- Identify the financial resources required to successfully grow new academic program opportunities.
- Study the financial impact of recruiting additional COLSA undergraduate majors versus serving undergraduate students in other colleges.
- Identify and prioritize areas for new program investment.

**Strategy 1C - Attract, hire, and retain quality faculty required to deliver nationally recognized academic programs.**

***Action Items***

- Evaluate current faculty staffing and establish priorities for future hiring based on identified areas for investment.
- Match faculty hires with identified needs for expertise.
- Obtain commitment for the development of new faculty resources.
- Define process for allocating new faculty positions to academic programs.

**Strategy 1D- Determine new ways to integrate teaching, research, and scholarly activities.**

***Action Items***

- Increase opportunities for team taught and interdisciplinary courses (e.g. inquiry courses and upper level synthesis courses)

<ul style="list-style-type: none"> <li>• Recommend criteria and rewards and means to increase integration of teaching and scholarly activities by 6/30/07.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide technical assistance plus time and means to enable development and implementation of new interdisciplinary initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>• Provide support for faculty, staff, administration and professional development to enhance collaboration and interdisciplinary work.</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance mechanisms to enable Cooperative Extension Faculty to teach in core program and to collaborate in scholarly activities.</li> </ul>

<p><b>Strategy 1E - Maintain and enhance facilities, classroom, labs and experiential learning instruction.</b></p>
<p><i>Action Items</i></p>
<ul style="list-style-type: none"> <li>• Survey faculty for their current usage of equipment, facilities and technology.</li> </ul>
<ul style="list-style-type: none"> <li>• Survey faculty to determine what technology, facilities, and equipment they need to conduct world-class teaching and research at UNH.</li> </ul>

<p><b>Strategy 1F - Enhance study abroad programs and international experiences.</b></p>
<p><i>Action Items</i></p>
<ul style="list-style-type: none"> <li>• Promote increased student awareness of international study programs related to the natural sciences.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase faculty participation in natural sciences study abroad programs.</li> </ul>
<ul style="list-style-type: none"> <li>• Establish funds through endowment and capital campaign contributions to provide financial assistance to help students participate in international programs.</li> </ul>

<p><b>Strategy 1G - Enhance internships, field activities, and extramural opportunities.</b></p>
<p><i>Action Items</i></p>
<ul style="list-style-type: none"> <li>• Work with UNH Career Services to develop a plan for extending opportunities for internships to COLSA students in all academic programs.</li> </ul>
<ul style="list-style-type: none"> <li>• Develop new funding mechanisms to support college transportation costs required for field activities.</li> </ul>

**Goal 2. Strengthen research in COLSA by recognizing excellence, fostering collaboration, developing state of the art facilities, and enhancing graduate programs.**

### **Strategies**

2A Develop, promote and reward research collaboration and productivity within the college and with other UNH units.

2B Promote multi-PI and interdisciplinary research teams within the college, between colleges at UNH, and with other institutions.

2C Prioritize faculty development grants and improve mentoring of new faculty.

2D Prioritize graduate research training grants as a new initiative.

2E Establish support for increasing successful grantsmanship.

2F Charge the Dean's Office with making research needs part of the capital campaign.

2G Establish a plan for new and maintain existing state-of-the-art core facilities and technical support based on the assessment by COLSA faculty.

### **Outcomes**

- Increase the participation of faculty and number of PIs so as to increase externally funded grants, contracts, and other external sources to the college by 30% in 3 to 5 years
- Establish six new multi-PI working groups by the end of AY 2007/2008.
- Increase the number of multi-PI proposals by 30% in 3 to 5 years.
- Obtain at least one faculty/grad training program grant in three years
- Rebuild the COLSA Office of Biometrics to provide research design and statistical support services for faculty and students.
- Establish resources for the proposed Office of Grant and Manuscript Technical Support.
- Generate two new major research endowments to COLSA within the next 3 to 5 years.

