

STATE OF IFAS 2011 ADDRESS

Web Version

As you may know, the State of IFAS address is required by the UF/IFAS constitution within the shared governance structure. Much like the federal State of the Union address, the State of IFAS address gives faculty and stakeholders a snapshot of the economic health of IFAS, selected achievements, and a number of our current and upcoming challenges. Its purpose is to share pertinent information, provide transparency, and to get everyone on the same page.

This year as I prepared for the address, I received several very specific questions from many of you, as well as a request to shorten the address and leave more time for the Q & A. After reading your questions, it became obvious to me that although most of the questions were covered in my planned address, that perhaps a more appropriate format would be to have a forum in which you can get the **information you want instead of the information that I think you want.**

To that end, this online State of IFAS address is designed for you to read at your leisure and is a transcript of the Oct. 3 forum in Gainesville, plus it includes the complete achievements reports from CALS, Extension, Vet Med, International, Sea Grant, Development, Facilities and additional details concerning IFAS initiatives and outcomes.

This afternoon, I will be addressing the pre-submitted questions and time permitting, additional questions from the audience. I'm also going to suggest that in addition to the State of IFAS address that we hold an additional online forum year. Conditions and circumstances change rapidly and there are simply too many important issues to wait a year before answering your questions.

- 1. Regarding the budget, certain incidental, auxiliary, and cash-based accounts will be affected with an 11.95 percent overhead charge this year. Was there any discussion about making this a temporary change rather than a permanent change? Several of our faculty discussed that we have no problem helping out in a situation like this that was unavoidable (callbacks from the university), but this will very much affect certain service organizations and research programs for which there are few options for extramural funding.**

Let me begin by saying that IFAS is in relatively good shape, largely due to the fact that for the 2011/12 fiscal year, the Legislature held the direct-funded part of IFAS harmless. Unfortunately, the University of Florida was cut by \$33 million, and IFAS' share was a budget cut of over \$5 million in recurring funds. Fortunately, while we've been able to absorb that reduction through attrition and other savings, it has made investment into our programs that much more difficult.

I am cautiously optimistic about the upcoming 2012 state legislative session, although it also promises to be difficult. Likely budget reductions for FY12 in our federal allocations will also impact our mission. Legislators will be distracted and many will be unhappy with the reapportionment process while dealing with a budget that at this point could be positive or negative, but will definitely have no fat in it. In addition, higher education will definitely be one of the many issues of debate.

The legislative season has begun in preparation for an early session that will begin in January rather than March to accommodate the reapportionment process that takes place every 10 years. It is still early in the process, but the governor is releasing drafts of his legislative priorities and we are awaiting the Senate and House priorities for the 2012 session.

Budget cuts remain one of Gov. Scott's priorities, but this year higher education reform is also in his top tier of priorities. It is well known that he is impressed with the Texas "Seven Breakthrough Solutions" plan, which has received a very lukewarm reception (at best) from educators, as well as some legislators.

Meanwhile, Sen. Don Gaetz, who was just elected as the next Senate President (term 2013-14), is drafting a proposal for education reform as well as Rep. Bill Proctor, who has a long career in higher education.

It is still too early to determine how the budget will shape up. Reports show that the economy is in better shape than it has been in five years but the margin of gain is very small (.06% increase) and the economy is very erratic. Revenues slid backward in August and if that trend continues, we could lose the ground we have gained.

Budget leaders are somewhat optimistic that we won't have to cut the budget again for the fifth year in a row but warn that we need to be prepared for cuts since the economy is so fragile. The next revenue estimating conference will be Oct. 11 and we hope to have a better idea of the economic trends by then.

The battle over the federal budget continues while Congress uses continuing resolutions as Band-Aids to keep the budget going while they fight over spending issues. A “super committee” has been appointed and charged with coming up with a budget plan to submit to Congress by Nov. 29 or the budget defaults into a formula of cuts.

As the budget debate plays out, it has wreaked havoc on consumer confidence in spending and investments, causing a domino effect all the way down to the local government level. There will be no earmark funding and how much programmatic funding will be available to compete for is still uncertain.

So, with that as background, in response to your specific question, the intent has always been to cover as much of the RCM overhead assessments from central resources where appropriate. During the first year under RCM this meant IFAS covered \$2.8 million of RCM overhead assessments from our carry forward funds. Another part of UF’s strategy to make up its budget deficit was to take 20 percent of the carry forward balances from all units. This hit our departments hard because much of those funds were faculty start-up. Because establishing research programs quickly is critical to our success, I elected to replace \$450,000 in the new faculty start-up funds that were impacted by the 20 percent reduction in carry forward funds. Because of the cut to carry forward, existing start-up commitments to new faculty, and this “double hit” for transfers we made last year, we were not able to cover the RCM overhead assessments and passed this amount to those units that generated income from incidental activities. The timing of this was unfortunate and unexpected. Until the economy stabilizes, and the university’s funding from the Legislature is better, our ability to cover these costs centrally will be constrained.

- 2. We have a question for Dr. Payne about the salary enhancement/supplement program as it might apply to faculty that already bring 25 percent of their salary on grants as a requirement of their employment agreement with the university. We have more and more new faculty members in that situation. We believe they are at a disadvantage when compared to faculty members that have a 12-month state salary. Is there a possibility that these new faculty members can write an additional percentage of salary to their grants (over and above the 25 percent that they already bring every year)? Also, for those on traditional 12-month salaries, if someone already has 10 percent salary on grants (as currently permitted), can they currently write an additional 15 percent into a grant to enhance their salary? Can they write up to 25 percent additional (on top of 10 percent)?**

This is a two-part question.

Point 1. For the most part, new faculty who are required to provide 25 percent of their salary on grants accepted this as a means to increase their initial salary and are above their peers. If there are situations where this is not the case, we can certainly review them on a case-by-case basis.

Point 2. Faculty contracts are open to renegotiation. This was an understanding reached between myself and a committee of department chairs shortly after I arrived last year. If a faculty member believes they are capable of providing up to 25 percent of their salary from contracts and grants, they can certainly begin those discussions with their unit head and the deans. Just like new faculty contracts, if the contract and grants funds became unavailable, the salary would revert to the original base. IFAS HR will assist with the process.

Despite these setbacks, we are continuing to reinvest in faculty, authorizing 20 searches this year.

We have also begun the process to restructure our funding model to help us move to a more stable and accurate funding picture. This new model will help us assess what we are doing well, what needs improvement, and what should be repurposed to be closer aligned with our core mission. Additionally, we are working toward improving the support for faculty and departments by consolidating staff duties into business hubs. These hubs will allow for greater service, improved business practices, and more efficient use of scarce resources.

- 3. What are the IFAS administration’s priorities for the coming year?**
- 4. How is progress toward these priorities evaluated?**
- 5. How do we know if priorities are being met?**
- 6. What is the plan for implementing the strategies and evaluating how they are carried out?**
- 7. Why are we doing a strategic plan at this time?**
- 8. How is this any different from what we have done before?**
- 9. What is the anticipated timeline for implementation of the strategic plan?**

10. What are the political realities constraining reaching priorities and how will this be dealt with, where priorities and realities don't match?

In preparation for my interview at Florida in the fall of 2009, I asked to see the IFAS strategic plan. I was directed to several web links which contained a potluck of plans from various IFAS units. There was not then and there is not now an integrated IFAS plan. In fact, today if you Google "IFAS Strategic Plan," you will still see a patchwork of plans.

But the question, "What are the IFAS administration's priorities for the coming year?" is one of the primary reasons that we are engaging in an IFAS-wide strategic planning effort.

In fact all of these questions are related to the need for a comprehensive IFAS strategic plan instead of the few current, siloed plans that exist today.

The question should not be about IFAS administration's priorities for the coming year. The question we should be asking is what are the IFAS priorities for the coming year?

I would first like to address questions 7 and 8 and the need for strategic planning and the anticipated the outcomes.

11. Why are we doing a strategic plan at this time?

12. How is this any different from what we have done before?

Our business strategy defines our organization's intent. In essence, it's a promise that defines what we intend to deliver to our stakeholders. Increasingly, we are asked to be held accountable to our publics and without a comprehensive plan that is in alignment with the university's objectives as well as our own set of well-defined and clearly articulated objectives and strategies, we risk missing opportunities and squandering resources. Redundancies and duplication of efforts will not further our cause. Working collaboratively, across disciplines, will provide us with new opportunities for innovation and increase our creative reach. But articulating objectives and strategies is only the beginning. It's the strategy's execution that determines whether we can turn good intentions into viable outcomes.

Here are four reasons why our current strategic plans aren't living up to their potential:

1. Strategies fail to recognize the limitations of the existing organization.
2. Employees don't know how the strategy applies to their daily work.
3. Our business systems or processes can't support the strategy.
4. Performance metrics and rewards are not aligned with the strategy.

The bottom line is that our employees need clear direction and the tools and processes necessary to support them. We need to activate our strategies. Strategy activation is the bridge that spans the chasm between strategic intent and implementation. It takes "what" we want to do and defines "how" we are going to do it. It ensures that every employee drives the promises made to our stakeholders every day. Without this, our strategic plan will remain a presentation and nothing more.

Defining a shared vision and then planning based on that desired outcome is the essence of strategic planning. As an added value, it helps to anticipate and manage change.

Planning together will allow IFAS to anticipate change and prepare for it. In fact, by anticipating and planning for change, instead of just reacting to it, we can determine how to deal with the change.

