Self-Assessment Statement
Wendy Wintersteen
Dean, College of Agriculture and Life Sciences
Director, Iowa Agriculture and Home Economics Experiment Station
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Executive Summary

For the past nine years, I have led the College of Agriculture and Life Sciences and acted as Director of the Iowa Agriculture and Home Economics Experiment Station. In this role, I have the pleasure of serving Iowa State University, the College of Agriculture and Life Sciences, its faculty and staff, our students and alumni, and all those whom the College touches through its research, teaching and extension and outreach programs.

During my tenure, the College has been honored by a number of extraordinary achievements:

- In 2014, Iowa State University was ranked fifth in the world among universities in the area of agriculture and forestry by the Quacquarelli Symonds (QS) World University Rankings program. This represents the highest ranking ever achieved by CALS, and shows significant progress from the previous rankings.
- Record College student enrollment each year of my tenure; third highest in the nation for colleges of agriculture
- Record number of minority students in the College; up 83% in five years
- Record number of study abroad students; second highest in nation for colleges of agriculture
- Record employer participation and student attendance at the College’s agriculture career fair, the largest in the nation
- Record $60.6 million in research grants in FY14, and a total of $247.6 million from FY10 to FY14.
- Increased number of endowed and expendable chairs and professorships by 40 percent in the past five years
- Record enrollment in online learning courses; up 97% in the past five years
- Dedication of new facilities, including the Jeff and Deb Hansen Agriculture Student Learning Center, Elings Hall and Sukup Hall, and the Charles V. Hall Greenhouses
- Increasing alumni support and donations

Significantly, these records occurred during an extremely challenging period:
1) financial support for state universities dropped approximately 40% since FY 2004;
2) tuition rates were kept low; and
3) competition for grants increased.

Leading the College during these difficult times, while simultaneously improving our international ranking, research grant support, placement of record number of students and many other metrics, provides ample evidence of the proactive nature and success of the College’s leadership. It highlights the overall strength, resilience and quality of our faculty and staff, who show extraordinary dedication to the College and its mission.
Section 1: The process for reviewing the dean for reappointment, generally specified in the college’s governance document.

The Dean Evaluation Procedure outlined in the College of Agriculture and Life Sciences’ Governance focuses the evaluation on the performance of the Dean and her administrative units, considering:

- the College mission statement and strategic plan
- leadership in developing, articulating and implementing improvements in College teaching, research and outreach programs
- progress in acquiring financial support and high-quality faculty and staff to achieve program objectives and effectively administer those programs
- relationships with College faculty, staff and students, administrators in the College of Agriculture and Life Sciences and related Colleges, and agricultural leaders
- other topics requested by the Provost when the evaluation process commences

The review and evaluation includes a self-assessment by the Dean, which will be distributed to the College faculty after being discussed and reviewed by the Evaluation Committee.

Section 2: Mission, vision, and values for the college, generally specified in the college’s strategic plan.

The CALS Mission: Educate future leaders, conduct mission-oriented basic and applied research and share new knowledge for the betterment of Iowa and the world.

The CALS Vision: The College of Agriculture and Life Sciences will lead the world in “science with practice” that shapes the future and improves lives and livelihoods.

CALS Strategic Plan Priorities are:

- Attract outstanding students seeking to make a difference in the world through their chosen careers in agriculture and life sciences.
- Support diverse, outstanding faculty and staff who are dedicated to improving quality of life.
- Be known worldwide for addressing global challenges of the 21st century.
- Be valued as a treasured resource for Iowans and people of the world.

See the attached Appendix on the CALS 2011-2016 Strategic Plan.

Section 3: Self-assessment of accomplishments and leadership of the college during the term.

I have held the position of Dean of the College of Agriculture and Life Sciences and Director of the Iowa Agricultural and Home Economics Experiment Station for the past nine years. During this time, the College has set many new records and received national and international recognition for its success.

Being ranked fifth in the world among universities in the area of agriculture and forestry by the Quacquarelli Symonds (QS) World University Rankings program serves as a significant, objective measure of the College’s progress under my leadership. This represents the highest
ranking ever achieved by CALS, and shows significant progress from the previous rankings. In its report, QS gave the top ranking to UC-Davis, followed by Wageningen (Netherlands), Cornell, UW-Madison, and then ISU (ranking us ahead of many prominent colleges like Purdue, Texas A&M, Michigan State, Ohio State, etc.).

This impressive acknowledgement of our accomplishments seems reflected in the success of our student recruitment efforts. In my previous self assessment document five years ago, I noted that numbers compiled by the Food and Agricultural Education Information System, showed that our College was growing in student numbers at almost twice the rate of the average agricultural college nationwide. Because of this unprecedented growth, CALS has moved into a prominent place as the third largest college of agriculture in the nation. By all appearances, the agricultural community and students realize the relative excellence of our College and are responding to it in a very tangible way — by enrolling here.

When you look at the other records, like having the largest CALS career fair in the nation (and also the second largest career fair, which happens in the spring semester) and the second highest number of CALS students taking advantage of study abroad programs, you begin to realize some of the reasons students are excited to be here. Our teaching/research faculty and staff create an environment where students can excel and actualize their potential. With our established career fairs and other events, students connect with employers and move forward in their chosen professions.

Similarly, this year the College has achieved another record in faculty research grant dollars. This has occurred in a very competitive period for grant dollars and demonstrates the excellence of our researchers, our College’s support for grant writing, and the strong research programs in every department.

Personally, one exceptional moment for me was the completion of the Biorenewables Complex with the 2014 dedication of Elings Hall and Sukup Hall, so that the nationally ranked Department of Agriculture and Biosystems Engineering faculty could finally move from many buildings around campus into one. Seeing this excellent facility made a reality for our students and faculty, and imagining the opportunities for synergistic collaborations and breakthroughs, was a very satisfying experience — as were the openings of many other significant facilities like the Hansen Agriculture Student Learning Center, the Horticulture Greenhouses, etc.

As I mentioned in the Executive Summary, all these accomplishments occurred against the backdrop of reduced state support and challenging budgets. This required considerable administrative leadership to maintain high standards and positive expectations, while accommodating more students, pruning programs and positions, bringing ideas to prospective donors and encouraging chairs and faculty to excel in teaching and research. As Dean, I feel the objective measures show our administrative team performed very well during this period. The rest of this document will add more details in support of that position.

A. Undergraduate and graduate students and programs. Progress made on enrollment, retention, graduation rate, and post-graduation placement rate, and initiatives to continuously improve. Quality as demonstrated by accreditation and external program reviews. Enhancement of the student experience in such areas as leadership development, international exposure, awards, Honors Program, undergraduate research, and service learning.
Enrollment, retention, graduation rate, and post-graduation placement rate

In the past decade, the College has continued its focus on creating an exemplary educational experience for our students and communicating this to prospective students. In the fall of 2014, Associate Dean for Academic and Global Programs David Acker and I announced the 10th consecutive increase in student enrollment for the College and the third consecutive year of record enrollment.

