CALS Core Purpose/Vision (2013-2020)

“Create social and economic prosperity and well-being for the state, the nation and the world through agriculture and life science discovery, learning and engagement.”
Purposeful Progress

CALS Visioning

ASPIRE & STEAM

Plant Sciences Initiative

Innovation & Efficiency Committee

Leadership & Diversity Initiatives

BIG Ideas Team

We Are Here
Purposeful Progress

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CALS Visioning

Dean's Enrichment Grants Program

Food Processing & Manufacturing Initiative

Extension Reorg.

Bus. Office Reorg.

We Are Here
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We Are Here
Let’s Celebrate Successes!
40
New Faculty Positions!
Upper Administration Support
Our Challenges
Total State and Federal Appropriations: Shrinking Fast!

Impact:
- > 90 FTE (TT Faculty)
- > 120 FTE (Campus Staff)
- 63 Field Faculty
- 56 County Operations Staff

$30 million in recurring support
Broader CALS Challenges

- Unfunded mandates (programs, raises)
- Changes in stakeholder needs & services
- Impact of our disconnected, inflexible structure
  - non-strategic decision making
  - difficult faculty hiring practices
  - long-term sustainability at risk
CALS Imperative

- Be recognized as a top 5 agricultural and life sciences institution globally, top 3 in U.S.
- Strategically invest state & federal resources to align academic programs, research and extension with our purpose
- Hire and retain the best and brightest – adding MORE FACULTY, with greater DIVERSITY, in strategic positions throughout the College
- Enhance structure to provide the integrated, interdisciplinary services our faculty, staff and external stakeholders need
Innovation and Efficiency Process

First Step – Research
Land-grant Universities Research

Second Step – Ideation
CALS Innovation and Efficiency Committee (N=40)

Third Step – Ideation
Department Head Input

Fourth Step – Analysis, Ideation, Decisions
CALS Admin Recommendations

Fifth Step – Review and Support
University Upper Admin

Sixth Step – Implement
Internal/External Forums
Thank you for your ideas…
we are taking action on many of them

Enhance Communication and Morale

Improve Budgeting Process

Strengthen Smaller Departments

Drive Innovation

More Inclusive Decision Making

Better Business Principles & Customer Oriented

Foster/Support Interdisciplinary Work

Increased Efficiency

Focus on Future

Remove Internal Barriers

Nurture Team Culture

Integrate Academic Opportunities

Strategic Hiring
CALS Collaborative Systems

Purpose-driven | “System”- focused
Opportunity-oriented | Collaboration-based
“System” Components

Collaborative, consensus-driven recommendations for system and College investments/initiatives

- Leadership: Assoc. Dean & Center/Head
- Strategic Hiring by Enhanced Communication
- Opportunity Generation & Prioritization

Department/Center/Program Functions
- Budget Management
- Faculty Reappointment, Promotion & Tenure

System-level Functions
- Leadership: Assoc. Dean & Center/Head
- Strategic Hiring by Enhanced Communication
- Opportunity Generation & Prioritization
New Faculty Hire Timeline

- **January 1, 2016**
  - RFP for 20 New Faculty Positions

- **December 10, 2015**
  - CALS Open Forum

- **July 1, 2016**
  - Decisions Made re: hiring
  - New Faculty appointed
Plant Systems

Steve Lommel
Associate Dean of Research
PLANT SYSTEMS

- Crop and Soil Science*
  - Merger of Crop and Soil Science
- Horticultural Science
- Entomology and Plant Pathology*
  - Merger of Entomology and Plant Pathology
- Plant and Microbial Biology

**Weed Science Program**
- Center for Environmental Farming Systems
- Center for Integrated Fungal Research
- Center for Integrated Pest Management
- Plant Breeding Program
- Plants for Human Health Institute
- Center for Turfgrass Environmental Research and Education

* Combined, with new name to be determined

Plain type = departments
Italic type = centers, institutes, programs and systems
PSI - Discovery and Innovation Themes (n=120)

- Crop Protection from Biotic Stress
- Plant Adaptation to Abiotic Stress & Marginal Conditions
- Precision Agriculture & Field Data Systems
- Agri-Symbiotics (plant symbiotic interactions with non-plant organisms)
Why Plant Pathology & Entomology?