With an integrated strategic plan in place, day-to-day decision making and problem solving will be more transparent, more collaborative, and directly related to long-range and short-term goals. Planning can reduce stress by making decisions easier. When choices are made within the context of a strategic framework, IFAS's direction is clearly defined. If there is no strategic framework, the future of IFAS is in the hands of whoever is making choices. Strategic decision making and problem solving assure that the organization's vision will be achieved.

Strategic planning is a critical, evolving and ongoing process for setting the future direction of IFAS. In addition to shaping its future, it directly supports the effectiveness of IFAS in accomplishing its mission of providing and maintaining researched-based information Floridians have come to rely upon, trust and expect.

So what are IFAS's priorities for the coming year? Our essential mission remains intact -- teaching, research and extension. IFAS will remain fundamentally oriented to serving our respective publics and improving the human condition.

Before we look at the priorities, which are actually five humongous objectives, let's look at the IFAS vision, or what would IFAS look like after we have accomplished our goals.

My vision for IFAS:

Through the three functions of teaching, research and extension, IFAS will work to advance healthy people, healthy environments, and healthy economies and thus, IFAS will be a major contributor to achieving a healthy, prosperous and peaceful planet.

The following objectives are derived from the organization's mission, vision, and the overarching goals of the institution. The strategies and tactics will be set by the people who are going to do the work.

The IFAS Big Five Objectives are:

1. Identify the fundamentals essential to achieving the overarching goals of the University of Florida and identify areas in IFAS for investment, in light of its current position, the research environment, and social and academic considerations.
2. Develop solutions for issues that affect agricultural, human, natural resources and life sciences.
3. Hire and retain the best people in their fields, including providing them with a productive environment, tools and resources.
4. Create a more sustainable approach to agriculture while recognizing wider important social and economic parameters.
5. Develop organizational efficiencies and effectiveness to promote and acquire adequate resources to fulfill the mission.

As you may know, Extension has been involved this year in a long-range planning process that has involved listening sessions with stakeholders around the state. The deans of the College of Agricultural and Life Sciences (CALs) and Research have also been working on plans for their units. The goal of this IFAS-wide strategic planning process is to develop strategic priorities and attendant tactics for all of IFAS. By the way, the strategies and tactics will be set by the people who are going to do the work.

To accomplish this, we plan to integrate the "three legs" of our land-grant mission in a way that involves representation from all of our internal and external stakeholders. First, in September, we used the Delphi research method to collect a list of strategies IFAS can use to reach its objectives from a group of experts. The experts cooperating in this effort included agriculture and natural resource industry leaders, representatives from Florida public agencies, county and state University of Florida faculty, and IFAS center directors and department chairs. Together they created a list of agreed-upon strategies that can move IFAS toward its objectives.

Then, after the Delphi panel concludes, we will be asking for input on which of the identified strategies we should focus on via an online survey that will be made available later this fall to all who would like to give input by ranking their top strategic choices. The survey results will be used to prioritize the strategies and identify the top five that will guide IFAS in reaching its objectives. Once these are identified, we will follow through with tactics, deadlines, budgets and measures.

1. How is progress toward these priorities evaluated?
2. How do we know if priorities are being met?
3. What is the plan for implementing the strategies and evaluating how they are carried out?

Strategic management is the effort to transform the high-level directions of strategic planning into well-aligned actions of the working units of IFAS, using performance measurements and performance-based management as a business process. Performance measurement supports the decision-making process to continually improve IFAS. As performance measures are all quantitative and often linked to the budget, it is imperative that planning and budget activities be measured and monitored as a whole.

The deans and appointed strategic implementation teams will be responsible for the development and execution of the IFAS unit-wide strategic planning, and budgeting management program. They will develop, facilitate, and support the implementation of strategic planning / budget management and measurement throughout IFAS.

It will also be necessary to develop a set of performance measures to use as we implement the plan. It is difficult to keep the number of performance measures small enough to ensure that they are truly impactful in guiding actions. I will very strongly

urge the planning teams to try to identify no more than five overarching performance measures. One approach may be to adopt two sets of performance measures — the five overarching indicators that are then backed up by a series of other tactical measures.

I have tried to emphasize that the strategic plans are living documents, subject to changes and modifications. They also serve to maintain transparency and accountability.

For example, every once in a while, President Machen asks me for an update or a report on something IFAS is doing. When this happens, rather than scrambling around and asking people to whip something together, I would like to be able to look at an up-to-date report on all IFAS initiatives and be able to provide a snapshot of all that we do.

As for accountability, the strategic plans and their attendant measures should be the hallmark of IFAS productivity. The primary question that I will have is, “Are deadlines, budgets and milestones being met or exceeded? If not, why not, and what do we need to do to get back on track?”

Additionally, I will be asking for a quarterly Strategic Outcomes Report from each dean.

13. What is the anticipated timeline for implementation of the strategic plan?

Current proposed timeline:

Sept. 26	Use the strategies and tactics receiving a mean score of 3.5 or above on the second survey to create a third survey requesting whether the panelists agree the strategy or tactic is an appropriate way to accomplish the IFAS Objective Statement to build consensus.
Sept. 27	Send out third survey round of Delphi with a deadline of Oct. 5.
Oct. 6-7	Create a list of the strategies and tactics receiving a consensus of 75 percent or greater. These are the strategies and tactics considered important by the panel of experts and will be used to create the broad-based stakeholder survey.
	Create report and share results of the Delphi findings with SVP.
Oct. 10-14	Meet with Deans to communicate Delphi results
	Coordinate web page with invitation to participate and a link to the survey including a button on the IFAS web page.
	Create letter to send out to faculty, friends of IFAS, agency partners, etc. requesting their participation in the broad-based survey including link to survey page. Send letter to SVP for review.
	Create broad-based survey using the strategies and tactics identified by the expert panel in Qualtrics. Survey will include ranking the strategies and tactics identified by the expert panel and an open-ended question to encourage additional input. Ensure link to survey is properly implemented on web page.
Oct. 17	Review and send invitation letter out to all faculty, friends of IFAS, agency partners, etc. inviting them to participate – Survey will close Oct. 28.
	Distribute information regarding the availability of the survey via social media.
Oct. 28	Close broad-based survey
Oct. 31 – Nov. 1	Create summative report of findings from both Delphi and broad-based survey for SVP identifying strategies and tactics created and how they were ranked by stakeholders.
Nov. 2 – 15	Meet with Deans to communicate survey results.
Nov 8-SVP Deans’ meeting	Go over the results of the broad-based survey. Get advice on how to frame communicating the results with internal and external audiences.

Mid-November	Create presentation of results for SVP to share with internal and external stakeholders. Communicate findings with internal and external stakeholders – vet out Big Five Strategies and Tactics for UF/IFAS
Before Nov. 18	SVP presents results to faculty assembly and admin. council
Regional Council Advisory Meetings	Nov. 18, Nov. 21, Dec. 5, Dec. 16
Dec. 21 –	VP Dean meeting to go over input from advisory meetings and to create the strategic plan.
December - February	Post findings of Delphi results on strategic plan website for internal and external stakeholders to ensure visibility of results with those who participated.
March	Meet with BOT to give an overview of the Big Five Strategies and Tactics for UF/IFAS After BOT meeting post resulting Big Five Strategies and Tactics for UF/IFAS on strategic plan website

14. What are the political realities constraining reaching priorities and how will this be dealt with, where priorities and realities don't match?

I won't deny that there are several threats to the IFAS vision, but they are of such a magnitude that they reach across our country and into every land-grant institution. The main one is the potentially debilitating issue that underscores the changing trends in 21st-century higher education – the privatization of public higher education and the erosion of public commitment to the land-grant mission. The conditions and circumstances of land-grant universities have changed dramatically and will continue to change. Our essential mission remains intact – teaching, research and extension – and those, too, will continue to evolve. Land-grant universities will remain fundamentally oriented to serving our respective publics and improving the human condition as they try to balance the sometimes-conflicting priorities of its mission. The reason that privatization of American public higher education is such an important issue is that many of the functions that IFAS provides for our state have no offsetting income source. There is no tuition for what we do in fulfilling our land-grant mission. There may be support for undergraduate education, but there is little or no opportunity to generate income in many of the units that are considered fundamental to our land-grant activities. That is why decreasing commitment from state and federal governments has increasing implications, particularly in this area.

If you look at the original land-grant charge of the Morrill Act of 1862 – to increase access to higher education for the working classes; offer instruction in the applied sciences, engineering and the practical arts; and support economic development within states and across the nation, it places an additional burden of responsibility on land grants to stay current with the needs of modern students and modern world-class research universities. Added to those demands is an unprecedented decrease in state funding, a record increase in tuition, coupled with the ethical obligations to the land-grant mission, it becomes even more complex.

There are other forces at work that we should be aware of. Franz Kafka, one of the most influential writers of the 20th century, once wrote, “So long as you have food in your mouth, you have solved all questions for the time being.”

In an essay earlier this year, journalist Billy Wharton wrote that all eyes were on Egypt as it gave birth to a new government after 30 years of rule by President Hosni Mubarak. Egypt offers us a dramatic example of what happens when poverty is the norm amid extreme wealth, he noted, when education doesn't lead to economic opportunity, and when the financial interests of those in power overwhelm the general good.

But hidden beneath the protests that forced dictator Mubarak out of office was a trigger that exists today in dozens of countries throughout the world – food. Specifically, the lack of food caused the uprising, making the revolt in Egypt much more than a movement for political freedom.