**Strategy 2A - Develop, promote and reward research collaboration and productivity within the college and with other UNH units.**

*Action Items*

- Within the context of the COLSA Constitution and Bylaws, establish a standing faculty Research Committee whose membership reflects the diversity of the College's research endeavors.
- Use academic program external review reports to identify common areas of strength across departments and programs.

**Strategy 2B - Promote multi-PI and interdisciplinary research teams within the college, between colleges at UNH, and with other institutions.**

*Action Items*

- Identify COLSA faculty members who have an interest in pursuing multi-PI research activities.
- Invite representatives of national and international funding agencies to campus to discuss present and upcoming multi- investigator initiatives.
- Identify working groups in areas of new multi-disciplinary funding initiatives (e.g. biofuels).
- Identity internal gaps in expertise and establish outside collaborations or recruit new talent.
- Explore opportunities for recognition, compensation, and/or release time for investigators who develop and write multidisciplinary grants.

**Strategy 2C- Prioritize faculty development grants and improve mentoring of new faculty.**

*Action Items*

- Identify funding opportunities for faculty development
- Establish a program to assist new faculty in developing new investigator grant proposals

**Strategy 2D - Prioritize graduate research training grants as a new initiative.**

*Action Items*

- Identify three areas to build graduate training grant proposals
- Provide time and resources to graduate training grant development team
- Identify teams to lead grant proposal development
- Determine the cost and develop a plan to increase graduate student support to 12 months including benefits

**Strategy 2E - Establish support for increasing successful grantsmanship.**

*Action Items*

- Survey faculty for additional technical support needs
- Conduct an assessment of infrastructure currently available
- Align college with partners to build required infrastructure
- Fill technical expertise gaps by realignment, appointment, recruitment or partnerships
- Implement strategies for realigning existing talent to address these needs such as providing partial hard money support for soft money researchers with talent we need (e.g. statistics)
- Increase support services in pre-award grant writing.

**Strategy 2F - Charge the Dean's Office with making research needs part of the capital campaign.**

*Action Items*

- Develop potential research areas for capital campaign.
- Identify potential areas for endowment.
- Strengthen alumni relations.
- Develop information package to sell these areas.
- Continue with COLSA liaisons to the foundation offices for increasing fundraising.

**Strategy 2G - Establish a plan for new and maintain existing state-of-the-art core facilities and technical support based on the assessment by COLSA faculty.**

*Action Items*

- Conduct survey of what facilities and instrumentation exist for research.
- Prioritize needs for new facilities and purchase of needed equipment.
- Develop a plan for management of college farms and forests including governance and consultation mechanisms.

### **Goal 3. Establish a comprehensive approach to attract high quality students and maximize their retention.**

#### **Strategies**

3A Forge ties with regional high schools (particularly science teachers and counselors via UNH admissions to enhance the application pool and success rate for admitted students).

3B Expand 2+2 articulation with the Thompson School and community colleges into COLSA.

3C Develop a multifaceted campaign to promote COLSA, including the Thompson School, programs.

3D Optimize, improve and prioritize discipline-specific tutorial and student support services for incoming and current COLSA students.

3E Increase graduate enrollment by augmenting the graduate support package.

3F Enhance opportunities for engagement and professional development of students, educators of K-12 and Cooperative Extension 4-H youth development professionals in COLSA programs.

3G Improve and increase quality and number of faculty advising staff for first-year students.

3H Create a marketing plan for COLSA that contains both an assessment of potential COLSA applicants as well as a method for tracking COLSA graduates.

3I Prioritize undergraduate training grants as a new initiative and promote greater student participation in faculty research.

3J Reestablish a college wide committee on recruitment and retention per COLSA By-laws.

#### **Outcomes**

- Informed Admissions Office that knows and understands the range of academic and research programs available in COLSA so they are better spokespersons when they go out to recruit prospective students.
- Optimize undergraduate student retention by 10% within 3 years
- Increase enrollment of high quality undergraduate and graduate students

- Implement an effective marketing plan; emphasize our theme: COLSA is **your** College!
- Compete successfully for high quality graduate students.