Our current enrollment stands at 4,475 undergraduate students and 854 graduate students (including 124 graduate students mentored by CALS faculty in interdisciplinary graduate programs), a total of 5,329 students. The College of Agriculture and Life Sciences now ranks third among U.S. agricultural colleges when considering undergraduate and graduate student numbers, moving ahead of Cornell, North Carolina State and the University of Florida since 2012 (according to USDA-NIFA FAEIS data). Nationally, CALS ranks third in total student enrollment for agriculture colleges, behind Texas A&M and UC-Davis—an impressive achievement, as Texas and California are the two largest states in the nation.

In 2011, based on the recommendations of the College’s Future of Academic Programs Task Force, the College’s Academic Affairs Committee and Associate Dean Acker, I announced the creation of the College of Agriculture and Life Sciences Advising Academy. The Advising Academy brings together those individuals who have received at least one CALS or ISU advising award. The faculty and staff who make up the Advising Academy meet twice a year with Associate Dean Acker and myself to provide advice on how the College can improve advising for our students. This action serves as only one example of CALS’ interest in continuous improvement.

The College’s first-year retention rate stands at a very strong 87.6 percent. One element of the College’s student success and high retention rates is our learning communities. The College proactively encourages students to join a learning community along with other groups and clubs, as a means to establish a sense of community on a campus of 34,732 students. We have made it a point to recognize and honor our outstanding Learning Community Coordinators at our annual spring-semester awards convocation. Each year, I personally meet with incoming students in some of the newly established learning communities and clubs to welcome them, introduce myself and answer questions.

Another way in which I stay connected with students and student leaders is through the Dean’s Leadership class, taught by Associate Dean Acker with assistance from me. In this class we teach some of our most talented freshmen in current agriculture/life sciences issues, leadership and the complexities of modern agriculture in a changing world. Teaching this class highlights the extraordinary opportunity we have to educate and inspire future leaders. Moreover, they constantly remind me to see the College with fresh eyes—the youthful perspective of a consumer of our educational services.

Because of my 35 years with Iowa State University and the numerous contacts I have made externally through each stage of my career, I hear directly from parents at many events, fairs, conferences, etc. While most are pleased and enthused by their son or daughter’s CALS experience, I sometimes am asked to explore a specific issue to improve one student’s situation. When warranted, I do my best to comply. Though it may seem a small thing, it may be quite significant to the parents and students, as well as all they engage with in their circles. A CALS response to a specific challenge often serves to show them that I truly care, as does our faculty and staff. By their feedback and our response, we demonstrate our interest in feedback and continuous improvement.
Understanding the relevancy and success of our educational programs from the perspective of employers is another way the College stays centered on constructive student development and responsive change. Through the efforts of Associate Dean Acker, Student Services Director Tom Polito and Career Services Director Mike Gaul, companies that employ our students provide feedback to our College Curriculum Committee. By virtue of this feedback, we can more quickly identify strengths and uncover weaknesses in our pedagogical process, enabling us to address any concerns and improve our students’ skills set and employment prospects.

Last fall I attended the College’s Career Day at the Lied Center. We had a record 269 employers with booths. This represents a 74 percent increase in employer participation since 2009. Because of the demand for our students, we hold two career days each year. These events are recognized as the first and the second largest agricultural career days in the nation. I am pleased to note that for many years, 97 to 98 percent of our graduates either have a job in their chosen field within six months of graduation or are entering graduate study. Our graduates have earned a positive reputation for their quality education, work skills and high standards. The numbers bear this out — the day after the fall 2014 Career Day, employers conducted 1,526 individual interviews with our students. Last summer, a Forbes Magazine article stated that if universities were stocks, one of the top investments they’d recommend would be Iowa State University for agricultural science. I believe the employers of our students would agree — they believe our college is a “buy” when they come to recruit our students.

In the College, the four-year graduation rate is 56.5 percent. Given the College’s high participation in study abroad experiences and internships, along with the current trend to graduate with dual degrees (e.g., agronomy and agricultural business) and other factors (switching degree programs, personal issues, etc.), this percentage compares well to the Iowa State University four-year rate of 43.2 percent. Our advisors are committed to working with students to make them aware of the “Soar in 4” program; some students have established a goal to graduate in three years.

We have continued to receive input from students and employers on enhancing our nationally recognized Agricultural Business curriculum. Recently, we partnered with the College of Business and received a Presidential High Impact faculty hire who will have a joint appointment in the departments of Finance and Economics. The position builds on our long-term partnership with the College of Business to provide enhanced learning opportunities in business courses for CALS undergraduate students.

Overall, I am very proud of our faculty and staff and extremely pleased with the College’s success in meeting our mission to educate students and young scientists. One indicator of our faculty’s success is the number of USDA teaching awards received by our faculty. Since 2006, the College has had eight faculty members selected to receive the national or regional U.S. Department of Agriculture’s Food and Agricultural Sciences Excellence in Teaching Awards. Coupled with the College’s years of consecutive enrollment increases, it shows that students and their parents recognize our efforts to create teaching excellence and a positive student experience.

Accreditation and Program Reviews
The College works with department and centers to conduct program reviews, ensure adequate follow-up for all reviews and demonstrate our commitment to strong programs and departments. Since 2010, the College has conducted 13 academic program reviews of departments and
programs. Re-accreditation was achieved for Forestry in 2012, Dietetics in 2013 and the Agricultural Education and Studies’ Educator Preparation Program in 2014.

Enhancement of the Student Experience
Leadership development is a common outcome for CALS students. The College has numerous programs that support our student’s desire to obtain leadership experience. In recent years, CALS students held all (nine) of the state FFA officer positions; GRS student Jenna Tesdall was elected World President of the International Association of Students in Agricultural and Related Sciences; agronomy student Bailey Morrell was named national president of the Students of Agronomy, Soils and Environmental Sciences; and this year undergraduate students in biochemistry are planning the 10th annual Stupka Undergraduate Research Symposium to encourage discussion on research in biological and chemical sciences. Many of our students also have served in key leadership positions within the university’s student community. Each year we have a wonderful group of student volunteers who serve as CALS Ambassadors, Cyclone Aides, volunteer with the Women in Science and Engineering program and assist with many other programs.

Our alumni and donors recognize the importance of leadership development and have funded programs that include the Fred Foreman Scholarship for Growth in Leadership Participation. This program awards scholarships to approximately 60 students each year with the expectation that students will volunteer their time to make our community a better place.

Our faculty and staff serve as advisors to numerous student clubs and organizations that provide students with a special educational and learning opportunity. CALS clubs routinely compete in national competitions and either win or place very highly. This out-of-classroom experience connects our faculty and students together in ways they remember for a lifetime.