Although Wharton noted that news commentators focused on the dictator's corruption, or the viral effects of the Tunisian moment, it was the inability of the Egyptian regime to insure a steady flow of food that should have been seen as driving this seemingly spontaneous movement for freedom.

Egypt's revolution may be one of the first instances of a political movement that exposes the sharp limitations of the current global system of food production.

One lesson that can be drawn from this moment is the importance of agriculture (and I mean that in its broadest definition) and the vital necessity to build a sustainable and equitable global system for the production and distribution of food.

Democracy in Egypt won't solve its food crisis. For the foreseeable future, the country will be dependent on agriculture and the global marketplace for critical food supplies.

Food Insecurity is a growing problem. There are many now who consider that global food systems are well on the way to being in crisis. Yield increases for staple food crops are declining. They have dropped from 3 percent in the 1960s to 1 percent today – which is worrying because for the first time, that rate is less than the rate of population growth. Set against these threats to yields is the ever-growing demand for food.

In May, Prince Charles spoke at the Future of Food conference at Georgetown University, in which he pointed out that the United Nations Food and Agriculture Organization estimates demand for food will rise by 70 percent between now and 2050. The world must find the means of feeding a staggering 219,000 new mouths every day. What is more, as incomes rise in places like China and India, there also will be more people wealthy enough to consume more, so the demand for meat and dairy will increase, he said. And all that extra livestock will compete for more feed and the energy sector will also be competing for biofuels. Having just come from five years in Iowa, I am well aware of the fact that four out of every 10 bushels of corn now goes for the production of biofuel.

Prince Charles posed many questions, such as 'Where will we grow all the extra plants and graze all that extra stock when urban expansion is such a pressure? How do we house 3 billion more people in the next 50 years? Soil erosion in the U.S. is being washed away 10 times faster than the Earth can replenish it and it is happening 40 times faster in China and India. One-fifth of U.S. grain production is based on irrigation. For every pound of beef produced in the U.S. it takes 2,000 gallons of water. The impact of all of this is already immense. Over 1 billion people today, one-seventh of the world's population, are hungry and another billion are food insecure. Balance that with over a billion who are obese.

What else keeps me up at night?

- Water quality and quantity
- Invasive species and diseases
- Climate change
- Immigration laws: Who's going to do the work?
- Family farms vs. corporate farms
- Rejecting science and research: Technology and research have enabled farmers to produce more than ever, but if research isn't funded, then what?
- Meeting the needs of a hungry planet

How do we effectively deal with these challenges?

- We continue to conduct good research to find solutions
- We start innovating faster
- We lobby our federal and state government and other decision-makers to stop picking and choosing their science and replace political dogma with science and reason
- We insist that they fund education, the land-grant system, and research which have produced many of the minds which, in turn, have produced many of the great technologies and science that made America a great world power.

What are the political realities constraining reaching priorities and how will this be dealt with, when priorities and realities don't match? To answer the question, I can only say that we will set our sights on the greater good, make our strategic plans both challenging and do-able, and we will become a more nimble organization, able to weather challenges in doing so.

15. Regarding communication of important issues from the university – local faculty (i.e., Gainesville-based) often find out from the Gainesville Sun about important issues. However, shouldn't these notices or reports come from our own administration, rather than a reporter? Many county faculty who are not on the "IFAS News List" do not find out about these reports, and the delay in information can put them at a disadvantage compared with on-campus faculty that might get the Gainesville Sun. A good example is the options presented for the 3 percent raises on 9-22, with the article coming out on 9-23-11.

President Machen is extremely cognizant to share information (budget cuts, raises, major hires) with the Faculty Senate or the Board of Trustees before the media. On many occasions, we have distributed e-mail messages from Bernie to faculty and staff immediately after Bernie shares the information with those two groups to ensure that faculty and staff receive the information from him and not The Gainesville Sun. I expect we will continue with that tradition on major issues. In the case cited as an example, the 3 percent raise proposals for faculty were shared by Paula Fussell with the Faculty Senate, arguably the most appropriate venue to vet such proposals. Quite a few IFAS folks from across the state and who are representatives on the Faculty Senate join the meeting online. Prior to that meeting, Faculty Senate President Scott Nygren sent out a series of e-mails asking for folks to come to the Sept. 22 meeting or watch online because options for the 3 percent raises would be discussed at the meeting. He also had been soliciting information from faculty for weeks. I do not know how the IFAS Faculty Senate representatives share the information with rest of their constituency, but there certainly was a strong effort from the administration to make sure people were informed.

All meetings are live-streamed and can be watched online by anyone. I would encourage faculty to check the agendas in advance and then tune in. Bernie attends most meetings and often announces or vets a new idea, program or change at this meeting. For example, Bernie's decision to focus on and evaluate doctoral programs was announced at a Faculty Senate meeting in the fall of 2010.

Part of our strategic plan for the next year is a communication and marketing initiative. The first step in this process will be the hiring of a new Assistant VP for Communications and Marketing functions. This will focus both on internal and external communication needs and technologies.

The Assistant Vice President of IFAS Information and Communication Services will be responsible for the development and implementation of IFAS's comprehensive and strategic communication plan encompassing public relations, marketing, public information, and internal and external communications. He or she will serve on the IFAS leadership team, including Senior Vice President, Deans, Department Chairs, Center Directors, and others to promote access to strategic information and issues and to assist with identifying and developing branding, strategic planning, marketing, and public and media relations priorities for IFAS.

One of the biggest creative challenges for IFAS Information and Communication Services will be to position the IFAS brand as a resource that is relevant to both rural and urban citizens, in other words, that it goes well beyond "cows and plows."

Before we highlight the many accomplishments of our units, I would like to highlight a few significant events from the past year, plus a few that are coming up.

- **We mourned the passing of IFAS' founder, E.T. York, in the spring. Dr. York's vision and tireless commitment to IFAS and its ideals will remain a benchmark for IFAS achievement for many years to come.**
- **We lost the Austin Cary Memorial Forest Conference Center to a fire in July. Plans are already under way to rebuild.**
- **New hires:**

It has become evident to me that most IFAS employees (faculty, scientists, staff and administrators) share a collective vision and a true passion for building a healthy, well-fed, and peaceful world. We have some of the world's best minds working on it from every conceivable perspective. To that end, IFAS people must be endowed with strategic muscle. So our principal strategy is to hire and retain the best people and provide them with a productive environment and the tools and resources to be creative and exceed their own expectations.

We are doing just that and we are attracting many stars. For example, Dr. Teri Balsler, our new dean of the College of Agricultural and Life Sciences. Not only is she a skillful academician, but an accomplished athlete, and moreover, Teri has a fresh vision for the land grant:

“... if we are to remain viable as institutions of higher learning, the industrial “factory” metaphor that underlies the original land grant (with its implications for a standardized rigid curriculum and silo mentality) must change. The 21st century demands a new metaphor – one that is more “Web 2.0” in nature: global, interactive, self-organized, user-driven.”

There’s Dr. Rosemary Loria, the new Chair of our Plant Pathology Department. She was a professor of PP at Cornell and the former chair of that department. She is bringing over \$1 million of research with her, including her work on what will be the first organic pesticide, which could be UF’s next Gatorade.

- **Interim Department Chairs**

I will shortly name interim chairs for the Departments of Horticulture and Environmental Horticulture, and we will conduct national searches for both those positions.

- **150th anniversary of the Morrill Act**

The 150th anniversary of the Morrill Act provides us with the opportunity to celebrate the past, review the present and shape the future. We will celebrate the anniversary on our campus and at the APLU national convocation to be held in Washington, D.C., in mid-July. APLU has invited President Obama and Bill Gates to be keynote speakers and we are fleshing out the rest of the program. The convocation program will celebrate the myriad innovations and accomplishments of the past 150 years, call attention to the current efforts of land-grants, and become a call for action for the future. Land-grant universities will be one of the major themes/exhibit areas of the 2012 Smithsonian Festival in Washington, D.C. The festival is an annual international exposition of living cultural heritage produced outdoors on the National Mall by the Smithsonian Institution’s Center for Folklife and Cultural Heritage. The festival takes place for two weeks every summer, overlapping the Fourth of July holiday. Each festival typically draws more than 1 million visitors. IFAS will be organizing UF’s presence there.

I have spent the last year plus crisscrossing Florida and meeting with legislators, commodity groups, donors and stakeholders. If there is anything that I have learned it’s that IFAS is seen as a vital part of the social and economic fabric of Florida. I have learned that people count on IFAS for solutions and I have said to them many times, “Expect great things from IFAS.” I know we won’t let them down.

16. What were last year’s priorities and what was accomplished?

IFAS DEVELOPMENT/FLORIDA TOMORROW CAMPAIGN

Summary of Accomplishments: 2010-2011

- Campaign start date 7/1/05; seven-year campaign in last year
University goal \$1.5 billion; IFAS Goal – first, \$82 million, second, \$100 million; reached \$100 million 12/31/09; Current, \$128 million as of 8/31/11
 - a. IFAS Endowment portfolio valued more than \$95 million, consisting of 284 individual endowed funds.
- 109 new IFAS endowments established in campaign to date, gifts of more than \$47 million to IFAS endowment funds.
- 3 new endowed chairs, 11 new endowed professorships
 - b. Private funding for new IFAS facilities ranging from 50-100 percent, i.e., Stronach Plant Science Center at Citra; Straughn Professional Development Building; graduate student housing; termite teaching site; labs and greenhouses at MREC conference room lab space and graduate housing at Range Cattle REC.