- Combine and coordinate hiring in research, teaching and extension in cross-cutting areas (epidemiology, control, chemistry, inputs & resistance, genetics, physiology, host defense, etc)
- Provide a more integrated and interdisciplinary applied research and extension deliverable and product
- Align and synergize with government and corporate partners
Why Plant Pathology & Entomology?

- Create undergraduate degree program in plant protection
- Re-formulate graduate degree programs to be more interdisciplinary and create a more desirable graduate
- Independent, global economic feasibility study points to substantial opportunity for plant protection as focus at CALS
Weed Sciences Program

Crop Science

• Fred Yelverton (*turf*; *extension*, *research*)
• Travis Gannon (*soil related herbicide studies*; *research*)
• Alan York (*cotton*; *applied research*)
• Wes Everman (*soybean, wheat, corn, sorghum*; *extension*, *research*)
• David Jordan (*peanut production, IPM*; *extension*, *research*)
• Rob Richardson (*aquatic*; *extension*, *research*)

Horticultural Science

• Katie Jennings (*vegetable, small fruit*; *research, extension*)
• Wayne Mitchem (*treefruit, grape weed science*; *extension*)
• Roger Batts (*IR-4*) (*fruit, vegetable field residue trials*; *research*)
• Jim Burton (*mechanism of actions of herbicides in plants*; *research*)
• Joe Neal (*ornamentals, Christmas tree*; *extension*, *research*)
Why Combine Crop & Soil Sciences?

– Our number one Ag career opportunity in NC is agronomy (9 jobs/student) must increase student interest in crop and soil science to meet market demand for graduates (84% of Ag jobs will be plant based)

– Students and stakeholders need greater interdisciplinary academic programs, research and extension support across entire plant “systems”

– More competitive in grant award process – Abiotic Stress, Precision Agriculture

– Celebrate original roots – strong historical connection and natural synergies and collaborations are already in place

– Already share resources/co-located – better aligns resources to meet collective goals
Considerations

- Perception it will degrade the identity of the discipline
- Merging different departmental cultures
- Allowing history to define our future
- Various sub-discipline faculty may feel disenfranchised – i.e. urban entomology, others…
- Administrative considerations that come with departmental size
- Creating undergraduate and reformulate graduate degree programs
Next Steps:
Plant System

- Planning Meeting: Early 2016
- Representation from all Departments / Units
- Determining Hiring Plan Proposals
Plant Systems Office Hours

Friday, December 11

Park Shops, Room 210
10:00 am – 12 pm
Human and Resource Systems

Travis Burke
Interim Associate Dean of Extension
HUMAN & RESOURCE SYSTEMS

- Youth, Family and Community Sciences and Agricultural and Extension Education*
- Agricultural and Resource Economics
- Center for Environmental and Resource Economic Policy
- FFA

* Combined, with new name to be determined

Plain type = departments
Italic type = centers, institutes, programs and systems
Why Human and Resource Systems?

- New combined department:
  - Exposes youth to broader agricultural education and vocational opportunities
  - Creates more holistic, mission oriented department including all elements of research, extension and undergraduate/graduate academic programs
- Provides infrastructure for AEE to ensure programmatic viability – i.e. FFA, Teacher Education, Extension Programs
- Greater connectivity to essential economic forecasting – enhancing data driven decision making for CALS faculty, staff and external stakeholders
Considerations

– Creating a new combined department that addresses responsibilities for all three missions
– Cultural differences in departments
– Safeguarding valuable programs like FFA – one of the strongest youth leadership programs in NC
Next Steps: Human and Resource Systems

- Planning Meeting: Early 2016
- Representation from all Departments / Units
- Determining Hiring Plan Proposals
Human and Resource Systems
Office Hours

Friday, December 11

8:30 – 9:30 am    YFCS
                 Brickhaven, Room 106

10:30 - 11:30 am  ARE
                 Nelson Hall, Room 2403

1:30 - 2:30 pm    AEE/FFA
                 Ricks Hall, Room 118
Food, Biochemical and Process Systems

Sylvia Blankenship
Associate Dean of Administration
FOOD, BIOCHEMICAL & PROCESS SYSTEMS

- Biological and Agricultural Engineering
- Molecular and Structural Biochemistry
- Food, Bioprocessing and Nutritional Sciences
- Statistics
- Southeastern Dairy Foods Research Center
Why Food, Biochemical and Process System?