Now in its 10th year, the College’s Science with Practice program is led by Dr. Mike Retallick in the Department of Agricultural Education and Studies. Students work closely with a faculty member on a project focused on research, teaching or extension and are paid for their time and earn academic credit. Funds for this program come from the ISU Agricultural Endowment Board and faculty members who agree to support a student. As with many good ideas, other donors have given scholarships that require students to earn a portion of their funding by working in a faculty member’s laboratory. As I interact with students who have received one of these scholarships, I learn how the experience has changed them and better prepared them for their careers and live. Recently, one student and his faculty mentor were so successful in their research project that they filed a disclosure with the ISU Research Foundation.

The College’s Agricultural Entrepreneurship Initiative led by Kevin Kimle in the Department of Economics provides similar life-changing experiences for more than 300 students each year. Students take classes in entrepreneurship and then apply that knowledge to developing plans for a new business. Agricultural studies student Ryan Augustine worked with a physics professor to develop a new business application using x-ray technology. As a result of this collaboration, he was awarded a $35,000 grant from the state economic development agency to build a prototype machine that uses x-rays to measure grain flow. In January 2015, our team of graduates who established the company ScoutPro, as a result of their participation in the agricultural entrepreneurship program, won the American Farm Bureau’s first-ever Rural Entrepreneurship Challenge national award at Georgetown University’s McDonough School of Business.

CALS has a long history of partnership with the ISU Honors Program. We provide mentors for
honors students, our faculty lead Honors Seminars, we provide assistance with committees that review applications (and coach applicants) to elite scholarship programs (Rhodes, Truman, Goldwater, Udall, Marshall, etc.) handled by the Honors Program. In addition the College has an active Honors Committee.

**B. Faculty and staff.** Notable recruitments, efforts to improve salary competitiveness, communication and commitment to shared governance, mentoring, and support for the career advancement of faculty and staff.

**Faculty recruitment**
The College has 293 faculty FTEs (tenured, tenure eligible and nontenure eligible). While the CALS faculty FTEs has increased 17 percent since 2010, the percentage increase does not align with the high increase in student numbers. To their considerable credit, the College’s faculty has managed to accommodate the record enrollment, even though resources, teaching and lab space remains very tight.

The College’s leadership team is concerned about faculty workload and we are acting to address this issue. Through President Leath’s leadership in establishing the Presidential High Impact Hires Initiative, CALS received matching funds for 9 faculty hires (one in partnership with the College of Business and several in partnership with ISU Extension and Outreach). In addition, the 2014 Legislature allocated a $1.8 million dollar increase to the Experiment Station, which provided funding for new faculty hires.

The College reviews departments’ requests for tenure-track faculty hires to support teaching, research and extension priorities. If funding is available by the College, hires are prioritized based on teaching needs, critical issues facing Iowa agriculture and the College’s strategic plan.

As a result of our growing student numbers, departments have requested and received approval to hire lecturers and advisors. In addition to responsibilities in the classroom, these hires are playing important roles outside of the classroom such as advising judging teams, student clubs and learning communities.

**Communication and commitment to shared governance**
As Dean, I am actively committed to listening to faculty, staff and students and often use their feedback to investigate situations and respond to issues. I meet regularly with the CALS Cabinet (department chairs, deans, administrative staff and CALS Student Council President), the CALS Faculty Senators and the CALS Student Budget and Planning Committee. In addition, I sponsor the CALS Fall and Spring Convocations. More broadly, the College distributes a weekly internal faculty/staff newsletter (Ag and Life Sciences Online) and I provide targeted messages as needed.

I have enjoyed working with the CALS Faculty Senators. Many have provided extraordinary leadership to the university with significant service in leadership positions and on key committees. The CALS Faculty Senate Caucus is very proactive in discussing with me critical issues facing the university and the College. Because of my deep belief in shared governance, the Caucus serves as one of my budget advisory committees for the Resource Management Model.

Each year I discuss the ISU compensation policy with the Department Chairs and the Faculty Senators prior to developing the College policy. Each year we compare our faculty and staff
salaries to available market data and address market and equity issues as possible. In addition, I ask Department Chairs to be aware of faculty and staff satisfaction so that we avoid significant retention issues.

Last year, I initiated a new annual meeting with the College’s Distinguished, University and Morrill professors for a discussion of College priorities. I continue to accept invitations to meet with Extension and Outreach Field Specialists, graduate student clubs and meetings with faculty and staff to engage them in discussion on College issues.

**Mentoring and support for the career advancement of faculty and staff**
A valuable way that College administration can support the career advancement of faculty is through garnering funds to establish endowed or expendable chairs and professorships. In 2010, CALS had 25 endowed or expendable chairs and professorships. Due to our work and the generous support of donors and organizations, by the end of 2014 CALS had increased to 35 endowed or expendable chairs and professorships.

Through Senior Associate Dean Joe Colletti’s leadership, the College hosts a 10-session “New Faculty Orientation” program each year to assist the success of our new faculty. In addition, the College provides training in grantsmanship and supports programs offered by the Vice Provost for Research. Each year, the College nominates up to three faculty to participate in LEAD21, a leadership program developed through the Association for Public and Land Grant Universities.

Routinely, the College sponsors a P&T workshop that covers portfolio development, pitfalls to avoid and best practices to follow for pre-tenured assistant professors. In alternate years we hold a second P&T workshop for associate professors seeking advancement. I participate along with all associate deans. We also invite a recently promoted/tenured associate or full professor to share best practices and keys to success with the P&T process. We have a special session entitled “P&T Mirroring” that allows for those CALS faculty who attended our P&T workshop to ask questions of the associate deans (Joe Colletti and David Acker), equity advisor (Sue Lamont) and peer mentor coordinator (Gwyn Beattie).

The College has sponsored a number of efforts to assist faculty in developing their national recognition; for example, a Faculty Professional Development/Recognition Award Workshop was held in 2013; the College has hosted NAS members; and the College has supported NAS member visits to departments.

**C. Diversity.** Commitment to diversity, equity and inclusion for students, faculty, and staff. Leadership, initiatives, and examples of outcomes.

The College has a long, rich tradition of supporting diversity. Our diversity programs were managed for many years by Mary deBaca, Diversity Programs Director. When she retired, we made the decision to establish the Assistant Dean for Diversity position and raise the visibility of our programming efforts. Dr. Theresa Cooper began as our first Assistant Dean for Diversity on February 1, 2013. Assistant Dean Cooper is responsible for coordinating, managing and implementing the College’s diversity programs, such as the George Washington Carver Summer Internship Program and the Graduate Research Assistantship Match (GRAM) program; lead efforts to identify new opportunities to enhance diversity goals to benefit students, faculty and staff; and connect with minority-serving institutions nationwide in terms of teaching,
research and outreach/extension activities. Dr. Cooper works closely with the College’s Minority Liaison Officer and the College Diversity Committee.

Along with my associate deans, I also interact with the Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) Chapter, which is supported by the College and focuses on promoting diversity and developing a supportive community and environment for minority student success.