COLLEGE OF AGRICULTURAL AND LIFE SCIENCES

Summary of Accomplishments: 2010-2011

Purpose: The CALS Dean’s Office works with the departments, units and centers to deliver quality education to undergraduate and graduate students, and ensure timely and accurate degree completion.

Vision: CALS prepares students to help address humanity’s grand challenges in working toward healthy people, healthy environment, and healthy communities locally and globally.

During the next several years we will be actively seeking to build capacity in our five major areas of activity, while positioning CALS/IFAS as national leaders in envisioning the next 150 years of land-grant tradition:

- Student services
- Student and alumni engagement
- Faculty and graduate student professional development
- Distance education and educational technology
- Curriculum development and departmental support

STUDENT SERVICES

Student Data

Fall 2011 enrollment = 5346, continues trend of slow enrollment growth

	Fall 2011	Fall 2010	Fall 2009	Fall 2008
Undergraduate	3980	3925	3911	3861
Graduate	1211	1200	1185	1133
Non-degree	155	195	181	154
Total	5346	5320	5277	5148

For the same time period (Fall 2008 – Fall 2011) UF undergraduate enrollment declined 6.4 percent while CALS undergraduate enrollment grew 3.1 percent; UF graduate enrollment increased 2.3 percent while CALS graduate enrollment increased 6.9 percent.

CALS freshman class topped 500 students for the first time in Fall 2010 – that trend continued in Fall 2011 suggesting that information about CALS majors is reaching students earlier in their college-search process. Transfer students remain an important part of the CALS student population; approximately 40 percent of the college’s students. In the face of declining UF undergraduate enrollment and restrictions on transfer admission, CALS has been able to maintain its commitment to admitting all qualified transfer applicants for its unique undergraduate majors.

Degrees granted 2010-2011

Bachelor’s	1190
Master’s	218
Doctoral	114

CALS engaged the services of STAMATS, a higher education marketing firm, to conduct a program quality and demand analysis of CALS undergraduate majors. Results provided insights that will be valuable in the strategic planning process. A few highlights of survey data collected from 860 CALS alumni include:

Overall opinion of CALS – 90 percent reported good or very good

- Has opinion of CALS changed since graduation? 71 percent no change, 22 percent opinion improved, 7 percent opinion lower
- Would you recommend CALS to friend or relative? 82 percent yes, 1 percent no, 16 percent it depends
- CALS prepared me adequately for my career? 75 percent agree strongly or somewhat, 10 percent disagree strongly or somewhat, 16 percent neither agree nor disagree

STUDENT AND ALUMNI ENGAGEMENT

Study Abroad

- Participation in study abroad or other international experiences by CALS students continues to grow. In 2010-2011, 185 CALS students participated in a formal study abroad experience. CALS faculty led 24 different study abroad programs to 17 countries. Various CALS student organizations also engage in international experiences throughout the year.

CALS Alumni and Friends activities

- Five regional CALS Gator Gatherings were held in 2010-2011, attracting more than 250 alumni, friends and prospective students.
- Attendance at the annual TailGATOR event increased to more than 650 in fall 2010.
- Several publications and projects were recognized with awards from the National Agricultural Alumni and Development Association (NAADA)
- Other CALS Alumni and Friends events include the CALSAF Golf Tournament, UFAA Grand Guard CALS Luncheon and Sunbelt Ag Expo Ice Cream Social.

Student Development and Recruitment activities

- CALS again hosted middle and high school students who are participating in the AVID program for Gator Encounter in April. AVID (Advancement Via Individual Determination) targets students in the 'academic middle' who have aspirations to be the first in their families to go to college and is of particular assistance to low-income, minority and rural students. More than 600 students participated in a half-day series of workshops presented by CALS departments and student organizations. The event culminates with attendance at the Orange and Blue game.
- The 31 CALS Ambassadors supported more than 30 college or university events, and contributed more than 1,000 combined hours of community and volunteer service.
- The first cohort of students in the CALS Leadership Institute (CALS LI) completed the program in December 2010. Over a 17-month period, students in CALS LI engage in leadership education, mentorship from a profession in their field of interest, and an international travel experience. The third cohort of CALS LI students began in August 2011.
- Nearly 400 students attended Solutions Seminars over the 2010-2011 academic year. These professional development workshops address a variety of issues relevant to undergraduate and graduate students.
- In addition to traditional recruiting efforts at community colleges and career fairs and Gator Encounter, CALS reaches out to prospective students at the annual Sunbelt Expo in Moultrie, Ga., state and national FFA conventions, COLT conferences and online via Facebook and College Week Live. CALS also organized a career and majors fair on campus and provided a one-day recruitment workshop for CALS faculty and staff.
- In fall 2010, CALS signed a joint institutional agreement with Abraham Baldwin Agricultural College in Tifton, Ga., to facilitate transfer of qualified associate's degree-holding students into selected CALS majors.

FACULTY AND GRADUATE STUDENT PROFESSIONAL DEVELOPMENT

CALS TEACHING RESOURCE CENTER

The CALS Teaching Resource Center (TRC) continues to provide programming to assist faculty in pursuing excellence in teaching. Director Grady Roberts mentors a group of faculty in the scholarship of teaching and learning, many of whom have presented results of their scholarship in the form of posters and oral presentations. The annual Teacher's College had eight participants in Fall 2010, and has a record 27 participants in Fall 2011. The annual Teaching Enhancement Symposium attracted more than 300 registrants in 2010.

DISTANCE EDUCATION AND EDUCATIONAL TECHNOLOGY

Distance Education

- In 2010-2011, more than 100 graduate and 80 undergraduate courses were taught by distance education, reaching hundreds of students throughout the state and the world. The college has allocated over \$150,000 in distance education mini-grants to faculty since 2008 to assist in course development and revision and has committed additional resources toward assisting faculty with instructional design and course development.
- The five existing self-funded programs generated more than \$500,000 in gross income in 2010-2011. A new self-funded program, the bachelor's degree in Microbiology and Cell Science, admitted its first students in Fall 2011. This program is a degree-completion (2+2) program that delivers the upper-division curriculum online, with locally taught labs at

Miami-Dade College and Indian River Research and Education Center. Additional sites for laboratory teaching are in development.

CURRICULUM DEVELOPMENT AND DEPARTMENTAL SUPPORT

Curriculum Enhancement

The college-wide curriculum enhancement process that was begun in 2007 continues to yield curriculum changes. CALS is the only college in the country to have undergone a comprehensive, college-wide curriculum enhancement process.

In 2010-2011, the following significant curriculum revisions were approved:

- Revision of the undergraduate Plant Science major to incorporate existing undergraduate programs in the Environmental Horticulture department. The revised major, a collaborative effort of Agronomy, Environmental Horticulture and Plant Pathology, now has B.S. and B.A. options and new specializations.
- Revisions to the Animal Sciences and Wildlife Ecology and Conservation undergraduate majors to streamline and simplify specializations.
- Closure of a CALS-awarded M.S. and Ph.D. in Botany.
- Closure of the Master of Family, Youth and Community Sciences program
- The efforts programs made in curriculum enhancement made the university-mandated development of Student Learning Outcomes for graduate programs less difficult. All graduate programs have approved Student Learning Outcomes in place.
- Curriculum enhancement efforts have laid a foundation for strategic planning for the college.
- In the summer of 2011, CALS organized a one-day gathering of representatives from institutions around the state who are actively teaching and/or have potential interest in developing programs related to the agricultural sciences. Participants included faculty and administrators from UF, USF Polytechnic, FAMU, FIU and Warner University. Further discussions and development of partnerships is anticipated.

Matching Assistantship Task Force

The dean's office engaged a task force of unit leaders and faculty assembly representatives to discuss allocation of matching assistantships. The group reached a consensus on this process, which was implemented for the 2011-2012 allocations. Matching assistantships account for more than 50 percent of the CALS operating budget. The current level of funding (\$3.2 million per year) has been maintained even during recent budget cuts. A new task force has been charged by the dean to take a comprehensive look at all graduate student funding, including tuition waivers.

CALS FACTS:

Did you know?

- CALS has 21 undergraduate majors
- CALS has 23 graduate majors
- CALS offers 27 minors to students across campus
- CALS Ambassadors create awareness of the academic programs and career opportunities in food, agriculture and natural resources
- Each spring, CALS holds a Career Expo for our students and employers
- CALS will award more than \$334,000 in undergraduate scholarships for this academic year
- Each semester, CALS assists students with internships through the Loop Legislative Internship Program
- CALS offers study abroad programs to 11 countries through Global Gators
- CALS Leadership Institute members are matched with alumni mentors and complete an international service project
- CALS has the only upper-division honors program at the University of Florida

- The Food and Resource Economics Quiz Bowl Team captured its third consecutive national championship this summer
- CALS has the #1 Agricultural Education and Communication Department in the U.S.
- More than 1,700 people like CALS on Facebook
- 20 students have received CALS Alumni and Friends Scholarships since 1997
- 33 individuals have received the CALS Alumni and Friends Award of Distinction since 1997
- There are more than 29,000 living CALS alumni in all 50 states and 113 countries
- UF's chapter hosted the first Alpha Zeta national service project last winter
- Students can receive degrees through CALS at five locations outside of Gainesville
- The Florida Commissioner of Agriculture is a Food and Resource Economics graduate
- 878 students were on the CALS Dean's List last spring
- CALS has 3,979 undergraduate students
- CALS has 1,213 graduate students
- CALS is the fourth largest college at UF
- CALS students hail from 88 foreign countries, 47 states and Washington, D.C.
- 57 percent of CALS students are female
- CALS welcomed more than 525 freshmen this fall
- CALS has seven pre-professional majors/specializations for students interested in health careers
- Food Science and Human Nutrition is the largest CALS major with 675 students
- CALS has more than 50 student organizations
- This fall, CALS is battling Auburn in coffee sales to help Haiti
- CALS Connection magazine is published each fall and spring
- 11 alumni have received the CALS Alumni and Friends Horizon Award since 2003
- Each spring, CALS Alumni and Friends hosts a golf tournament to raise money for its scholarship endowment
- 12 CALS faculty members have received USDA teaching awards, more than any other institution!
- Tim Tebow is a Family, Youth and Community Sciences alumnus
- CALS has the #1 Horticultural Sciences Department in the U.S.