**Strategy 3A - Forge ties with regional high schools (particularly science teachers and counselors via UNH admissions to enhance the application pool and success rate for admitted students).**

*Action Items*

- Continue COLSA administrative and academic liaisons with University Admissions
- Educate admissions representatives to what type of students fit COLSA's programs
- Create or enhance programs to bring high school teachers to campus for professional development

**Strategy 3B - Expand 2+2 articulation with the Thompson School and community colleges into COLSA.**

*Action Items*

- Curriculum review of candidate programs for articulation into 4-year COLSA programs
- Renewal and review of existing articulation agreements on a biannual basis.

**Strategy 3C - Develop a multifaceted campaign to promote COLSA, including the Thompson School, programs.**

*Action Items*

- Have COLSA representatives at College fairs
- Introduce science to K-12 through media, e.g., Channel 11, also on Channel 9 in context of news programming
- Develop a movie/DVD that "sells" COLSA as well as the Thompson School.
- Expand contacts of COLSA undergraduates with middle and high school students via programs like Project Mentor.
- Use web page to showcase current students via podcasts or avi files to highlight unique features of COLSA; to include information on study abroad, internships, student profiles, and alumni placement.

**Strategy 3D - Optimize, improve and prioritize discipline-specific tutorial and student support services for incoming and current COLSA students.**

*Action Items*

- Obtain more information on student retention within the College
- Increase the number of upper-class students to function as tutors
- Establish formal sophomore and senior-level exit interview process to assess program quality.
- Establish formal exit interview for anyone who leaves the College.

**Strategy 3E - Increase graduate enrollment by augmenting the graduate support package.**

*Action Items*

- Assess graduate course offerings and address gap in offerings
- Establish 12-month stipends for graduate students, establish more scholarships and fellowships, and raise stipends; provide health care support and cover fees.

**Strategy 3F- Enhance opportunities for engagement and professional development of students, educators of K-12 and Cooperative Extension 4-H youth development professionals in COLSA programs.**

*Action Items*

- Develop summer programs for K-12 students such as the Thompson School's Middle School Camp for Career Awareness.
- Expand coordination of programs that involve scientist, student, and teacher partnerships such as GLOBE, FOREST WATCH, PROJECT WET, PROJECT WILD and the joint Department of Education - Department of Natural Resources M.A. in Environmental Education.
- Work with Cooperative Extension 4-H educators to offer workshops which introduce youth to COLSA programs and faculty.

**Strategy 3G Improve and increase quality and number of faculty advising staff for first-year students.**

*Action Items*

- Recognize and reward faculty advisors who exceed the expectations of the college and their students.
- Provide on-going training for faculty advisors.
- Determine what "good/excellent" advising means.

**Strategy 3H - Create a marketing plan for COLSA that contains both an assessment of potential COLSA applicants as well as a method for tracking COLSA graduates.**

*Action Items*

- Implement “customer relations management” (CRM) techniques into the plan.

**Strategy 3I - Prioritize undergraduate training grants as a new initiative and promote greater student participation in faculty research.**

*Action Items*

- Obtain sources of funding for the research projects of undergraduates from government partners and the private sector.
- Increase participation in programs such as UROP, IROP, SURF and undergraduate research conferences.

**Strategy 3J - Reestablish a college wide committee on recruitment and retention per COLSA By-laws.**

*Action Items*

- Reestablish committee membership by end of AY 06-07.
- Develop and implement the action items of 3A-3I.

**Goal 4. : Initiate and strengthen partnerships with state, national, and international constituents by providing research based knowledge; communicating practical solutions; and improving quality of life.**

### **Strategies**

4A Create a mechanism for coordination within the college that formalizes, manages, and promotes outreach and service opportunities in addition to those performed by Cooperative Extension.

4B Recognize and reward outreach activities and intellectual property development activities.

4C Create and promote programs for public engagement through on-campus outreach activities.

4D Invest in mechanics of communication that promote input from partners.