CALS undergraduate women students now make up 49 percent of our undergraduate student body, while multicultural students have increased markedly from 211 students in 2010 to 387 students in 2014 (an 83 percent increase).

I am committed to diversifying our faculty through the hiring and mentoring process, and have acted as a formal mentor numerous times in my career. Currently, women make up 29 percent of the faculty. The College has three women department chairs and three women center directors. We have 69 faculty who have identified themselves as faculty of color.

The College and several of our departments participated in the NSF ADVANCE program, which was focused on increasing the number of women and faculty of color on campus. The College has continued the work of this program through the establishment of a permanent part-time equity advisor to continue to implement the goals of the ADVANCE program. Dr. Sue Lamont currently serves in this position and serves as a member of the CALS leadership cabinet.

A number of key successes have been achieved in the diversity program:

- Senior Associate Dean Joe Colletti led the development of a proposal to DuPont Pioneer for a $400,000 gift for Science Bound, which focuses on urban youth interested in a career in agriculture or science. The gift was announced in April 2013 and included support to recruit Science Bound students into the College’s George Washington Carver Summer Internship Program.
- In 2013, USDA National Institute for Food and Agriculture conducted a civil rights review of the College’s research and extension programs. The review was a positive experience and the College is working to implement the review team’s recommendations.
- Through the leadership of Assistant Dean Theressa Cooper in 2014, the College hosted the “Life and Legacy of George Washington Carver” symposium celebrating Carver’s birth approximately 150 years ago along with his academic achievements and leadership. More than 150 individuals attended the symposium, including a large delegation from Tuskegee University. The College also recognized Carver’s legacy through an article in a national publication, The Legislator, co-authored by Dr. Cooper and state legislator Helen Miller; central campus banners; and a billboard on Highway 30.
- CALS has been a strong supporter and participant in the Urban Ag Academy, an annual conference since 2011 that is aimed at urban and minority elected officials and policy-makers, to learn more about rural and agricultural issues; it is organized by Iowa state legislator Helen Miller.

D. Scholarly activities. Faculty scholarship (such as publications, books, awards, exhibitions, and grants), comparisons to peer institutions (through national program rankings, awards, Academic Analytics benchmarking, or other means), teaching
accolades, new cutting-edge programs that are drawing national attention, and other indicators of distinction for the College’s impact in higher education. Teaching and learning innovations and initiatives including online education, hybrid courses, and collaborations with other colleges and units.

In 2014, Iowa State University was ranked fifth in the world among universities in the area of agriculture and forestry by the Quacquarelli Symonds (QS) World University Rankings program. This represents a dramatic rise from a ranking of 10th in 2013. Our international reputation and national prominence are largely based on our research productivity, teaching quality and overall excellence. This significant improvement in our ranking provides an objective appraisal of our College’s success in implementing our strategy to enhance the College’s status as a premier, international research and educational institution.

This dynamic progress in our ranking occurred against the backdrop of declining state financial support and surging student enrollment. As an administrative team, we decided to aggressively seek new interdisciplinary research opportunities in agricultural and life science growth areas; collaborate with committed partners across ISU’s colleges, within the state, nationally and internationally; and build on innovative extension programs that deliver science-based information to Iowans.

Our faculty and staff continue their very successful efforts in obtaining external grants and contracts. The FY14 single-counted grants for CALS and the Experiment Station totaled $60.6 million, which represents a 27 percent increase from FY13 – a new record for the College. The College is committed to helping our faculty and staff achieve success with their grant proposals. We have a strong network of grant coordinators within our departments that work closely with the College’s fiscal office. In addition, we support our faculty and staff efforts through grant writing workshops, grant consultants/coaches, grant matches, and networking opportunities with funding agencies.

In 2013, President Leath established the Presidential Initiative for Interdisciplinary Research. Drs. Max Rothschild and Manjit Misra led a team that successfully competed for funding to establish the Global Food Security Consortium. In addition, CALS faculty play a significant role in the Crop Bioengineering Consortium that was funded under the leadership of Dr. Marty Spalding.

The College uses Academic Analytics (AA) to evaluate our rank to peer institutions. The AA ranking (as of Jan. 13, 2015) of CALS in agricultural sciences compared to 59 other agricultural colleges is shown below:

- Number of faculty with an article: Rank 2
- Number of faculty with a citation: Rank 2
- Total articles: Rank 4
- Total citations: Rank 6
- Total honors, awards and fellowships: Rank 2
- Number of faculty with an honor, award, fellowship: Rank 2
- Percentage of faculty with an award: Rank 5
- Total number of grants: Rank 4
- Total grant dollars: Rank 4

The faculty provide new opportunities for our students through the establishment of new majors,
minors and certificates. New minors were established in Agricultural Business, Culinary Science, Food and Society, Landscape Management and Sustainability (interdepartmental). In addition, three majors (Agricultural Systems Technology, Food Science and Industrial Technology) established a joint degree program with an MBA in the College of Business.

Distance education plays an important and growing role in our undergraduate and graduate education programs. Course registrations in CALS Online Learning courses have grown nearly 97 percent in the last five years, from 1,938 course registrations in FY10 to 3,770 course registrations in FY14. During this time span, a new online option for the Master of Science in Plant Breeding and a Swine Science Online Certificate Program were added. These additions join very strong online Master of Science programs in Agricultural Education, Agronomy, Seed Technology and Business and online Certificates in Food Safety and Defense (Graduate) and Occupational Safety (Undergraduate).

In January 2012, I named Dr. Ruth MacDonald as the Interim Assistant Dean for Graduate Programs. Dr. MacDonald works with the departmental DOGEs, staff and graduate students to discuss ways to enhance recruitment and retention of graduate students. In 2013, she led the first Graduate Student Recruitment Weekend with more than 30 prospects attending; the third annual weekend is scheduled for February 2015. In addition, a website was developed to highlight graduate programs and students.

Dr. MacDonald also coordinates the Presidential Graduate Student Initiative for CALS. The College committed $250,000 per year to match funding from the Provost for graduate students.

The College has achieved a number of important collaborations with other colleges and university-wide centers. It is through these types of collaborations that we often achieve our goals in research excellence and funding. Routinely, private companies and outside faculty comment on the College’s solid interdisciplinary collaborations as a basis for our growth and vibrancy. Examples include the following:

- NSF- ERC Center for Biorenewable Chemicals. Drs. Brent Shanks (Engineering) and Basil Nikolau (CALS) are co-PIs on the NSF Engineering Research Center focused on an academic and industrial partnership needed to transition from the current petroleum-based chemical industry to a renewable carbon-based industry.
- CALS is a partner with several university-wide centers and institutes, including the Office of Biotechnology, the Bioeconomy Institute, the Plant Sciences Institute and the Biobased Industry Consortium.

I jointly administer eight departments with three other Deans. This unique approach facilitates a collaborative environment for taking advantage of resources and abilities. New opportunities and challenges are shared and discussed openly for the benefit of all faculty and staff.