CALS HIGHLIGHTS AND POINTS OF PRIDE:

August 2011

- Brian Myers, Ph.D., agricultural education and communication, has been selected to receive the Honorary American FFA Degree in October at the 84th National FFA Convention in Indianapolis. The American FFA Degree is the highest honor that can be bestowed upon members and supporters of the National FFA organization.

July 2011

- The Food and Resource Economics Academic Quiz Bowl Team captured its third consecutive national championship at the AAEE annual meeting in Pittsburgh on July 25. For the second year in a row, UF teams won both first and second place nationally. First-place team members are Melissa Short McKendree, Stephen Morgan and Johanna Wilkes. Austin Gerber, Chris Hogan and Perry Sweitzer competed on the second-place team.

June 2011

- Congratulations to the following faculty on being recognized as North American Colleges and Teachers of Agriculture Teacher Fellows at the 57th Annual NACTA Conference in Edmonton, Alberta, Canada: Hannah Carter, Ph.D. and Nicole

Stedman, Ph.D., agricultural education and communication; Daniel Hahn, Ph.D., entomology and nematology; Kimberly Moore, Ph.D., environmental horticulture, Ft. Lauderdale REC; and Allen Wysocki, Ph.D., food and resource economics.

May 2011

- Teresa Balsler, Ph.D., University of Wisconsin-Madison, has been appointed dean of the UF College of Agricultural and Life Sciences. Dr. Balsler will oversee all aspects of the college's undergraduate and graduate education programs, which involve about 5,100 students and 760 faculty members on the UF main campus in Gainesville as well as 13 research and education centers throughout the state.
- Congratulations to Rebekah Raulerson, Department of Agricultural Education and Communication, on receiving funding on her catalyst proposal to allow members of the UF community to see food issues through the use of art.

April 2011

Congratulations to Daniel Hahn, Ph.D., entomology and nematology, and Robert J. Fletcher, Ph.D., wildlife ecology and conservation, on receiving the UF Excellence Award for Assistant Professors. This award is presented annually by the Office of the Provost and recognizes excellence in research.

- Congratulations to Catherine Shoulders (Agricultural Education and Communication) for winning a UF Graduate Teaching award! A complete listing of all winners can be viewed by clicking [here](#).

March 2011

- Congratulations to CALS alumni Kristina Betters, Liliana Bustamante and Paul O'Rourke on being inducted into the Chapman Chapter of the Gold Humanism Honor Society at the UF College of Medicine.

February 2011

- Congratulations to Forest Resources and Conservation Associate Professor Karen Kainer, Ph.D., on being selected for one of five university-wide Doctoral Mentoring Awards. This award encourages and rewards excellence, innovation and effectiveness in mentoring students through their final dissertation.
- The National Grocers Association and the Asparagus Club have announced that the University of Florida is the winner of the first annual Food Industry University Coalition Student Industry Case Competition. As the winning team, the University of Florida was awarded a \$5,000 scholarship and a \$3,000 scholarship went to the student team.
- Congratulations to Biology junior Correy Jones on receiving second place in the Life Sciences/Biology Poster Contest at the 18th Annual Florida-Georgia Louis Stokes Alliance for Minority Participation (FGLSAMP) Expo in Jacksonville. Environmental Sciences senior Viviana Penuela and Microbiology and Cell Science junior Barbara Perez also represented the college with their poster presentations.
- Congratulations to Food and Resource Economics Assistant Professor Michael Gunderson, Ph.D., on receiving the 2011 Southern Agricultural Economics Association Outstanding Teaching of a Course Award (Less than 10 Years of Experience). Gunderson was recognized during the 2011 SAEA Annual Meeting on Feb. 7 in Corpus Christi, Texas.

January 2011

- Congratulations to Agricultural Education and Communication senior Carly Barnes on being selected to participate in the USDA's Outlook Forum Student Diversity Program in Arlington, Va., in February 2011. This program is a unique opportunity for students to learn about agribusiness, the latest research, future trends, and policy in contemporary agriculture.

December 2010

- The UF Alpha Zeta Chapter organized a national service project in Orlando. College students from across the country converged to glean citrus fruit from local growers to be prepared and served in homeless shelters.
- Congratulations to Family, Youth and Community Sciences senior Gemma Spofforth on her selection as a recipient of the UF Outstanding Leadership Award recipient for Fall 2010.
- Two agricultural education and communication faculty members were recognized at the annual Association of Public and Land-grant Universities meeting in Dallas. Professor Ricky Telg was awarded the USDA/NIFA National

Teaching Award, and Associate Professor T. Grady Roberts was awarded the USDA/NIFA Best New Teacher Award. Congratulations!

- Congratulations to David Barber, Food and Resource Economics Undergraduate Coordinator, on his recent recognition as the National Residence Hall Honorary Faculty/Staff of the Month. Barber is the Faculty-in-Residence for the Honors Residential College at Hume Hall.

October 2010

- The Agricultural Education and Communication Department received the inaugural Distinguished Department Award from Florida Blue Key on Oct. 5.
This award recognizes a UF department which demonstrates the highest degree of commitment to scholarship and academic success for its undergraduates and comes with \$1,000 to be used for undergraduate scholarships.

September 2010

- Microbiology and Cell Science Assistant Professor Claudio Gonzalez is mentoring American Society of Microbiology Undergraduate Research Fellow Anastasia Potts.
Their research project is: Identification of natural 2,3-dioxygenase (IDO) modulators produced by *Lactobacillus johnsonii* N6.2 strain. Congratulations to Dr. Gonzalez and Anastasia!
- Julie C. Padowski, soil and water science doctoral student, has been selected as the recipient of the National Water Research Institute's Ronald B. Linsky Graduate Fellowship for outstanding water research.

August 2010

- 10 students will form the second cohort of the CALS Leadership Institute in 2010-2011: Ryan Armstrong and Jamie Fussell, food and resource economics; Robert Chappe, environmental science; Brittany Gilbert, animal sciences; Michele Goodfellow, natural resource conservation; Brittany Oliver, biology; Rebecca Quinonez, Tracy Vu and April Wu, food science and human nutrition; and Ashlyn Smith-Sawka, soil and water science.
- Congratulations to CALS Dean Kirby Barrick on being a 2010 Alpha Gamma Rho Hall of Fame inductee! Dr. Barrick was recognized this weekend at the fraternity's national convention in St. Louis.

July 2010

- Students from the Department of Food and Resource Economics' Quiz Bowl Teams earned both first and second place at the American Agricultural Economics Association annual meeting in Denver.
Congratulations to first-place team members John Lai, Stephen Morgan and Jerrod Penn and second-place team members Felipe Martinez, Lane Register and Celeste Sununtnasuk. Austin Gerber, Kristen Kovalsky, Melissa Short and Johanna Wilkes served as alternates.
- Congratulations to the following individuals on being recognized at the 2010 North American Colleges and Teachers of Agriculture Conference at Penn State:
E. B. Knight Journal Award - Heidi Radunovich, Ph.D., and Eboni Baugh, Ph.D., both Family Youth and Community Sciences, and Elaine Turner, Ph.D., Food Science and Human Nutrition
NACTA Teacher Fellows Awards - James E. Dyer, Ph.D., Agricultural Education and Communication; Sabine Grunwald, Ph.D., Soil and Water Science; and Rick Weldon, Ph.D., Food and Resource Economics
NACTA Graduate Student Awards - Karen J. Cannon and L. Rochelle Strickland, both Agricultural Education and Communication
- Charlotte Emerson, CALS Director of Student Development and Recruitment, and Cathy Carr, CALS Director of Alumni and Career Services, were recently appointed to the National Agricultural Alumni and Development Association (NAADA) Board of Directors. Emerson will serve a one-year term as student programs committee chair, and Carr will serve a two-year term representing the organization's alumni track.

April 2010

- Art Teixeira, Ph.D., agricultural and biological engineering professor, was elected Institute of Food Technologists (IFT) Fellow in 2010 as a leading educator in food engineering with accomplishments in simulation, optimization and control of thermal processing operations.

- Congratulations to Jonathan Dumas, animal sciences senior, on being selected as an Agriculture Future of America (AFA) Campus Ambassador.
- Congratulations to the following student award recipients who were recognized at the CALS Scholarship and Leadership Awards Banquet on April 13:
 - J. Wayne Reitz Medal of Excellence - Outstanding Senior Award
 - Stephanie Suzanne Stopka, Food Science and Human Nutrition
 - E. T. York, Jr. Medal of Excellence - Outstanding Junior Award
 - Gavin Benjamin Rollins, Agricultural Education and Communication
 - Jimmy G. Cheek Graduate Student Medal of Excellence
 - Andrew C. Thoron, Agricultural Education and Communication
 - Larry J. Connor Medal of Excellence
 - Alisha Wainwright, Botany
 - CALS Alumni and Friends Leadership Award
 - Lauren Michelle Foster, Food Science and Human Nutrition
 - Jack L. Fry Award for Teaching Excellence by a Graduate Student
 - William Pelletier, Agricultural and Biological Engineering
- Francesca Enea, family, youth and community sciences, was named one of 10 finalists for the Lowe's Senior CLASS (Celebrating Loyalty and Achievement for Staying in School) Award for softball.