### **Outcomes**

- Establish criteria to elevate outreach scholarship in P&T review
- Enhance and coordinate outreach effort
- Recognize and reward outreach activities
- Establish an interactive science and public engagement center
- Establish an investigative mechanism for soliciting input from partners

**Strategy 4A - Create a mechanism for coordination within the college that formalizes, manages, and promotes outreach and service opportunities in addition to those performed by Cooperative Extension.**

*Action Items*

- Establish an Outreach Coordinator within the college.
- Encourage closer working relationships with Cooperative Extension to align and coordinate outreach efforts when appropriate.
- Track outreach activities provided by COLSA and measure the value and impact on the state and region.

**Strategy 4B - Recognize and reward outreach activities and intellectual property development activities.**

*Action Items*

- Implement a reward system to recognize outreach activities in COLSA by AY 2007/8
- Encourage faculty to report outreach activities into the newly created university-wide database

**Strategy 4C - Create and promote programs for public engagement through on-campus outreach activities.**

*Action Items*

- Identify the process and establish the criteria with the assistance of the UNH Center for Outreach and Public Service, and the Outreach Coordinator to determine the feasibility for a "Center for Public Engagement."
- Engage with UNH Foundation and administration to plan the fund raising effort required to create and sustain the "Center for Public Engagement."

**Strategy 4D - Invest in mechanics of communication that promote input from partners.**

*Action Items*

- Review and strengthen relationships with existing outreach partners
- Improve collaboration with Cooperative Extension to help COLSA meet the needs of New Hampshire citizens.
- Create public service announcements and programs for TV and radio that promote the college, its academic programs, research activities, and impact on the state and region.

**Goal 5. Develop a functional and dynamic college leadership and governance system along with effective departmental structures to efficiently deliver academic programs that are inclusive of COLSA's component constituencies.**

### **Strategies**

5A Identify and adopt an appropriate college leadership and organization structure in light of proposed academic, research and outreach goals.

5B Develop a decision-making structure and process that is participatory, adaptive, and responsive to enable achievement of COLSA's mission and vision.

5C Ensure that there is effective leadership at all levels of the college by offering deans, directors, department chairs, committee chairs, and facility managers appropriate professional development in both management and leadership.

5D Develop accountability mechanisms and metrics to keep college leaders focused on successfully implementing the vision and goals in this strategic plan. Build in communication mechanisms that routinely inform faculty of progress and opportunities for regular and open exchanges of ideas and points of view with respect to strategic plan implementation and modification.

5E Undertake further financial analyses, in cooperation with the UNH administration, of COLSA's academic, research, outreach, facilities and infrastructure maintenance and management to identify where revenues do not cover expenses for specified areas and find ways to enable COLSA to fulfill its unique land grant missions without financial penalty.

5F Establish clear and consistent expectations of performance in faculty Letters of Appointment. Identify the extent to which there is workload inequality and provide recommendations on how to redress this workload inequality. Consider including workload expectations in P&T guidelines and post-tenure review process.

## Outcomes

- By June 30, 2007, an implementation process will be in place for migration of faculty and program budgets to the new college organizational structure with the participation of the COLSA BSC, Executive Committee, and other key personnel from central UNH/USNH offices.
- By June 30, 2007 a new COLSA Dean will be in office.
- Ensure that new COLSA departments are staffed with appropriate faculty expertise.
- Develop tenure and promotion guidelines and expectations for the college that are consistent with our desire to engage in interdisciplinary research and teaching by July 1, 2008
- Revise and ratify the COLSA Constitution and By-laws along with a transparent information sharing system to inform COLSA constituents about issues/questions for decisions/outcomes by 6/30/2007.
- Develop and implement policies regarding the use and maintenance of critical COLSA infrastructure through three coordination and oversight committees: space, farms/greenhouses, and woodlands.
- Create and charge with appropriate tasks , in accordance with the COLSA Constitution and By-laws, the following standing committees : 1) Executive, 2) Academic Affairs, 3) Research, 4) Extension, Outreach, and Public Service, 5) Student Recruitment and Retention; and 6) Alumni Communications and Relations.
- Identify and incorporate in the annual budget process a list of priorities for strategic investments including resources needed for training and support to enhance capacity for interdisciplinary collaborations.
- Create a list of clerical and administrative support needs to guide decisions for the recruitment and/or assignment of qualified support staff to new college departments.
- Offer annual leadership development training opportunities and workshops to all members of the faculty and staff whose participation would benefit the administrative functions of COLSA.