Besides collaboration across colleges, the College also collaborates across states. For example: in 2012, ISU faculty were part of a national team that received the ESCOP Excellence in Multistate Research Award for high-impact research and extension programs on emerging threats to soybean growers. In 2013, ISU was part of a swine nutrition research team that received the 2013 North Central Region Excellence in Multistate Research Award presented by the North Central Regional Association of State Agricultural Experiment Station Directors. In 2014, ISU was part of a team of 20 land-grant universities that received the 2014 Experiment Station Section Excellence in Multistate Research Award, for research that helps farmers better use micro-irrigation systems to sustainably irrigate their land, especially during
droughts and water shortages.

E. Extension and outreach. Off-campus reach of the college’s programs across Iowa and nationally, and examples of impacts.

The College’s Extension and Outreach programs are a critically important part of our mission as a Land-Grant University. I assist in the leadership and coordination of our extension and outreach programs through regular communications with Vice President for Extension and Outreach Cathann Kress and Associate Dean/Agriculture and Natural Resources (ANR) Extension Program Director John Lawrence. Together, we connect with Iowans to help them solve challenges or take advantage of new opportunities in agriculture, natural resources and related areas.

In 2014, ANR Extension provided 210,000 learning opportunities for farmers and agribusiness personnel.

Many of our Extension programs are successfully organized through a set of centers and initiatives (e.g., Iowa Beef Center, Iowa Pork Industry Center, Egg Industry Center, Value Added Agriculture, Iowa Learning Farms, Manure Management, Water Quality, Pesticide Safety Education, Integrated Pest Management, etc). In 2014, the Board of Regents approved the establishment of the Iowa Soybean Research Center, a partnership with the Iowa Soybean Association. The Leopold Center for Sustainable Agriculture within CALS is another good example of a center with a very strong Extension emphasis and that works closely with Extension staff and programs to deliver science-based information. Our Extension centers and initiatives have been successful because they have built partnerships with farmers, commodity boards, agencies and other organizations.

The College provided the leadership to establish a Meat Science Extension Endowed Chair and an Endowed Professorship in Cooperative Economics with responsibilities in extension, research and teaching. These are the first endowed positions at ISU with a significant extension focus.

The outreach efforts of the College and Experiment Station are numerous and diverse. Frequently, I pursue new partnerships with communities, organizations, state and federal agencies and businesses throughout Iowa. Speaking regularly at various programs and meetings throughout the state, I discuss critical issues or share important news about the College’s accomplishments in our research, teaching and extension programs.

F. International programs. Overall college efforts and impacts, new initiatives, and collaborations with other colleges, units, and the Study Abroad Center.

In 2009, the College established the Global Resource Systems (GRS) major based on a proposal developed by faculty from across the College. The major emphasizes global engagement while equipping students with a strong technical competency in a resource area of their choice. This interdisciplinary major, hosted by the Department of Horticulture and led by Dr. Gail Nonnecke, has grown beyond our expectations. In 2012, the first graduates of this program walked across the stage in Hilton Coliseum. This major now has an enrollment of 113 students.
This new major emerged, in part, as an outgrowth of the Center for Sustainable Rural Livelihood program that was established in 2004 by benefactors Jerry and Karen Kolschowsky. This Center focuses on the Kamuli District in Uganda and provides our students and faculty with a special opportunity to learn about another culture and to work with farmers and communities in a collaborative manner to address hunger and poverty. The Center celebrated its 10th year anniversary in September 2014. Associate Dean David Acker and past directors Robert Mazur and Mark Westgate, along with several Associate Directors, have developed and implemented a program that has made a profound difference in students’ experience and alleviated hunger in one of the poorest parts of the world.

The College’s new GRS major and growing CSRL program serve to support and emphasize our international study-abroad programs, which reports consecutive years of growth. A record number of College students (413) engaged new cultures and experiences in 26 countries in FY 2014, and programs were developed on all seven continents, including Antarctica. The College awarded over $176,000 from 16 study-abroad scholarship funds, including a free passport program to cover the expense of this essential item.

In 2012, the College began hosting the World Food Prize Iowa Youth Institute. In 2014, 220 high school students representing 110 high schools attended the program. Forty-four CALS faculty and staff and 30 undergraduates engaged in hosting the internationally recognized event focused on food and agriculture to relieve world hunger.

Guidelines to help inform decisions in the College on engagement in developing countries were established after an extensive literature review. The guidelines incorporated the values that have guided the College's Center for Sustainable Rural Livelihoods since its inception and input received from a 2012 seminar on guiding principles in international agricultural development and a 2013 open comment period on a review draft. The guidelines will be incorporated into the College's annual new faculty orientation.

In 2014 I established the Dean's Global Advisory Committee made up of faculty and staff with broad international experience, plus an undergraduate student and a graduate student. The committee will review proposed college-level activities in international development and advise the Dean on adherence to the guidelines for developing countries and recommend any changes to update or revise the guidelines.

G. Donor, and external relations. Private fundraising, alumni engagement, partnerships with business and industry, and the college’s advisory council. Print and online publications and other communications.

Private fundraising
Maintaining strong relationships with our alumni and donors is a key accomplishment of my position. I spend considerable time with our ISU Foundation staff and alumni, as we seek to broaden financial support for our students, faculty and research/teaching efforts. The Campaign Iowa State: With Pride and Purpose was successfully completed in June 2011, through which the College gathered over $150 million in direct support, pledges and estate commitments.
Raising funds for endowed faculty positions has been one of my major goals. I have worked closely with the CALS Development Office, led by Ray Klein and his talented team, and the ISU Foundation to secure funds for these endowments, which play an important role in the retention or recruitment of key faculty members. CALS now has 35 faculty in endowed or expendable chairs and professorships.

Many gifts from our alums and stakeholders are focused on improving the student experience at Iowa State. Recently, the College received several noteworthy gifts that are cornerstones of efforts to enhance CALS students’ educational experience. Dr. Neil Harl and his wife Darlene provided the gift to create the popular Harl Commons in Curtiss Hall. Dr. Harl also worked with Leonard Dolezal to provide a $2 million gift for the Curtiss Hall renovation of the Dolezal Auditorium.

The College supported Dr. Maynard Hogberg and Marv Walters’ vision to establish an animal science pavilion near campus, and worked with them to make this a reality. Mr. Walters and his family gave the lead gift of $1.5 million for this facility. Jeff and Deb Hansen gave $2 million to complete the Hansen Agriculture Student Learning Center. Almost all of the funds ($7.8 million) were raised from private donors.

In 2012, the Department of Biochemistry, Biophysics and Molecular Biology was named in honor of the Roy J. Carver Charitable Trust, in recognition of gifts and commitments to the department totaling more than $12.3 million. Since then the Carver Trust has continued to support the department with additional gifts in support of research equipment and individual faculty’s research projects.