March 2010

- Janna Underhill, food science and human nutrition, was recognized at an event on March 29 as the 2010 University-wide Professional Adviser of the Year.
- Congratulations to Anna Land, food science and human nutrition major, on her selection as a 2009-2010 Young Ambassador for the German Academic Exchange Service (DAAD)
- Congratulations to the following faculty and staff, recognized at the CALS Scholarship and Leadership Awards Banquet on April 13 for their teaching and advising efforts:
 - CALS Undergraduate Teachers of the Year
 - Nicole Stedman, Agricultural Education and Communication
 - Suzanna Smith, Family, Youth and Community Sciences
 - CALS Undergraduate Advisers of the Year
 - Faculty - Kate Fogarty, Family Youth and Community Sciences
 - Professional Staff - Janna Underhill, Food Science and Human Nutrition
 - CALS Graduate Teacher/Adviser of the Year
 - Gail Kauwell, Food Science and Human Nutrition

January 2010

- Congratulations to family, youth and community sciences recent graduate Tim Tebow and senior Gemma Spofforth on receiving the Ben Hill Griffin Award. This award is presented to student-athletes who excel in both athletic and academic achievement and extra-curricular involvement.
- The College of Agricultural and Life Sciences supports MLK 2010: Leave Your Mark.
- Celeste Sununtnasuk, food and resource economics senior, was selected as one of 15-18 students across the nation to participate in the USDA Agricultural Outlook Forum Student Diversity Program in Washington, D.C.

IFAS DEAN FOR RESEARCH OFFICE

Summary of Accomplishments: 2010-2011

Objective: To foster multidisciplinary research and the creation of centers

- **Climate Institute** – Activity: Provided support for initiation of the Institute. Impact: The Institute was founded, it acquired a research planning grant at UF level, was awarded official institute status by Board of Trustees, and has acquired climate grants for FY11 totaling over \$3.6 million.

- **Carbon Resources Science Center** – Activity: Provided support to help initiation of the center and to facilitate linkages among researchers. Impact: Tim Martin received a NIFA CAP grant for \$20 million for five years for research on carbon sequestration in pine forests.
- **Ordway-Swisher Biological Station** – Activity: Committed funds toward infrastructure improvement. Impact: Leveraged investments from the NEON program and instrumental in securing a \$600,000 gift for the Station.
- **Plant Science Research & Education Unit** – Activity: Provided periodic support for infrastructure needs for the 1,000-acre research farm. Impact: The Research and Education Unit is a cornerstone of agricultural research in IFAS that is pivotal in generating cutting-edge research impacts by IFAS faculty; over 400 faculty research projects are under way.
- **Best Management Practices research program** – Activity: Provided support for coordinator of BMP research, Michael Dukes; coordinated research activities related to BMP; and funded five research projects related to water quality research.
- **Fisheries and Aquatic Sciences Program** – Activity: Provided funds for fleet purchases and engine upgrades. Impact: Logistics and safety improvements meant that grouper reef research in the Gulf (sampling 88 standardized reefs) was accomplished in six weeks instead of five months.

Objective: To encourage and support “Emerging Issues” research

- **Citrus Black Spot** (Megan Dewdney) – Activity: Provided funds to jump-start surveillance and research for this new threat. Impact: Able to contain citrus black spot in two counties as a direct result of the surveillance activities.
- **Invasive Plant Assessment Model** (Ken Langeland) – Activity: Provided funds for the IFAS Invasive Plant Assessment. Impact: Provided assessment for new plant variety releases such as sterile lantana for the landscape industry and Eucalyptus grandis for bioenergy production.
- **Oyster reef dynamics in the Big Bend of Florida** (Bill Pine) –Activity: Seed funding. Impact: Received follow-up grant from Sea Grant
- **Comparing perceptions and measured BMI and body fat in young adults (Karla Shelnett)**. Impact: Participation in multistate proposal and project on healthy eating and weight gain in young adults.
- **Red Bay/Ambrosia Beetle/Laurel Wilt Disease: A threat to the avocado industry** (Jason Smith and Randy Ploetz). Activity: Provided critically needed seed funding. Impact: Acquired three USDA grants and one DACS grant (\$495,000) on natural resistance and other critical needs research for laurel wilt disease.
- **Maize genetics & climate change** (Curt Hannah) -- Activity: Assistance for developing NIFA proposal. Impact: Attained \$5 million grant in maize genetics to research effect of temperature on kernel formation and developing heat resistance (climate change related).
- **Grape biotechnology and disease resistance** – Activity: Provided bridge funding to develop NIFA proposal (Dennis Gray). Impact: \$2.1 million NIFA grant received.

Objective: To support IFAS plant breeders in the development of new varieties

- **Support breeding programs in 45 crops**. Impact: IFAS scientists released 16 new varieties and had 32 invention disclosures in 2010.
- **Administer and oversee releases and licensing of new varieties** – Impact: Licensing revenues from IFAS varieties increased by \$200,000 in the past year to \$3.78 million.

Objective: To increase IFAS external contracts and grants

Support Activities:

- Grantsmanship workshops for faculty, post-docs and graduate students.
- Notify faculty of grant award opportunities.
- Funded 11 innovation research projects to develop preliminary data, commercially viable concepts and high risk projects.
- Funded 12 scientists to attend a NIFA grants workshop in Washington, D.C.

Impact: Grants and contracts for FY11 totaled \$112.8 million, up 32% from FY10.

Objective: To foster undergraduate research and introduce undergraduates to science

- Summer research intern program for undergraduates. 37 undergraduate interns gained research experience through direct involvement with IFAS faculty in their research programs.
- HHMI (Howard Hughes Medical Institute) undergraduate research program. Funded HHMI students in biological sciences research.

Objective: To partner with CALS for doctoral education and research in the STEM fields

- Activities: Provided support for the following programs:
 - Matching assistantships for CALS
 - USDA National Needs Fellowships in Genomics, Education and Metabolomics (Maria Gallo)
 - PMCB graduate program
 - AMCB graduate program
 - Plant Breeding Graduate Program
- Impacts: Matching funding for approximately 15 doctoral students.

Objective: To assist with management and reporting of research portfolio

Activities:

- Endnote system for tracking all refereed publications
- CRIS -- Encourage and facilitate every research faculty member to have a CRIS federal research project and launched a CRIS listserv (CRIS-L) to manage and communicate with CRIS liaisons
- Metrics -- Launched a metric site for IFAS to view Award and Expenditure data by faculty and by unit
- Impacts:
 - Documented the highest number of refereed journal publications for IFAS ever: 1,365
 - IFAS research has over 760 active research CRIS projects (double the volume of 2007)

Objective: To support purchases of critical research equipment and computing facilities for research teams

- Equipment Purchases: Activity: Matched SVP's \$400,000 with \$400,000 to support new equipment purchases. Impact: The required 1:1 match meant \$1.6 million in new equipment for IFAS scientists.
- ICBR: Activity: Joined VP for Research in providing \$150,000 to the ICBR for the purchase of an Illumina Hybrid Genome Sequencer (\$1 million). Impact: Increased sequencing of genomes.
- High Performance Computing Center (HPCC) Activity: Funded expansion for researchers working on large scale data analysis. Impact: IFAS researchers have priority at HPCC.

Objective: To enhance faculty skills through faculty development

Activities: Funded professional development activities for:

- Water Quality Faculty Training Program
- GIS/GPS in Natural Resources Research Workshops
- REC-based Research Programs: How to Define and Acquire Success
- Advanced Statistics Training
- Impact: Over 150 faculty received additional skills in these areas.

Objective: To partner with industry in identifying critical research needs, accomplishing the research and collaborating with Extension to ensure transfer of research results to stakeholders

- Florida Tomato Committee – Activity: Identify critical research needs and administer proposal review and reporting. Impact: \$216,000 for IFAS research.
- FNGLA – Activity: Identify critical research needs and administer proposal review and reporting. Impact: 7 research projects totaling \$35,000.
- Caladium – Activity: Work with caladium growers to identify needs and fund research; Impact: \$21,000 for caladium research.
- Citrus Research and Development Foundation: Activity: Work to identify research needs. Impact: \$11 million in existing contracts; \$1.5 awarded in 2011.