**Strategy 5A - Identify and adopt an appropriate college leadership and organization structure in light of proposed academic, research and outreach goals.**

*Action Items*

- Identify academic programs that COLSA will offer.
- Develop an implementation plan for making the transition from the current to the future organizational structure and leadership

**Strategy 5B - Develop a decision-making structure and process that is participatory, adaptive, and responsive to enable achievement of COLSA's mission and vision.**

*Action Items*

- Using a consultative process, select a new Dean as well as future COLSA leaders who embrace a shared decision making process and who will foster a culture of consensus building and creativity.
- Provide for routine reviews of the College's strategic plan and implementation process that will enable participation by all members of the college community.
- Revisit and revise the COLSA Constitution and By-laws to bring them into alignment with our new vision and structure.

**Strategy 5C - Ensure that there is effective leadership at all levels of the college by offering deans, directors, department chairs, committee chairs, and facility managers appropriate professional development in both management and leadership.**

*Action Items*

- Choose, train and support qualified leaders for the office of the dean, departments, programs and committees.
- Determine the required level of staff and clerical support to departments and programs in the new college structure and budget adequate levels of funding to support them.

**Strategy 5D - Develop accountability mechanisms and metrics to keep college leaders focused on successfully implementing the vision and goals in this strategic plan. Build in communication mechanisms that routinely inform faculty of progress and opportunities for regular and open exchanges of ideas and points of view with respect to strategic plan implementation and modification.**

*Action Items*

- Provide advance planning to enable budget decisions that will provide for implementation of our strategic plan.
- Develop an effective way to centrally support: recruitment and retention of students, alumni relations, college communications, and efficient management of farms and forests.
- Identify criteria and indicators that will enable effective assessment of strategic plan implementation progress and annually report this to the COLSA community.

**Strategy 5E – Undertake, in cooperation with the UNH administration, further financial analysis of COLSA’s academic, research, outreach, facilities and infrastructure maintenance and management to identify where revenues do not cover expenses for specified areas and find ways to enable COLSA to fulfill its unique land grant missions without financial penalty.**

*Action Items*

- Undertake income and cost analysis of teaching, research, outreach and infrastructure facilities to identify where COLSA revenues do not cover expenses for the specified areas, including costs unique to COLSA’s mission (i.e., the farms, greenhouses, woodlands and the Office of Sustainability Programs).
- Develop strategies to address these imbalances that will not impose financial penalties on the College.

**Strategy 5F - Establish clear and consistent expectations of performance in faculty Letters of Appointment. Identify the extent to which there is workload inequality and provide recommendations on how to redress this workload inequality. Consider including workload expectations in P&T guidelines and post-tenure review process.**

*Action Items*

- Identify those items and performance expectations that will be included in faculty letters of appointment and identify how these will be applied to promotion and tenure review processes.
- Establish criteria and measures for assessing workload assignments so that workload assignments are equitable.
- Provide recommendations and a process for redressing existing workload inequities.

## **Appendices**

## **Appendix 1: Strategic Planning Committee Members**

**Kim Babbitt  
Mimi Becker  
John Collins  
Tom Foxall  
John Halstead  
Jim Haney  
Aaron Margolin  
Chris Neefus  
Thomas Pistole\*  
Jim Pollard  
Mike Sciabarrasi  
Regina Smick-Attisano\*  
Tony Tagliaferro  
Kelley Thomas  
Dave Townson\***

**\* Committee Tri-Chairs**

### **Administrative Resources to the Committee**

**Alan Ray  
Tina Sawtelle**