Because of our donors’ generosity to the College and our departments, we have been able to provide approximately $2 million in scholarships each year to our students. In addition, donors give funds for innovative programs that attract students from across the nation. Donor initiatives often lead the College into new, exciting growth opportunities.

Alumni engagement
In 2012, I established the Director of Alumni Relations position, which is held by Melea Licht. As part of her overall role, she continues as the editor of the extremely popular STORIES magazine, which I funded and approved in 2007 to respond to concerns of alumni and others who felt disconnected and out of touch with the College’s work.

Now, STORIES serves as an exceptional way to get the story of CALS to 40,000 alumni, friends and stakeholders around the world. Weekly, I hear from our audience about how much they enjoy this magazine, and how amazed they feel to read of the depth, breadth and dynamism in the College. Whether an issue focuses on the College’s conservation and sustainable agriculture programs, or genetics and molecular research, you cannot fail but be impressed by what this magazine shows.

The excellent content of STORIES is frequently repurposed to appear on our web pages, Facebook and other social media pages, press releases and special events.

In January 2012, STORIES Online, a monthly electronic newsletter version of STORIES, was created. More than 24,000 individuals receive STORIES Online.
Along with STORIES, our new Alumni Relations position established a new initiative called the Curtiss League of Awesomeness to engage young alumni under the age of 40 years to advocate, recruit and increase awareness about CALS in the region. Using social media and other avenues, the Curtiss League reaches our younger graduates and keeps the connection to ISU fresh and interesting.

In recent years, CALS has also conducted a survey of more than 900 alumni to solicit feedback on their experience with the College. Through these data, we understand the connections, needs and wishes of our alumni more clearly, and reach out to them more thoughtfully.

Beyond these efforts, I routinely visit with alumni, donors, stakeholders and citizens at many events each year, throughout Iowa and across the country. Whether walking through an airport in Salt Lake City, a conference room in Washington or a store in downtown Ames, our alumni reach out to me and tell me what is on their mind.

Partnerships with business and industry
In recent years, the College has established additional partnerships with business and industry. Example of successes include the following:

- Industry support for endowed and expendable chairs and professorships
- Scholarship support
- Industry support for research (from FY10 to FY14, business and industry grants/contracts account for approximately 10% of annual sponsored funding)
- Iowa Soybean Research Center is a partnership between the Iowa Soybean Association and the College
- College has supported faculty who have obtained funding through the NSF Industry-University Cooperative Research Centers Program (establishment of the Center for Arthropod Management Technologies and the Center for Bioplastics and Biocomposites)
- ISU is the new home for Distillers Grains Technology Council
- The City of Cedar Rapids and the College, the Bioeconomy Institute and Extension are discussing how we can strengthen support for Cedar Rapid’s grain processing industry

College’s Advisory Councils and Related Organizations
The College has an external advisory council made up of alums and friends that meets annually. In addition, the Dean and Associate Deans meet with the Iowa commodity board executive directors and board presidents several times a year. Associate Dean John Lawrence and I are members of AgSTATE, a group of Iowa agricultural leaders that meets several times a year and has been supportive of ISU’s legislative requests and other ISU initiatives.

The Dean and Associate Deans interact with a broad group of stakeholders to share the results of current work and learn about new research needs. These groups include: state and federal agencies, grower organizations, businesses, associations, cooperatives, environmental organizations, industry and educational institutions. In addition, the College and ANR Extension have used information from a 2010 Iowa State University Extension and Outreach statewide needs assessment to help direct research and extension programs.

In 2012, a small group of livestock and poultry producers established Grow Iowa Agriculture – a grassroots organization to support Iowa agriculture by supporting research and extension programs in agriculture and veterinary medicine. The College and ISU Government Relations
work closely with this group, which now numbers over 250 members. On February 12, 2015, the Grow Iowa Agriculture group is hosting a legislative breakfast at the State Capitol in support of the ISU legislative priorities.

H. Resources. Management and stewardship of the college’s financial and physical resources. Use of data to drive decisions and assess their outcomes. Communication, transparency, and advisory bodies. Budgeting approach. New construction, renovation and remodeling, and notable improvements to improve learning and research areas.

Management and stewardship of the college's financial and physical resources; use of data to drive decisions and assess their outcomes
Since 2010, the College, Experiment Station and ANR Extension programs have experienced a number of budget reductions, flat tuition, unfunded salary increases and increasing costs. These financial restrictions have impacted all of the College’s departments, centers and units. However, since the arrival of President Leath the financial environment has stabilized and President Leath has been successful in obtaining new resources from the state legislature. This success has directly impacted the finances of the College.

I contributed to preparing the successful 2012 legislative proposal “Leading the Bioeconomy” that brought $7.5 million to ISU. Of that amount, $2.9 million was directly related to College programs and included support for the BioCentury Research Farm and the Department of Animal Science nutrition lab renovations. In 2013, President Leath allowed the Experiment Station to submit a Board of Regents budget request for $2.8 million of which we received nearly $1.8 million. This year we submitted a budget request for approximately $1 million and are hopeful that this request will be funded. The College is also engaged this year in the “Leading the Bioeconomy” request for $5 million in ongoing funding.

Because of tight finances, the College has taken a conservative approach to budgeting and works with the department chairs and Faculty Senators to identify and support critical needs. Department chairs receive data on department performance in all areas and have access to data for all departments. As appropriate and when requested, I discuss budget issues directly with faculty at departmental meetings.

Communication, transparency, and advisory bodies
This information is addressed under Section B. Faculty and Staff.

New construction, renovation, remodeling and planning
State-of-the-art facilities support our faculty’s successful external funding from a variety of sources, support learning in the classroom and attract high quality colleagues to CALS. In the last four years, we opened or renovated new facilities that position our faculty for future success. These include the following:

1. In 2014, we opened Elings Hall, Sukup Hall and Sukup Atrium, under Dr. Steve Mickelson’s leadership with assistance from Dr. Jay Harmon and the participation of a strong faculty and staff team. The new home for the Department of Agricultural and Biosystems Engineering secures the department’s position as one of the top departments in the nation.
2. In 2014, we opened the Jeff and Deb Hansen Agricultural Student Learning Center, under Dr. Maynard Hogberg’s leadership. This facility provides new classrooms, an arena and a beautiful atrium for programs and events. The facility has become a favorite location for Iowa State University and community events and has events scheduled 12 months into the future.

3. In 2014, we completed the renovation of the nutrition laboratory in Kildee Hall, under Dr. Maynard Hogberg’s leadership and the participation of a strong faculty and staff team. The renovation was primarily completed using state bioeconomy funds.

4. In 2014, in partnership with the Vice Provost for Research, we completed the renovation of the Zumwalt Station facility south of Ames into a high-end animal biomedical research facility under Dr. Maynard Hogberg’s leadership and the participation of a strong faculty and staff team.