Objective: To recognize successful, productive research faculty and graduate students

- Activities: Provided the following awards and recognition:
- Award of Excellence for Graduate Research -- Best M.S. thesis and Ph.D. dissertation awards
- Richard Jones New Faculty Research Award
- UF Research Foundation Professors (six faculty members from IFAS)
- Research Professor Emeritus Award
- Lead-21 Leadership Fellow – Gbola Adesogan

Impact: These awards were presented and acknowledged at the annual awards ceremony

UF-IFAS EXTENSION ACHIEVEMENTS

Summary of Accomplishments: 2010-2011

- **Shaping Solutions for Florida's Future** – UF/IFAS Extension is developing a long-range plan (LRP) that will shape our outreach programs for the next decade. This joint effort between UF and FAMU will provide a clear path of action as an educational organization to support Florida's economy, environment, and people. We will be relevant and flexible to meet the changing needs of Florida's communities. We collected information on critical issues from county listening sessions and focus groups composed of the general public, county government, state agencies, and commodity groups. In addition, more than 4,000 individuals responded to an online survey. We will use the plan to guide resource allocation within IFAS Extension and forge new partnerships to support our programs. We are currently formulating the statewide plan that will reflect the educational priorities identified and the future direction of IFAS Extension.
- **USDA-NIFA Grant** – “Climate Variability to Climate Change: Extension Challenges and Opportunities in the Southeast USA.” (Total award: \$4.8 million; UF share: \$2.2 million). This project will expand UF's existing climate extension program that will help producers mitigate climate change-associated risks and adapt to seasonal climate variability. The purpose is to increase the climate literacy of extension faculty and stakeholders, including youth.
- **Summer Internship Program** – IFAS Extension and the Graham Center partner to recruit students to work in county extension offices around the state. These students educate our clientele about sustainability issues as they relate to underserved and limited-resource communities.
- **Alto and Patrecia Straughn Professional Development Center** – Construction of this two-story professional development building on the UF campus is nearly complete. Thanks to the generous donation of the Straughns, we will have an extension building that can hold 350 people. This center will bring together faculty for professional development opportunities without incurring in costly rental fees. The second floor of the building will house our 4-H unit.
- **OnLine Certificate Program** – Our Agricultural Education and Communication Department has developed an online certificate program for county extension faculty to help them develop and enhance their knowledge and skills in teaching and learning. This certificate program will be available in early 2012.

- **Nutrition Education** – IFAS Extension’s Expanded Food and Nutrition Education Program (EFNEP) educated limited-resource adults (6,108) and youth (9,725) about nutrition, food resource management and food safety. For every dollar spent on EFNEP programming, an estimated \$10.64 is saved in health care costs. Participants reported consuming 3.5 servings of fruits and vegetables at graduation, compared with 2.0 servings at entry.
- **Best Management Practices** – IFAS Extension plays an integral part in the development and implementation of agricultural and urban Best Management Practices (BMPs). In collaboration with FDACS, FDEP, water management districts, and others, we helped develop two new BMP manuals (Equine; Fruits and Nuts) and helped update the Citrus and Agronomic Row Crop manuals. We have conducted numerous on-farm trials and demonstrations showcasing BMPs, and we lead educational workshops and seminars on BMPs and their implementation. Due mainly to our educational effort, about half of Florida’s agricultural acreage is enrolled in the FDACS BMP program.
- **4-H Day at the Capitol** – More than 500 4-H youth, parents and volunteers visited Tallahassee to learn more about state government, where they made a positive impression on behalf of IFAS Extension. The State 4-H Council officers were fortunate to share the stage with the Governor, state legislators, and the Commissioner of Agriculture amidst a “sea of 4-H green.”
- **NIFA CAP Award** – IFAS Extension specialists contributed to a successful \$20 million, multi-state, integrated NIFA CAP award investigating the linkage between climate change and forests. A sub-project is surveying extension faculty from 12 southern land-grant institutions to gauge their awareness, understanding and perception of climate change issues. Results will be used to develop multi-state educational programs and training for faculty and stakeholders.
- **4-H/Youth Development in the Bahamas** – Florida 4-H help lay the groundwork for the official launch of The Bahamas 4-H/Youth Development Program. In September 2011, IFAS Extension faculty met with the Minister of State of the Ministry of Labour and Social Development, which oversees Urban Renewal Centers where 4-H programming will take place. Our faculty also appeared on the radio and participated in an official signing of a cooperative agreement between UF and Lignum Vitae, an NPO in the Bahamas that is spearheading 4-H efforts there. A stronger connection between the government and the NPO was encouraged to ensure a public-private partnership that will make the program more sustainable.
- **Florida Master Money Mentor Program** – IFAS Extension provides training, coordination, and infrastructure for the Florida Master Money Mentor Program. Volunteer mentors provide basic personal finance coaching statewide. Monetary support for this program comes from Bank of America. The program exists in 23 counties with more than 240 mentors. More counties are training mentors every month. So far, the program has helped more than 400 families improve their financial management.
- **Good Agricultural Practices (GAP)** – IFAS Extension has created a new statewide educational program to help small producers implement GAPs for food safety. The program teaches producers how to grow and market fruits and vegetables in the safest manner possible to minimize food safety risk. This program teaches how to design a food safety plan, identify potential risks, and mitigate problems.
- **Fishing Program** – The IFAS 4-H Marine Science Program, Florida Sea Grant Extension, and the Florida Fish Foundation met with fishing agencies and non-profit groups to build a more cohesive, structured state youth fishing program. The resulting “Florida Youth Fishing Coalition” will strengthen communication and share resources among those involved in youth fishing programs, develop a common set of outcomes to guide youth fishing programs, and assist in the development of a statewide curriculum.
- **Housing Performance Analysis** – The IFAS Program for Resource Efficient Communities has developed a strong capability to apply measurement and verification protocols to energy and water conservation programs to fairly judge performance. These capabilities have resulted in several million dollars of funded grants.
- **Numeric Nutrient Criteria Water Quality Education** – A multi-disciplinary group of state and county extension faculty have made a comprehensive effort to educate Floridians about what EPA’s numeric nutrient water quality rule means to them. This team has made a specific effort to educate municipal officials and local governments about the urban aspects of the rule, in addition to our agricultural producers.

COLLEGE OF VETERINARY MEDICINE (CVM)

Summary of Accomplishments: 2010-2011

Center for Environmental and Human Toxicology. This campuswide center is based in the College of Veterinary Medicine. Environmental toxicology (especially aquatic toxicology), nanotoxicology, risk assessment and forensic toxicology. Faculty members in this area are part of the Center for Environmental and Human Toxicology, which serves as the focal point at the University of Florida for activities concerning the effects of chemicals on human and animal health. The center serves as an interface between basic research and its application for evaluation of human health and environmental risks. The research and teaching activities of the center provide a resource for the state of Florida to identify and reduce risks associated with environmental pollution, food contamination and workplace hazards. Development and improvement of risk assessment methods as well as toxicity testing and elucidation of mechanisms of action of chemical-induced adverse health effects are all activities of the center that serve as resources for the state of Florida and the nation. Using the interpretive skills of scientists and clinicians from various health disciplines, better decisions can be made for the protection of public health. Faculty members in toxicology are housed in old space next to the new EPI building. To be able to keep this area strong, we need to acquire high quality research space. We have been working with PHHP, IFAS, and COM Forensic Toxicology to get a new Environmental Health and Toxicology building on the 5-year PECO list.

- **Neuroscience/neurophysiology.** Topics under investigation include potential treatments for cerebral ischemia, central mechanisms of action of antitussive drugs, role of the dorsal central striatum in neglect and recovery, neural mechanisms of respiratory mechanosensation, central neural control of peripheral chemoreceptors, various studies on spinal cord injury (pain, influence of ovarian steroids, cellular repair, and training-induced plasticity), and brain pharmacology. This group of faculty is housed in the Department of Physiological Sciences. We are conducting an external search for a department chair, as well as a new assistant professor to teach anatomy and physiology (using tuition from our new self-funded program). We anticipate at least one, and possibly both, of these individuals will add to this area of expertise.
- **Wildlife and Zoological Medicine and Aquatic Animal Health.** A research and training program in wildlife and zoological medicine that is internationally recognized and includes marine mammals as well as the most comprehensive (and most sought after) residency training program anywhere in the world. This program is deeply involved in continuing to build a comprehensive Center for Aquatic Animal Health in collaboration with the Whitney Laboratory. This impressive program attracted millions of dollars in grant funding over the last two decades and, most recently, has been further strengthened by the addition of a major program for training and research in the care of marine mammals. The Marine Mammal program, delivered in collaboration with the Whitney Laboratory, is funded by the Florida Legislature with an annual \$810,000 per year recurring appropriation from the Florida Marine Resources Conservation Trust Fund. We hope this program forms the core of a future Type I Center for Aquatic Animal Health that will lead a statewide effort involving a wide variety of animal health-related activities ranging from finfish and shellfish aquaculture to aquatic animal conservation and the health maintenance of animals on display in aquaria and oceanaria. Our expertise in marine mammals and sea turtles has been solicited to respond to the current oil spill in the Gulf and some of our staff are already on site. We are currently negotiating a large contract with BP to provide a breadth of services in support of marine animals.
- **Veterinary Extension.** Veterinary Extension is an important component of the CVM programs and coordinated by the Dean of Extension.
 - a. Dairy Extension – One FTE position covers the entire state providing education and programming for dairy producers and veterinarians
 - b. Beef Extension – One FTE provides education and programming for producers and veterinarians
 - c. Aquatic Extension – two FTE provide education, programming and services for commercial fisheries producers , ornamental fish industry as well as other aquatic animals such as manatees, whales, sea turtles etc.
 - d. Equine Extension – One FTE provides education and programming for equine owners and veterinarians
 - e. Poultry Extension – One FTE provides education and programming to the poultry industry.
- **Food Animal Reproduction and Medicine Service (FARMS).** This group of food animal specialists provide clinical services to the IFAS herds and several privately owned dairy and beef herds. They also conduct research on reproduction and collaborate closely with faculty counterparts in the Dept of Animal Sciences.