- We will be able to better address big problems with multiple disciplines – engineering, microbiology, chemistry, biochemistry
- Can integrate biochemistry and engineering into other disciplines in the college
- We can meet the needs of industry, environmental goals, and basic science needs of the state with the help of extension.
- Graduate students will benefit from wide breath of basic sciences to applied extension expertise across these departments.
Considerations

- Improved communicate between departments, centers and administration
- Identify common goals and problems
- Define how we will work with other systems
- Explore areas of cross-disciplinary hiring and expertise
Next Steps: Food, Biochemical and Process Systems

- First meeting in January system leaders:
  January 12, from 3 - 4 pm in 206 Patterson
- National search for a Biochemistry head
- National search for a Biological and Agricultural Engineering head
- Decide on faculty positions for the system
<table>
<thead>
<tr>
<th>Time</th>
<th>Department</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 - 10 am</td>
<td>Food, Bioprocessing and Nutrition</td>
<td>Schaub Hall, Room 100E</td>
</tr>
<tr>
<td>10:30 - 11:30 am</td>
<td>BAE</td>
<td>Weaver Labs, Room 158</td>
</tr>
<tr>
<td>1:30 - 2:30 pm</td>
<td>Biochemistry</td>
<td>Polk Hall, Room 125</td>
</tr>
</tbody>
</table>
Animal Systems

Sam Pardue
Associate Dean of Academic Programs
ANIMAL SYSTEMS

- Animal Science
- Prestage Dept. of Poultry Science
- Applied Ecology
  - Physiology Program
  - Center for Applied Aquatic Ecology
  - Animal and Poultry Waste Management Center
  - Dairy Records Management Systems
Why Animal Systems?

- Creates an interdisciplinary network to better serve NC’s largest Ag sector
- Aligning our faculty/staff and resources to address the multi-species needs of our animal industries
- Enhance educational opportunities for our students
- Coordinate strategic hires based on common needs within the system – addressing animal welfare, nutrition, development, environment, and antibiotic resistance
- Strengthen opportunity to work with College of Veterinary Medicine (Food Animal Academy)
Next Steps:
Animal Systems

- Planning Meeting: Early 2016
- Representation from all Departments / Units
- Hiring Plan Proposals
Animal Systems Office Hours

Friday, December 11
Polk Hall, Room 125
9:00-11:00 am
OVERALL: What’s next?

- Attend System Office Hours – Friday, Dec. 11
- Learn More: go.ncsu.edu/livingourvision
- Implementation: July 1, 2016
## Dean Linton’s Schedule
### Systems Office Hours

**Friday, December 11**

<table>
<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>8:30 – 9:00 am</td>
<td>Human and Resource Systems</td>
<td>Brickhaven, Room 106</td>
</tr>
<tr>
<td>9:15 - 10:00 am</td>
<td>Animal Systems</td>
<td>Polk, Room 125</td>
</tr>
<tr>
<td>10:00 - 10:45 am</td>
<td>Plant Systems</td>
<td>Park Shops, Room 210</td>
</tr>
<tr>
<td>11:00 - 11:30 am</td>
<td>Food, Biochemical and Process Systems</td>
<td>Weaver, Room 158</td>
</tr>
<tr>
<td>1:30 - 2:00 pm</td>
<td>Food, Biochemical and Process Systems</td>
<td>Polk, Room 125</td>
</tr>
<tr>
<td>2:00 - 2:30 pm</td>
<td>Human and Resource Systems</td>
<td>Ricks, Room 118</td>
</tr>
</tbody>
</table>
More information:

go.ncsu.edu/livingourvision