5. In 2013, we dedicated the renovation of Curtiss Hall, under Associate Dean David Acker’s leadership. The renovation focused on providing attractive and efficient spaces for student program offices and key centers/initiatives, a gathering space for students and new windows and restrooms. The Neil and Darlene Harl Commons has been an extraordinary success, with the area filled with students during the weekdays and early evenings. The Agricultural Entrepreneurship Initiative Office Suite draws students from many majors across campus to interact with the director and his staff and to work with other students on projects. The Center for Sustainable and Rural Livelihoods office has become a gathering space for faculty and staff working on the College’s global programs. The new windows have brought increased energy efficiency and everyone who is housed in or visits the building appreciates the modernized restrooms.

6. In 2012, the College was asked to relocate horses from north of the railroad tracks to allow the University to build new apartment buildings and accompanying parking lots. The College was pleased to cooperate in exchange for university funds to establish a new equine facility on Mortenson Road.

7. In 2011, we dedicated the new Charles V. Hall Horticulture Greenhouses, under Dr. Jeff Iles’ leadership with assistance from key faculty, staff and alumni.

8. In 2011, we renovated the Microbiology Teaching Laboratories in Science I, under Dr. Joan Cunnick’s leadership. The renovation was required to address the growing number of undergraduate students.

9. In 2009, we opened the BioCentury Research Farm (BCRF) through the leadership of Senior Associate Dean Joe Colletti. Since 2009, the BCRF has continued to expand with additions focused on bioproducts such as bioasphalt and improved DDGS.

10. In 2013, we provided college funding for the renovation of teaching laboratories in Science II and research labs in the Carver Co-Lab.

11. The Dean’s Gallery was established in Curtiss Hall to highlight agriculturally themed artwork, including sculptures, paintings and historic judging trophies. This versatile and public space now offers an area to host student poster sessions, donor events and other uses.

12. For approximately two years, Senior Associate Dean Joe Colletti has been engaged in the multifaceted and complex planning activities for the new Biosciences Facility (i.e., the Advanced Teaching and Research Building and Bessey Hall Addition).

Over the past two years, the College also has invested in new soil conservation and erosion prevention measures at the Dairy Farm. Actions have included reshaping, widening and seeding waterways; construction of a bioswale retention basin to help control water running off the roofs of buildings; planting cover crops and seeding oats for buffer strips; and maintaining regular practices such as injecting liquid manure into crop fields.
I. **Efficiency.** Reorganizations in operations, collaborations, and such other improvements as energy or space utilization efficiencies that have led to financial savings or increased focus on core competencies.

The extra costs of maintaining exceptional educational programs that rely on animals, land, machinery and laboratories create significant budgetary challenges for the College. To meet these costs, the college seeks even greater efficiencies and savings to balance the budget on an ongoing basis. The following points serve to indicate a sample of the cost-saving measures we have taken in the past five years, while dealing with unprecedented growth in student numbers:

- The departments of Entomology and Natural Resource Ecology and Management are served by one department chair, maintaining strong productivity.
- Discontinued the master of agriculture with major in professional agriculture.
- Withdrew as host of U.S. Pork Center of Excellence, a $100,000 annual savings, while maintaining membership in this important public-private partnership.
- Recent efficiencies included shared staff between centers (IPIC and Leopold Center and IBC and IPIC) and central fiscal support for centers (Center for Sustainable Rural Livelihoods and Iowa Nutrient Research Center), shared IT support among departments (Entomology, NREM and Plant Pathology)
- CALS Career Services Office: The staff now serves 83 percent more students than it did 10 years ago, with no growth in staff numbers or budget.
- CALS IT and Brenton Center: Utilized extended warranties on servers, desktops, and laptops, which has spread hardware costs over 5 years rather than 3 years. We have refreshed our older servers with new hard drives, which gives us another 3 years of service at about 1/6th the cost of replacing the servers.
- CALS Student Services Office: Compared to 5 years ago, the Student Services Office is serving 36 percent more students with the same or slightly lower current expense budget.
- Study Abroad: The staff now serves 88 percent more students than it did six years ago, with no growth in staff numbers.
- Global Programs: Since 2010 the Global Programs staff have facilitated the submission of 56 grants, 59 percent of which have been funded; provided program facilitation and financial management for these grants; and facilitated arrangements for approximately 500 international visitors and scholars.
- Department Chairs have worked with staff to identify potential efficiencies related to the Board of Regents’ Transparency Inclusive Efficiency Review. These efficiencies will be reviewed and specific recommendations will be identified for further study or implementation in 2015.

The College also has a leadership role in operating and maintaining the ISU Compost Facility near the Dairy Farm, which represents a major commitment to sustainable handling of the university’s organic wastes in an environmentally positive manner. The facility serves the entire university community and helps demonstrate environmental stewardship and sustainable agriculture. In its first five years of operation, 2008 to 2013, the facility annually takes in between 7,000 and 8,000 tons of compostable materials and produces between 5,000 and 6,000 tons of useable compost and other materials.
J. Leadership beyond the campus by the dean, the college’s leadership team, and faculty and staff members to enhance the college’s reputation

In the past five years, I have participated in a number of events, boards and initiatives to demonstrate leadership beyond the campus. In the community of Ames, I have been very active in the leadership of the United Way of Story County, serving as Vice President, President and past President from 2010-13, and serving currently as a member of the Board of Directors. Over the past five years, CALS holds the distinction of being the most generous donors to United Way of any college on campus. I also am routinely invited to give many talks to various Rotary clubs and community organizations around the state throughout the year.

In Iowa, I serve as the ISU representative to key Iowa agricultural organizations and commodity boards. In addition, Associate Dean John Lawrence and I are both members of AgSTATE. Iowa AgSTATE is comprised of the CEOs and board chairs of Iowa’s major agricultural and commodity groups. Since 2011, the group has actively focused on the Iowa AgriScope 2030 strategic planning effort that was endorsed by Governor Branstad and Secretary of Agriculture Bill Northey. I served as a member of the steering committee for the development of the AgriScope plan.

The College works with the Iowa Department of Agriculture and Land Stewardship (IDALS) and the Iowa Department of Natural Resources on many issues. For example, in 2012 IDALS and the College hosted a discussion of neonicotinoid seed treatments and potential impacts on beneficial insects. In 2010, Secretary Northey and Director Gipp began the development of the statewide strategy to “reduce nutrients to streams and the Gulf of Mexico.” The College agreed to lead the scientific assessment of the practices needed to achieve the desired environmental goals. Associate Dean John Lawrence served as the chair of the science advisory committee that included faculty and staff and representatives from state and federal agencies. The process was successful and the science assessment was considered “one-of-a-kind” and “first-in-the-nation” effort related to water quality. Following public comment, the Nutrient Reduction Strategy was released in 2013 and implementation has begun through legislatively funded cost-share for farmer-implemented practices and the establishment of the Iowa Nutrient Research Center within CALS.