- **Infectious Diseases Research.** Several faculty in the Department of Infectious Disease and Pathology conduct research on important diseases of livestock such as West Nile, Influenza, Anaplasmosis, Babesiosis, and Mycoplasma. Many of these diseases are zoonotic and some are foreign to the U.S.
 - a. Retrovirology. Drs. Janet Yamamoto and Ayalew Mergia continue to run a highly productive program in retrovirology. Dr. Yamamoto is actively looking for a better research environment to pursue her HIV vaccine work and to commercialize feline immunology products. We have requested, and UF has approved, hiring of a senior faculty member with strong immunology expertise using stimulus funds for two years. We have interviewed and are actively pursuing two such faculty members. Dr. Win Phillips, Vice President for Research, is willing to provide startup support for both candidates. In addition, Dr. Glenn Morris, EPI Director, is willing to provide support for one of these faculty members, and Dr. Paul Okunieff, director of the University of Florida Shands Cancer Center, is willing to provide support for the other.
- **Equine Research.** Several faculty in the Department of Large Animal Clinical Sciences conduct research on infectious diseases, gastrointestinal, surgical, and reproductive diseases of horses. Examples of two special programs are as follows:
 - a. Racing Laboratory and Pharmacokinetics Laboratory. This service and research laboratory is operated as a service contract from the Department of Business and Professional Regulation and performs testing on race horses and dogs to detect illegal drugs and substances. It also performs research on new and suspected substances to determine effects and detection methodologies.
 - b. Comparative Ophthalmology. Widely recognized for expertise in equine eye disease, retinal disease, glaucoma, comparative ocular anatomy and ultrastructure. Graduate students and residents are highly prized, and the residency program is one of the nation's most competitive. Faculty in this area are distinguished internationally and have written the seminal text in the discipline.
- **Veterinary Emergency Treatment Service (VETS).** This service is a joint effort sponsored by FDACS, FVMA, the CVM and numerous private donors. It was organized to provide animal emergency response primarily caused by hurricanes. It also responds to animal emergencies from a number of causes such as forest fires.
- Dairy. Dr. Michael Dark recently published on the successful genetic sequencing of the organism that causes Anaplasmosis in cattle, an important disease in Florida.
- Our aquatic animal health group was engaged in the aftermath of the gulf oil spill. Dr. Brian Stacy, a board certified pathologist was identified and employed by NOAA as an expert, assessing damage to marine life in the Gulf.
- Also in aquatics, veterinarians Denise Petty and Ruth Francis Floyd and others have worked with an IFAS team to foster health management support of the clam industry, ornamental fish industry, and marine life such as manatees, dolphins and sea turtles.

Amanda House, an Extension veterinary specialist, conducted several healthcare meetings for owners and veterinarians. She also developed a program of external clerkships to better educate veterinary students and reach out to veterinarians of the state.

Drs. Pat Calahan and Murry Brown received NIH grant funding to study arthritis in an equine model. Dr. Julie Levy, head of the Maddie's Shelter Medicine program, recently published on development of a contraceptive vaccine for cats. This has potential to be the most cost effective means to control cat populations worldwide.

Dr. Max Irsig, Extension veterinarian for beef cattle, is working with IFAS faculty and producers to develop Florida Heritage Beef, an attempt to brand beef that could be more profitably produced in Florida.

FLORIDA SEA GRANT

Summary of Accomplishments: 2010-2011

Florida Sea Grant has worked with the state of Florida to develop new guidelines and procedures for removing abandoned crab and lobster traps from state waters, and by organizing volunteers from the commercial crab and lobster fisheries, has already removed over 30,000 traps, enhancing the safety and quality of more than 125,000 acres of estuary habitat.

- Florida Sea Grant has been the leader in developing and guiding the State's artificial reef program for the last two decades, providing the necessary research, education and training to support this program. This year, UF/IFAS and Sea Grant faculty completed an evaluation of the economy generated just in southwest Florida from these reefs and the numbers are staggering – near 2,600 jobs and over \$250 million dollars a year in reef-related expenditures in Florida.

- A GIS-based regional waterway management system developed by UF/IFAS and Florida Sea Grant faculty in partnership with the state of Florida has cut red tape in the permitting process for canal dredging, and is saving taxpayers in southwest Florida an estimated \$1 million a year in taxes. The program is expanding now to other regions of the state.
- Florida Sea Grant continues its long-standing efforts to provide science, education and training to assist traditional fishing communities – in particular, clam farmers, oyster fishers and sponge fishers – in dealing with new state and federal regulations, changes in environmental conditions, and methods to enhance productivity and improve product quality. This work has sustained over 300 small businesses in Florida and thousands of jobs.
- UF/IFAS Professor Steve Otwell developed the revised manual on Hazard Analysis and Critical Control Point System (HACCP) – a guidance manual that must be followed by every seafood wholesale and retail operation in the United States – and working with Sea Grant / IFAS Extension faculty, has provided training to over 300 professionals in Florida in the six months since the manual was released. Professor Otwell is working with Chinese officials to implement a required HACCP program for all seafood processing in that nation.

UF/IFAS INTERNATIONAL PROGRAMS

Summary of Accomplishments: 2010-2011

UF/IFAS International Programs is presently supporting 17 graduate students in various CALS Academic Units on USAID-funded projects. These include:

- Six students (one female, five male) from Malawi
- Eight students (two female, six male) from Haiti
- Three students (two female, one male) from Tanzania

These grants have come with funds to support UF-led research by the students in their respective countries, and to provide travel for the major professors to advise the students in the field. As an example, the six Malawi students finished their course work this past August and have just returned to Malawi to collect data under the guidance of their major professors in the Animal Science Department. On Oct. 8, Geoff Dahl and Gbola Adesogan will travel to Malawi for one week to advise the students, while the other major professors (John Arthington, Cliff Lamb, Sally Williams, and Charlie Staples) will visit Malawi to advise their students later in the year. Other faculty who have already traveled to Malawi on this program include John VanSickle, James Sterns, and Rick Weldon from the Food & Resources Economics Department. (At about \$50,000 per student, these present grants are worth about \$850,000.)

- The USAID Administrator, Dr. Raj Shah, visited the WINNER project last Thursday, which included a visit to the Bas Boen rural development center that UF/IFAS has helped set up (we are partners with Chemonics on the WINNER-Watershed Initiative on National Natural Environmental Resources-project with funds from USAID/Haiti). Dr. Shah made reference to the University of Florida several times during a joint press conference with the Haitian Minister of Agriculture and the U.S. Ambassador to Haiti. Florence Sergile has provided excellent coordination of UF/IFAS contributions to WINNER, having received excellent contributions from many faculty across several academic units and RECs, including Brian Boman, Richard Fethiere, Steve Sargent, Kelly Morgan, Art Teixeira, Jeff Jones, Qingren Wang, Yuncong Li, and Ed Hanlon, just to name a few! (UF/IFAS has received about \$1.5 million on this project during the past two years.)
- During the past year, UF/IFAS has become a lead institution or a partner institution on three major USAID-funded programs:
- UF/IFAS is the lead institution on a unique new collaboration among experts in the U.S. and Brazil to improve agriculture and food security in the African nation of Mozambique. The project's primary goals are to reduce hunger and poverty in Mozambique by increasing agricultural productivity, creating economic opportunities and enhancing human nutrition. The main U.S. partner is Michigan State University. Partners in Brazil include Embrapa and their Ministry of Education, while partners in Mozambique include the National Agricultural Research System (IIAM) and their Ministry of Education. (This program will be funded by USAID at \$7.9 million over four years (2011-2014); additional funds for Brazilian partners are provided by the Brazilian government.)
- UF/IFAS is a partner on the new global program entitled Modernizing Extension and Advisory Services. This program is led by the University of Illinois with UF/IFAS, Cornell University, Michigan State University, UC-Davis, and North Carolina A&T as the main U.S. university partners. (This program is to be funded at \$9 million for five years starting

September 2010 through September 2015; UF/IFAS received \$175,000 the first year for development of training modules and documentation of best practices and lessons learned.)

- UF/IFAS is part of a consortium led by The Ohio State University that has just received a large grant for capacity building and institutional development in Tanzania. The program is referred to as the innovative Agricultural Research Initiative (iAGRI), and has the goal of training at least 100 master's and 20 Ph.D. students from Tanzania during the next five years. Three of the first five MS candidates entered UF August 2011 to begin their MS degree programs in Food & Resource Economics, Agricultural and Biological Engineering, and Horticultural Sciences. (This program is to be funded at \$24 million over five years starting 2011; other consortium partners include Michigan State University, Virginia Tech, Tuskegee University, and Iowa State University.)

FACILITIES

Summary of Accomplishments: 2010-2011

- As a part of the facilities and infrastructure programs:
- Continued construction of the Biofuel Research and Demonstration Plant at Perry, Fla. On time for January 2012 completion
- Planning and renovations under way for the Newell/McCarty Hall shuffle
- Bryant Hall renovation competed for Contract and Grants personnel and Agricultural Education and Communications programs
- Energy conservation and minor renovations continued statewide
- Master plan completed for TREC
- Design of replacement lab building at TREC under way
- Graduate student housing completed at MFREC
- Maintenance operations responsibilities at CREC and MFREC turned over to Facilities Planning and Operations
- Straughn Extension Professional Development building construction under way for completion in December 2011
- Design of new Plant Diagnostic Lab under way for completion in 2012
- Construction is under way for a new training facility at the Plant Science and Education Unit at Citra, completion in 2012
- Complete peanut field research building at NFREC, Marianna
- Energy efficiency project at Entomology and Nematology is 25 percent complete, yielding a 24 percent reduction in utility costs.