Most recently, I have demonstrated my national leadership by participating in a broad effort to seek greater federal funding for food, agricultural and natural resources research. Brian Meyer, Director of the College’s Communication Office, was co-editor of a 45-page report released on December 5, 2014, at the National Press Club in Washington, D.C. The report is titled Pursuing a Unifying Message: Elevating Food, Agricultural and Natural Resources Research as a National Priority. At the event, I presented the case for more investment in research to address hunger and malnutrition, climate change, emerging diseases and environmental impacts, and how we are in the process of creating a coalition to push this forward. I was the lead speaker, followed by a panel discussion, led by former U.S. Secretary of Agriculture, Dan Glickman. This effort continues to gain support from other colleges and diverse national organizations.

I serve on numerous boards. In 2013, U.S. Secretary of Agriculture Thomas Vilsack appointed me to U.S.- Israel Binational Agricultural Research and Development Fund, or BARD. BARD has provided $270 million in ag research funding projects since the Camp David accord. At ISU, 25 research projects have been funded through BARD support. I join a small group of
board members to consider submissions and approve research funds each year of approximately $7 million.

I serve on the Board of Trustees of the prestigious Farm Foundation. In June 2013, I helped organize the foundation’s summer meeting in Des Moines, Iowa, where I was able to showcase the growth of ISU CALS activity and various agriculture-related companies in central Iowa.

I also serve or have served on the following national or regional boards:
- Council for Agricultural Science and Technology (CAST) Board of Trustees
- National Integrated Pest Management Coordinating Committee
- North Central IPM Center Steering Committee
- Experiment Station System Communication and Marketing Committee
- Chair of the APLU Board on Agriculture’s Committee on Legislation and Planning
- Past Chair, Administrative Heads Section of Board on Agriculture Assembly, Association of Public and Land Grant Universities
- U.S. Pork Center of Excellence

Each year, I typically initiate or support op-ed pieces on subjects connected to agriculture. For example in 2013, I and seven other College of Agriculture deans wrote an opinion piece on the value of science and genetic engineering in addressing world hunger, which was published in Minneapolis Star Tribune, Des Moines Register and the Ag is America (land-grant) newsletter. In November 2012, I and three other ag deans wrote a piece on science and drought conditions, for the Coalition for Sustainable Animal Agriculture that appeared in 12 media outlets, including the Des Moines Register, Cedar Rapids Gazette, Feedstuffs Magazine and others..

Each year, I join our Council for Agricultural Research, Extension and Teaching (CARET) citizens’ group for an annual spring trip to Washington D.C., where we meet with the Iowa Congressional members and staff to answer questions about research and teaching needs at ISU. Similarly, I am asked to meet with state legislators, the Governor’s staff and other government bodies to brief them on CALS activities and needs.

I encourage the College’s leadership team to serve on organizations and enhance the College’s national and international stature. Collectively, the innumerable positions held by the leadership team and faculty and staff, here in Iowa and around the world, give evidence of our depth, breadth and prominence, as one of the nation’s and world’s leading colleges of agriculture.

Section 4: Goals and vision for the college’s future.

Over the past five years, the College’s research, teaching and extension programs have achieved great national and international success and made significant progress towards meeting the priorities outlined in the College’s and University’s strategic plans. These strategic plans will continue to guide us until the university prepares a new strategic plan to meet state, national and international needs.

President Leath has provided a bold vision for ISU by putting in place number of key initiatives and establishing specific budget priorities. It is clear that the College’s priorities align well with the President’s vision for the University.

Our alums, donors and external partners are excited about the College’s trajectory and have
continued to invest in our programs through gifts, contracts and grants and by sending their children to study in our programs. This solid support is fundamental to the continued advancement of CALS. A key goal for the future is leadership in achieving the goals of the upcoming university-wide fundraising campaign led by the ISU Foundation.

The following, taken from our 2011-2016 Strategic Plan Priorities, illustrate many of my goals for the College’s future.

**Attract outstanding students seeking to make a difference in the world through their chosen careers in agriculture and life sciences. Current goals include:**

1. Enhance CALS programs that improve graduation rates and decrease time-to-degree and student indebtedness through support for student advisors, learning communities and increased scholarships.
2. Maintain an appropriate faculty-student ratio to heighten student success in the classroom through appropriate faculty hires.
3. Enhance CALS minority programs for graduate students through increased funding for assistantships and strengthen the relationship with Tuskegee, building on the George Washington Carver 2014 “Life and Legacy” celebration.
4. Grow distance education opportunities with a focus on degree programs.

**Support diverse, outstanding faculty and staff who are dedicated to improving quality of life. Current goals include:**

1. Recruit and retain a diverse community committed to excellence and leadership in their fields and recruit faculty under Presidential High Impact program.
2. Support large grant submissions and strengthen pre-award and post-award support for large multi-institutional research projects.
3. Enhance faculty recognition at the national level through increased submissions of CALS faculty for prestigious awards.
4. Increase the proportion of women and minorities in faculty and administrative leadership positions.
5. Address key infrastructure issues: raise funds for the Biosciences Facility project, new lecture hall in the Farm Bureau Pavilion and renovation of research and teaching labs.
6. Raise funds to establish new endowed or expendable professorships and chairs.

**Be known worldwide for addressing global challenges of the 21st century. Specific goals include:**

1. Produce and disseminate basic and applied research results that address food security, food safety, climate change, natural resources, renewable energy and human health.
2. Enhance programs that promote economic growth and entrepreneurship
3. Translate discoveries into viable technologies, products and services to strengthen the economy.
4. Build and enhance extension, outreach and global partnerships that expand the impact of College programs.

**Be valued as a treasured resource for Iowans and people of the world. Specific goals include:**
1. Continue to expand the reach of STORIES magazine and STORIES On-line to clearly and broadly communicate contributions of the College’s students, faculty, staff and alumni.

2. Enhance CALS diversity programs and ANR Extension/CALS connections with minority populations in rural Iowa through high school partnerships and 4-H clubs.

3. Support the Cultivation Corridor led by President Leath and Steve Zumbach by developing new partnerships with Iowa communities to expand economic development (currently in discussion with the City of Cedar Rapids).

4. Support key research and extension centers that address critical needs of Iowans. A key goal is to increase research and extension programming in soil conservation and water quality.

As part of our College goals, each year I work with Provost Wickert to identify and complete goals related to academic excellence, leadership and management. I also take great pleasure in serving as the Chair of the Dean’s Council at Iowa State University, where we seek to work together to better our individual colleges and the University as a whole.

Note: I sincerely appreciate the faculty, staff, center directors, unit leaders and department chairs whose commitment and collaboration creates an extraordinary environment for our students and serves as the basis of our impressive accomplishments and achievements over the past five years. The depth and multifaceted nature of the College make it impossible to include all the names of programs, faculty/staff and others, who support me in leading the College. The College has so many noteworthy people and activities that all contribute to our success and for which I, and our students, the citizens of Iowa and others are grateful.